

# SAA CID



**Community Mobilisation Workshop**

**Employment for Peace in Mogadishu and Southern Somalia**

**Mogadishu City**

**3-6 June 2006**



## **Introduction**

In 2003, ILO and SAACID implemented a proof-of-concept economic recovery programme in 6 of the 16 districts of Mogadishu – focussing on garbage collection and street cleaning. This had never been able to be achieved, as freelance militiamen and rogue businessmen claimed ownership of the garbage and sand; and wanted remuneration for it to be collected.

To negate the problems of the militias and businessmen, ILO and SAACID targeted grassroots non-political leaders and community groups. They targeted the poorest in each district. They made the programme transparent and gave genuine ownership to each district community. All districts received equal resources and equal treatment; and there was an effective disputes mechanism to deal with problems – with all district leaders (even from the non-participating districts) having the opportunity to be heard and to help solve problems. It was then the communities implementing the programme; and it was community leaders dealing with the freelance militias and rogue businessmen in their own area.

This philosophy and methodology proved to be extremely successful. It exceeded the expectations of ILO and SAACID - especially in the area of practical peace-building within districts and between districts. The programme has also been enduring. For example, Bondhere District was one of the pilot districts for the programme. It was badly internally divided, with a number of clans residing in the area and in dispute for more than a decade. This programme brought these clans together; and to this day, Bondhere is a much more secure place to reside.

This 2006 programme is a Phase II scaled-up programme of the initial programme. It was conceived back in 2003, but it has not been until now that funding has been secured.

The programme encompasses all 16 districts of Mogadishu, plus the Bermuda area of the city. Bermuda is historically an extremely impoverished area of the city, where even mainstream Somalis fear to go. It encompasses parts of 3 different districts of the city. It is populated by minority Somali clans, IDPs and Bantus – groups of people who are desperate and have nowhere else to go.

The programme is envisioned to run for 4 months – with an option to extend the time and mandate of the programme if successful.

The programme will directly employ 100 of the poorest people in each of the 16 districts – plus 100 people from the Bermuda area. Each district will be responsible for the selection of workers in their district. They will also be responsible for mapping the sites to be cleaned and the work timetable.

SAACID will be responsible for coordination and budget.

This workshop was designed to mobilise the non-political leadership in each district, outline the criteria, aims and objectives of the programme, get their input, and begin the logistical effort to start implementing the programme.

Included in the workshop was District-Commissioners, Vice-District Commissioners, representatives from women's groups, traditional elders, representatives from youth groups and many other respected persons from each district.

The districts were split into 2 groups, with each group numbering 50. Each group then participated in a 2-day workshop – being implemented from 3-6 June.

Expected outcomes to be achieved will include:

- Garbage collection and road clearance
- Direct employment of 1,700 people
- Better city outcomes in health and hygiene
- A better educated populace in health and hygiene
- Tangible peace and reconciliation initiatives within and between districts

### **Workshop Title was *Community Mobilization Workshop***

Before SAACID announced the launch of the workshop, SAACID communicated with the Mayor of Mogadishu and the district leaders to inform them all of the coming programme; and asked to provide support to implemented the programme. They all welcomed and appreciated the support that ILO and its stakeholders were going to provide the Somali community in Mogadishu.

### **Objective of the workshop**

Assess the outputs, constraints, lessons learned and registered retreats from the previous sanitation project of 2003.

Perform SWOT analysis on the previous program.

Explain the extension of the new project.

Ponder on the possible challenges expected during the implementation of the present program.

Discuss the possible tactics to overreach any expected constraints

Design a code of conduct for the performance of the project

To explain clearly the responsibility of all stakeholders of the project

Design criteria for the selection of the people expected to participate in the project implementation; and the selection of the appropriate sites for the garbage in each and every district.

### **Workshop Agenda**

Explain the aims and objectives of Phase II of the programme:

- Assessment of the achievements and outcomes of the Phase I proof-of-concept programme of 2003
- Get the input of the districts that participated in the Phase I programme
- Select the most appropriate places for programme implementation – including dump sites

- Specify necessary security measures of the programme - including the potential for unexploded ordinance, sharp metals or pointed material that could pierce and harm the people during the cleaning and clearing operations
- The quantity of the garbage needed to be collected by each and every person (this element was explained by KEI Engineering Professionals)

### **Workshop Date**

The workshop was held from 3-6 June for 2 groups, comprising a total of 100 persons, which came from the 16 districts of the city, plus the Bermuda enclave (which was honoured separately because of the return of stability in the enclosed locality).

### **Workshop Venue**

The workshop was conducted in SAACID conference hall.

### **Workshop participants**

The workshop was held for 100 persons selected from the 16 Mogadishu districts and the Bermuda enclave.

### **Workshop methodology**

The assigned facilitator was Professor Yahya Sheikh Amir - with the assistance of SAACID – Somalia’s Country Director, Ms. Raha M. Janaqow, the 2 programme engineers from Kulan Engineering Institute (KEI), and SAACID staff led the workshop. The engineers were mainly talking about the technical elements of the programme. The workshop was participatory in its approach.

### **The Workshop Sessions**

The workshop was split into 2, because of the total number of the participants (100). Each session was held for 50 persons from 8 districts. On extra group was the Bermuda enclave - making the number in their session 9. Each groups had a 2-day workshop.

<b>No</b>	<b>District Group 1</b>	<b>No</b>	<b>District Group 2</b>
1	Heliwaa	10	Shingani
2	Bondhere	11	Shibis
3	Wardhigley	12	Karaan
4	Deynile	13	Dharkeynley
5	Hamar-weyne	14	Hodan
6	Hawl-wadag	15	Waberi
7	Hamar-jajab	16	Wadajir
8	Abdul-aziz	17	Yaqshid
9	Bermuda area		

The first session started on 3 June 2006. A timetable was pre-arranged for the workshop (please see the attached timetable).

50 participants coming from 8 districts - plus the Bermuda enclave - attended the workshop on the first 2 days. The second group attended the workshop on the next 2 days - i.e. the 5-6 June. Each session began with a few verses of the Holy Koran, a code of conduct was outlined, and participants introduced themselves to their fellow participants. According to the pre-set timetable, the sessions began at 8.00 am each day and ended at 1: 30 pm - with an interval of 30 minutes at 10: 30.

### Workshop Timetable

No	Time	Topic discussed	Facilitator
<b>DAY ONE</b>			
1.	8:00 am - 8:30	- Introduction of the participants & recital of the Quran	Prof. Yahya Sheikh Amir
	8:30 - 9:00	- Code of conduct & participant's updating	
2	9:00 - 10:30	- Aims and objectives of the workshop - Assessment of the achievements & outcome of the 2003 programme	
3	10:30 - 11:00	Refreshment interval & Tea break	
4.	11: - 12:30	- Contribution of the districts participating in the previous programme - Selection of the appropriate dumpsites - Security measures	
5	1:00 - 1:30	Break up of the workshop	
<b>DAY TWO</b>			
1.	8:00 - 8:30	- Quran recital and recap	
2	8:30 - 9:00	- Reviewing the general concept of programme and the expected outcomes of the programme	
3	9:00 - 10:30	- Expected contribution from the district communities involved in the programme	
4	10:30 - 11:00	Refreshment and tea break	
5	11:00 - 12:30	General discussion on the subject of the programme, the expected outputs and the summation of the workshop	
6	1.00 - 1:30	Closure of the workshop	

The facilitator gave an elaborate account of the programme, while referring to the previous pilot that was carried out in 2003. Each of the 2 groups into which the districts were divided included 3 districts that participated in the previous pilot programme. The facilitator requested the 6 districts that participated in the execution of the first programme to give a brief explanation about the development of the program including:

- Encountered difficulties in the selection of the workers
- Confronted problems with militia operating in and around the work sites
- Occurring health and sanitation issues for workers during the implementation of the work
- Issues surrounding the dangers from unexploded ordinance and hazardous material
- Exposed explosives and sharp materials hidden in the garbage during the implementation of the garbage removal
- Give brief information of the capability of the workers
- Elaborate difficulties encountered in the transfer of the garbage to the dumpsites
- Give a brief account of the working attitude and sincerity of the vehicle owners transporting the disposed garbage
- Give an explicit account of how the confronted difficulties were resolved
- Analyse the differences between the security situation of the previous programme of 2003 and the anticipated security situation of the present programme.
- Make a SWOT analysis on the possibility of realising and exceeding outcomes for the present programme.

The district leaders provided the following helpful insights to the facilitator and the newly participating districts:

- The selection of employed workers was very hard, because of the number given to each district. Many people contacted the district authorities requesting inclusion in the programme - and some even used harsh language with aggressive gestures. The US dollar value during the implementation of the previous was 20,000 Somali Shilling (So. Sh.), while the present exchange rate is fluctuating between 13,000 and 13,500 So. Sh.. The US \$2 allocated for the workers will tempt many more people to call for their inclusion in the programme.
- Some of the militia claimed control of the garbage sites and were asking for forcible money. The district authorities solved this through tactical approaches - like engaging traditional and religious leaders; together with the involvement of the direct relatives of the mischievous militias. In some cases where the militia could not be convinced, small amounts of money were offered to the militia from the district leaders to keep the work going.
- The accumulated garbage in some areas turned into hard solid mud and caused difficulties in breaking them apart. SAACID provided bulldozers to break these hard mud-concrete up, however, some people sustained slight injuries while working in the garbage removal. The distributed gloves and other assisting materials were of great help and facilitation of the working process.
- Intermittent difficulties were encountered in the transfer and disposal of the garbage. The drivers of the vehicles transporting the garbage were forced either to stop working or were forced to pay money to militias, or return the garbage back to its original places.

- Suspicions arose indicating that some drivers intended to minimize their working hours of the day and save fuel. They secretly arranged agreements with some militia to hinder the sanitation task. Such suspicions turned out to be true in some cases and were dealt with accordingly.
- Since Somalis have a well-formulated traditional law in which the elders could be engaged in solving emerging difficult problems through clan relationships, many of the problems encountered were resolved through the application of the Somali traditional norms.

According to the SWOT analysis of the district authorities and the civil society groups participating in its implementation - and in SAACID's opinion - the following has been observed:

- The need for income generating programmes - especially for the poorest and most vulnerable families would encourage the public to support the sanitation task. In addition, the deteriorating conditions of the city's sanitation will tempt the community to approve the implementation of the sanitation programme, in order to obtain a safer and cleaner city and dirt-free environment.
- At the conclusion of the previous programme, many people saw the benefit of the programme. In fact, the number allocated for each district is very small and cannot satisfy the demand from residents in each district. This will create disturbances for the authorities and will need greater investment in time and effort in selecting the appropriate most vulnerable people to be targeted by the programme. In addition, a more plausible approach has to be invented and utilized in managing the drivers of the vehicles transporting the disposed garbage; as well as the selection of the garbage dumpsites; and, management of the militias controlling these areas (if any).

At this stage the facilitator gave some explanation of raised problems and analysis and later passed the word to SAACID – Somalia's County Director (Ms. Raha Janaqow), who elaborately elucidated the aims and objectives of the programme. Ms. Raha expressed her thanks to all those present and representing the different districts of Benadir Region. Before going deep into the elaboration of the programme, she reproached the district authority for certain variations appearing during the implementation of the previous programme as follows:

- SAACID witnessed that some of the selected people engaged others to do the job while sharing the payments
- People were being given more rest intervals than the agreed period of 30 minutes allotted for prayers and break
- People controlling the work sites spoke in favour of those absent from the worksite giving unreasonable excuses
- SAACID's staff controlling the worksites registering attendance of the workers met difficulties - especially from the district authorities claiming power of sponsoring the sanitation work

- Suspicion surfaced that some district authorities deducted money for solving arising security problems from the workers, which is an act totally contrary to the policy of the programme. Nothing can be deducted from the workers for any reason whatsoever. The issue of the security wasn't formally included in the previous programme, but SAACID would tackle the issue in the present programme more aggressively
- Drivers of the vehicles transporting the garbage to the dumpsites were not sincere. In some cases they concluded agreements with people building houses or intending to fill empty hollow spaces near their houses to collect sand. The sand and garbage was not dumped at the agreed dumpsites, but into holes that private residents had paid for. Also, some of the drivers created false claims that their lorries were not operating well and would need maintenance. Others created problems by reaching agreement with certain militias to hinder their work, so as not to work the whole day as was contracted.

Ms. Raha further told the participants that the successful outcome of the previous sanitation programme had encouraged both ILO and SAACID to launch the present programme, involving all 16 districts of Mogadishu. Therefore, the achievement of a successful result of the present programme might additionally tempt ILO and other international NGOs to come forward and implement many beneficial programmes for the community. She encouraged all those present to work hard and achieve a great triumph for the city. She further told the participants that the programme might be extended to another 4 months if there were excellent results. The participants applauded the suggestion and promised to work earnestly.

Ms. Raha then went further dictated the criteria of the selection of the workers as follows:

- The person should come from the district
- Should be categorized as vulnerable and needy
- Each district should employ 50% women
- The women should be those heading households
- The age of the selected should not be less than 18 years and not more than 55 years.
- The payment would be in Somali currency
- The workers will receive their payments on fortnightly basis (15 days)

The 2 engineers who were participating in the workshop then explained the aim of the programme from a technical point-of-view. Elaborating the targeted objectives of ILO. The engineers illuminated that ILO having made many programmes in different countries concluded the utilization of the EIIP policy - which stands for the Employment of Intensive Infrastructure Programme - in which the community is involved in implementing massive beneficial programmes in the reactivation of collapsed infrastructure. The concept is in many African countries where ILO intends to launch pilot programmes in order to assess how far the programme can be successfully conducted in Somalia. This, the engineers said, is the first of its kind, and SAACID really succeeded in implementing the sanitation programme in 2003 under the conditions of ILO.

The engineers asserted that achievement of the programme would give the international community a different perspective and would encourage them to come and implement more beneficial programmes in the country. In addition, the 2 engineers told the participants that the programme targets the Promotion of Economic Recovery Programme for Somalia (PREPS), in which many underprivileged families would receive an income-generating job; and would participate in the reconstruction of the country.

The 2 engineers then proceeded in explaining the needed work capacity of every individual participating in the sanitation programme. They asked the participants how many buckets a person can carry. They told the participants that the ILO had already measured the working capacity of many African countries - including Somalia. In addition, the engineers coming from the Kulan Engineers Institute (KEI) told the audience that they themselves carried out assessment tests in which they finally estimated that a Somali person can carry 2.5 cubic metres per day. This corresponds with the estimation of the previous programme in which SAACID calculated 2.5 for each person every day. Also the engineers requested the participants to ponder on how many minutes would a person need to carry the buckets full of dirt to the lorry and come back to collect an equal load.

The audience after many discussions forwarded unanimously that a person would need 5 minutes and can carry 2 cubic meters. They claimed that the previous programme was carried during the rainless season where the present occurs coincidentally with the rainy season. This, they claim would make the dirt accumulate and get heavier and more sticky and concrete. The engineers calculating the needed estimation of ILO came to the fact the voiced result corresponds with the regulated conditions of ILO. The participants applauded the outcome, which in fact has been reached with their collaboration and acceptances finally which is in between 1.8-2.00 cubic metres per day.

Ms. Raha then proceeded illuminating the conditions of the present sanitation programme as follows:

- The sanitation program will cover 5 months - in which the first month will be allocated for the preparation of the programme including:
  - a) Conducting the present workshop for the collection of ample information from the district authorities and attached civil society groups; as well as assessing a full work plan for the programme
  - b) Identification of the worksites of the respective districts
  - c) Identify the specific appropriate dumpsites for the collected garbage
  - d) Identify the needed equipment for cleaning mud-concrete garbage
  - e) Identification and provision of needed equipment that aids the smooth handling of the sanitation work and garbage disposal and the safety of the people engaged in the work

## Agreed Outcomes of the Workshop

- The real job of the sanitation program will be four months starting from 1 July - 30 October 2006.
- The amount of money allotted for the selected workers will be US \$2 - which will be transferred into Somali currency before distribution to the workers.
- The number of workers of each district will be 100 persons which will give the total number of 1,700 workers - including the Bermuda enclave (Mogadishu has 16 districts only) - 50% of the total workers selected should come from the female population of the districts.
- 70% of the total number should come from the poorest category of the people; while 20% would come from the poorer category; and 10% would come from the poor category of the districts. The selected should be categorized as those incapable of getting food for their household.
- The selected workers will work 6 ½ consecutive hours. The workers should call for work at 7:00 am and should end their day's work on 1:30 pm (with a 1/2 break).
- Two engineers hired by the ILO, and free from SAACID, will supervise the work and give advice in handling concrete garbage, suspected materials and exposed explosives as well as measuring the weight of garbage that could be cleared and disposed by the workers.
- 95 persons out of the 100 people will do the handwork, while the other 5 can provide localised security of the district-based worksites. SAACID will provide back-up security in case the districts need more security.

## Conclusion

The participants really appreciated the programme opportunity - promising to implement subject to the standards of ILO and SAACID. They have been waiting for this successful programme for 3 years now, and want it to work, so they can provide a positive image to the international community. They thanked the facilitator and the 2 engineers for the elaboration of the aims of the programme and the targeted objectives.

The only weakness the participants saw was the limited number to be employed in each district (100). Regardless, all the district commissioners and their aides honestly promised to implement the programme with integrity. They also assured to resolve all arising problems from the armed militia and other provocative elements.

