



Resilience Systems Analysis - Somalia

Results and Roadmap

24 to 25 February 2015



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Executive summary

On the 24th and 25th of February 2015, experts in risk and well-being systems, along with key decision makers, met in Nairobi to explore ways to strengthen the resilience of well-being systems of pastoral, agro-pastoral and peri-urban communities in Somalia over the next three to five years.

The meeting was hosted by the Somalia Resilience Program (SomReP) and the Building Resilient Communities in Somalia (BRCiS) consortia, with assistance from the OECD and the active participation of the Ministries of the Federal Government of Somalia, NGOs, civil society, the Red Cross movement, donors and the United Nations. The analysis was structured around the OECD's resilience systems analysis methodology, drawing on the expertise and knowledge of participants, to develop a concrete set of actions – a 'roadmap for resilience'. The meeting was generously supported by the European Union, FAO, WFP and UNICEF.

The analysis generated innovative approaches to strengthening the resilience of the target communities and a shared understanding of both the primary risks and the intrinsic stresses within those communities' systems for well-being. Participants identified nine priority risks including drought, seasonal flooding, livestock disease, human disease and epidemics, the collapse of agricultural markets, conflict and instability, protection issues, and market instability, including price shocks and unfavourable terms of trade. While there was a perception that the risk landscape for Somalia would most likely improve over the next three to five years, there was a sense that this improvement was, nevertheless, fragile and subject to short term interruptions over that time. Key priorities to strengthen the resilience of well-being systems in Somalia included:

- Strengthening youth education and technical training programmes
- Improving the value chain within key sectors, including fisheries and value-added export processes
- Developing a national resource management policy
- Strengthening government revenues
- Extending community-level early-warning systems
- Building basic social infrastructure services
- Shifting from humanitarian assistance to social safety nets and long-term development financing

The **roadmap to strengthen resilience** (starting page 20) shows how different actions to boost resilience in Somalia should be implemented at different layers of society. It necessitates the co-ordinated commitment of a wide range of actors, including the government, private sector, UN agencies and communities themselves, with the commitment of donors. The resilience roadmap will inform a number of key processes in the coming months, including informing planning and strategy processes for the Government of Somalia, the UN, NGOs and civil society. The analysis will also be utilised for the Donor Group meeting for Somalia, scheduled for April 2015 and the OECD's high level mission for Somalia, led by the Chair of the Donor Assistance Committee, at the end of March 2015.

Five steps for the Resilience System Analysis in Somalia

The resilience systems analysis for Somalia set out to help different groups of actors, both Somalis and the international community, determine how to strengthen the resilience of pastoral, agro-pastoral and peri-urban communities in Somalia. The analysis focused on identifying what resources and capacities communities need to absorb, adapt and transform in the face of a broad range of risks, stresses and uncertainty.

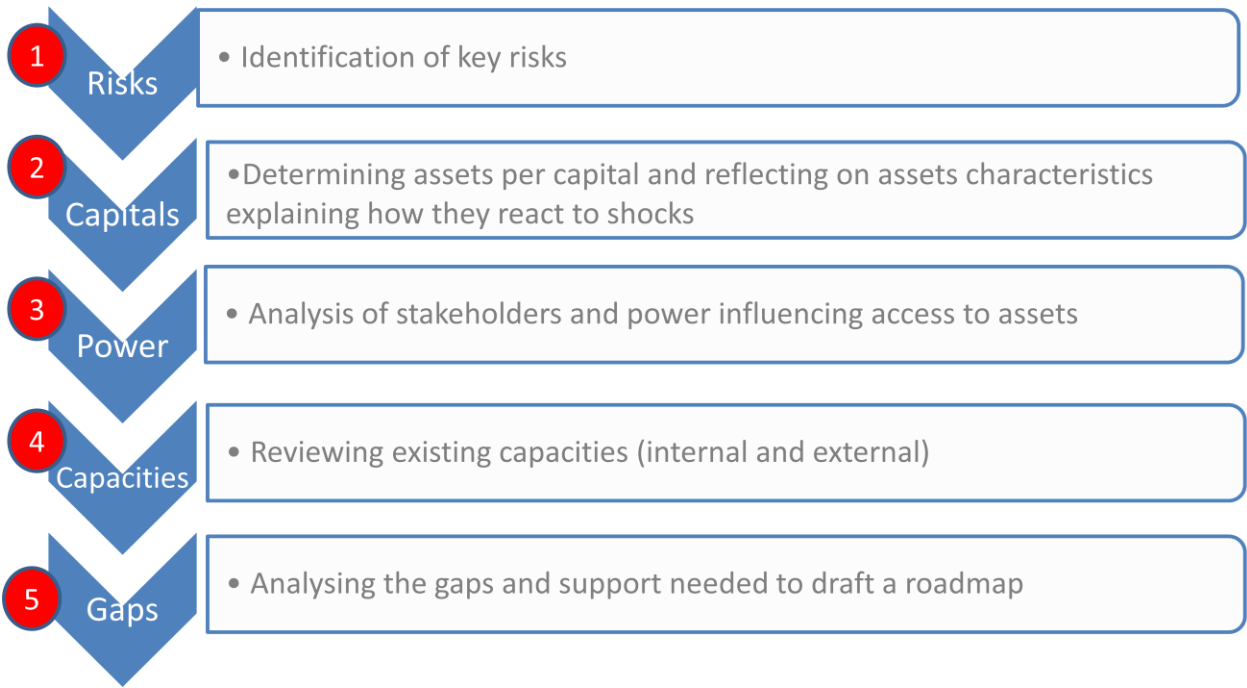
To do this, experts in risk, experts in systems and key decision makers from the Somali Government, NGOs, civil society, the United Nations, Red Cross movement and donors worked together for two days to:

- Share a vision of major risks and their impact on systems for well-being
- Develop a road map to boost the resilience of the well-being systems of pastoral, agro-pastoral and peri-urban communities in Somalia over the next three to five years

The workshop focused on the following scoping question:

Resilience of what?	Well-being system
Resilience for whom?	Pastoral , agro-pastoral and peri-urban communities in Somalia
Resilience to which shocks?	Natural, economic and political
Resilience over what timeframe?	Over the next three to five years

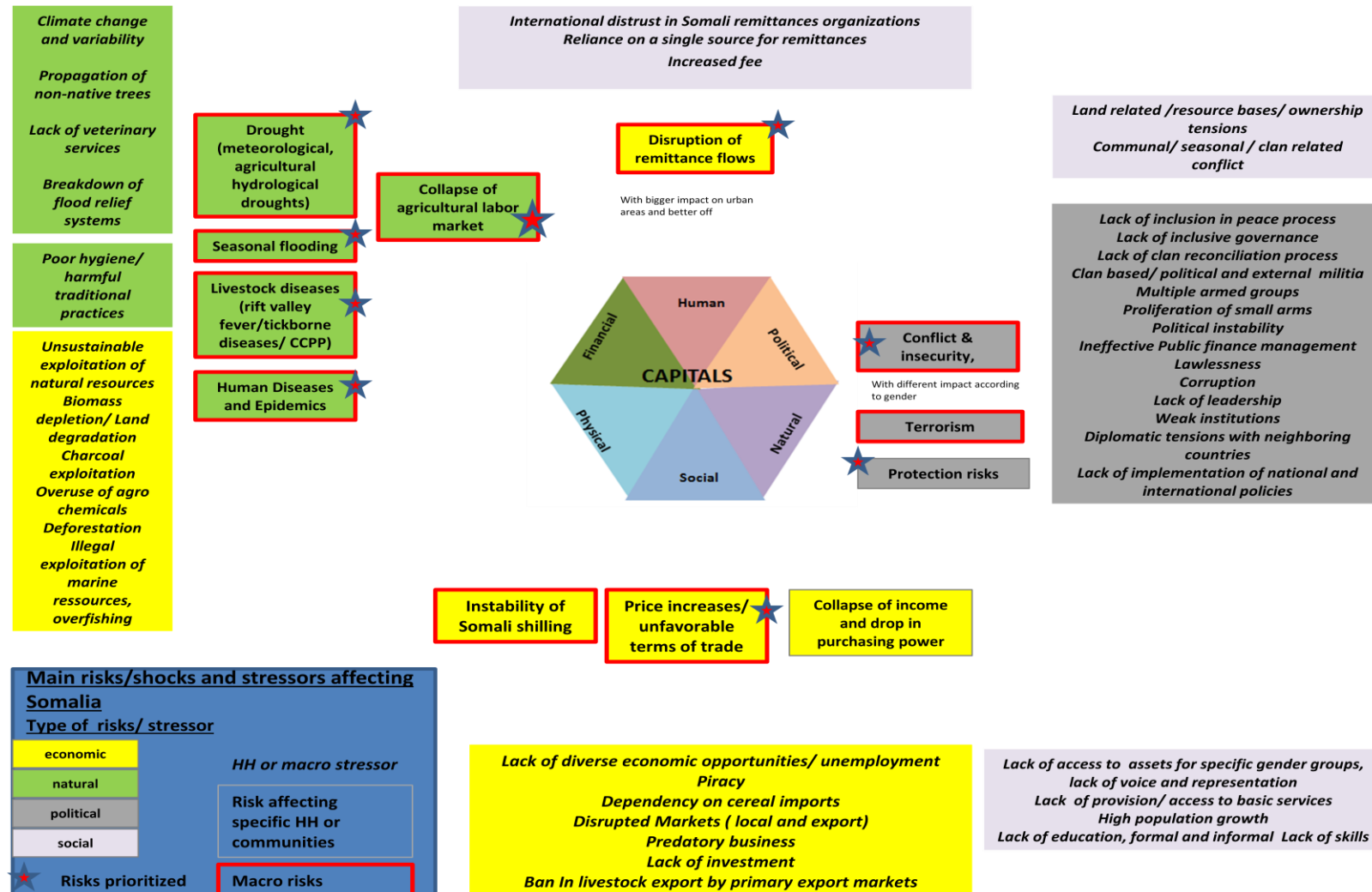
The workshop followed the 5 steps described in the figure below. This report encompasses the various products which participants came up with at each step of the process.



Mapping risks and stresses affecting well-being systems in Somalia

To support resilience, we need to understand the risks that pastoral, agro-pastoral and peri-urban communities in Somalia are facing, and why these communities are either able, or unable, to deal with those risks, i.e. where the well-being system of these communities is weak, and where it is strong. We then use this information to learn from areas where systems are strong (where it has capacity) and where it is weak (where existing capacities cannot counter the underlying stressors).

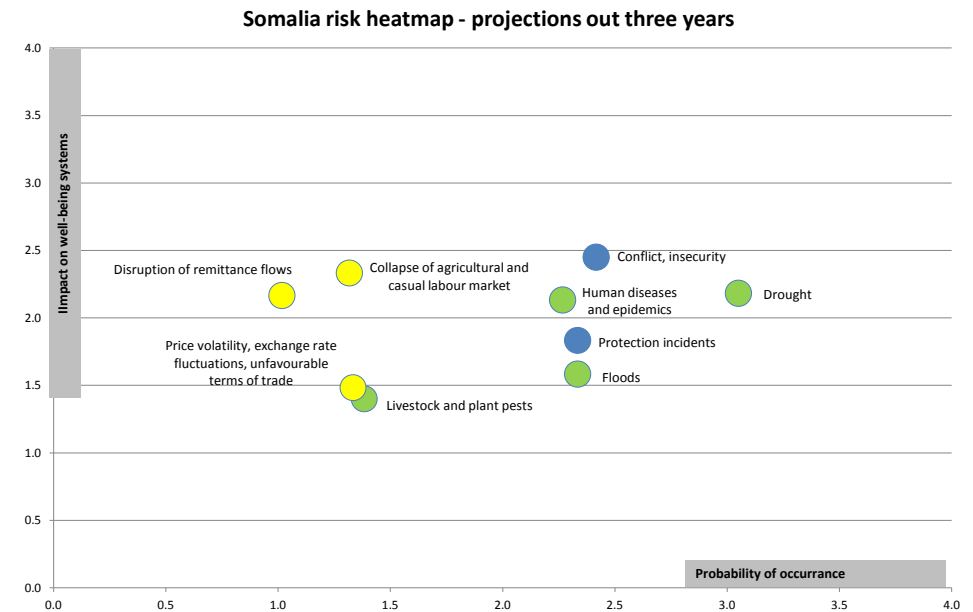
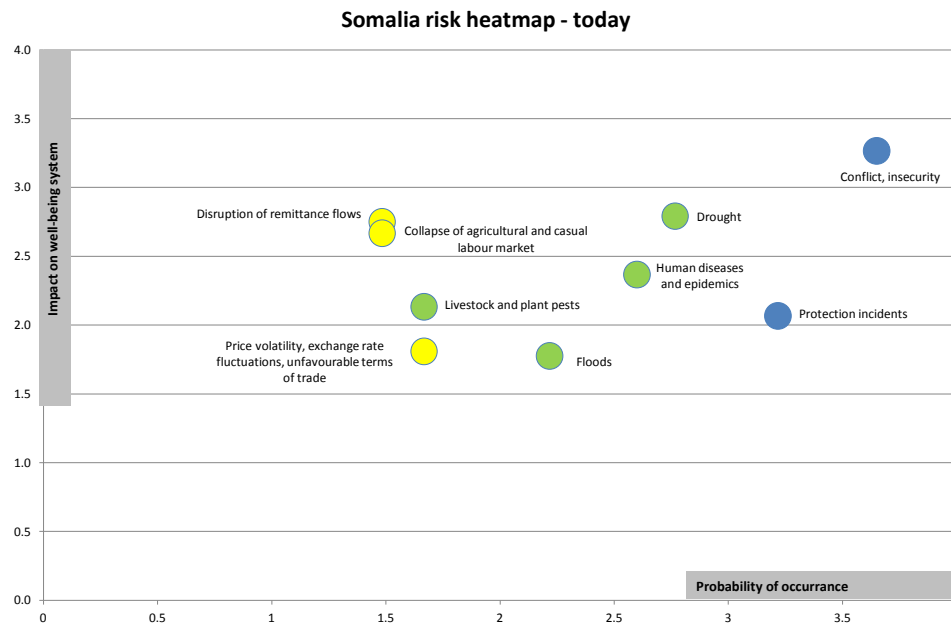
Participants agreed on the following risk landscape and underlying stressors for the target communities in Somalia, based on nine key natural, economic and geo-political risks (marked with a star):



Reflecting on the severity of risks, both today and in three to five years' time

It is critical to understand the probability and impact that the nine risks (identified in the previous step) will have on the well-being of pastoral, agro-pastoral and peri-urban communities in Somalia – both today and in three to five years' time (the scoping period for this analysis). The evolution of the risk landscape is critical – will some risks become more likely? Will they affect the well-being of communities more or less? This part of the analysis ensures that we focus on the highest priority risks when deciding where and how to boost resilience.

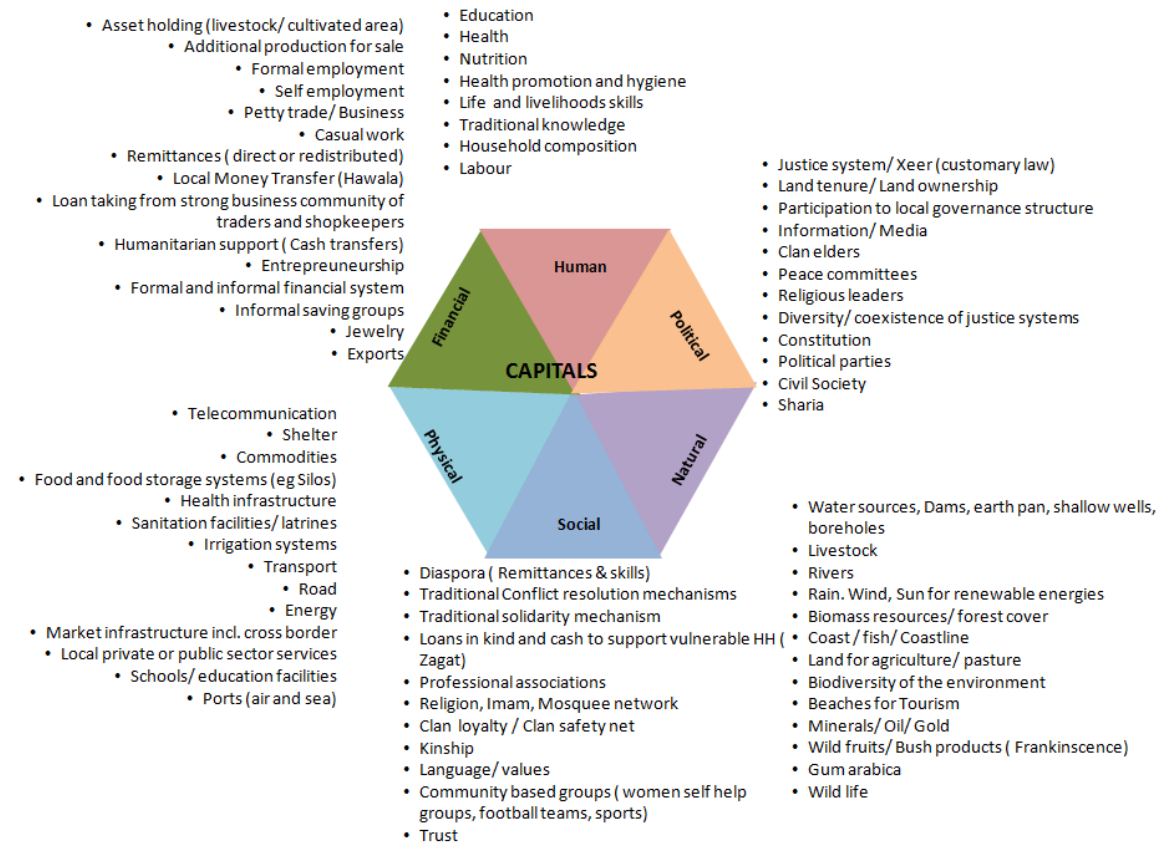
Interestingly, participants in this analysis agreed that the risk landscape – the risks faced by pastoral, agro-pastoral and peri-urban communities in Somalia – would improve over the next three to five years. However, there was also agreement that this improvement was fragile, heavily dependent on the continuation of programming to build resilience in Somalia, and on the continued improvement of key factors such as inclusive governance and the security situation. Some participants also reflected on how, while the overall situation may improve, there will likely be “bumps” on the way; times when overall risks may increase. The risk landscape today, and in three to five years' time, is shown below:



Determining the key assets of the well-being system

The system is made up of different kinds of assets; assets that communities need to ensure their overall well-being. The system in this analysis is made up of six inter-linked groups of assets: human capital, financial capital, natural capital, physical capital, social capital and political capital.

The level, quality and sustainable access to all of these six groups of assets is essential to ensure that the well-being system is resilient in the face of future shocks. The following graphic shows the key assets for continued well-being in Somalia, broken down by capital group:



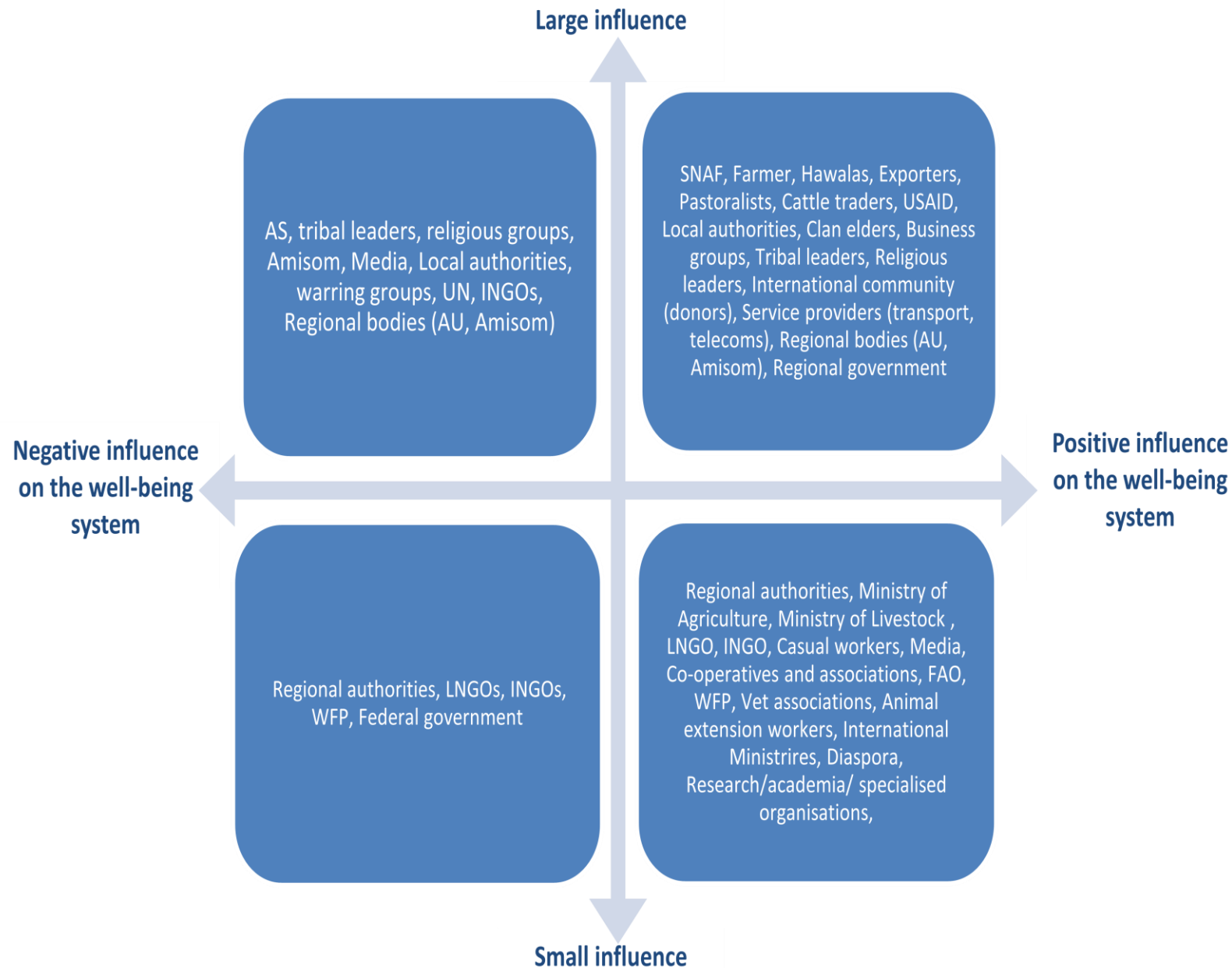
Stakeholders influencing the quality, quantity or access to assets

The influence and the power of various stakeholders can have a major impact on communities, by either facilitating (positive impact), or preventing (negative impact), access to assets that are critical for their continued well-being.

The following analysis illustrates the stakeholders influencing the well-being system of the pastoral, agro-pastoral and peri-urban communities in Somalia:

Power analysis for pastoral communities



Power analysis for agro-pastoral communities

Power analysis for peri-urban communities



Key well-being assets: Strengths, weaknesses and capacities for resilience

This step in the analysis brings together the **key assets**, the **key risks**, the **major stressors**, and the **stakeholders** who influence the quality, quantity and access to the assets. These factors help us understand what capacities each asset has to make it resilient, or not resilient, to the risks it faces.

The tables below capture, for each capital group, the existing resilience of key assets in the well-being system:

- Why does this asset react positively or negatively when faced with risks and shocks?
- What are communities and institutions doing, without external support, to support the level and quality of this asset when shocks occur?
- How are external stakeholders supporting this asset?



Capacities to support each asset have been categorised by:

- Absorption – the capacity to cope with shocks, reacting to shocks by preserving or restoring basic functions (e.g. taking children out of school, early harvest)
- Adaptation – adjusting, modifying or changing the characteristics of the asset to moderate potential future damage and take advantage of opportunities (eg drought resistant seed, diversifying livelihoods, involving the private sector in the delivery of basic services)
- Transformation – creating a fundamentally new system that is no longer exposed to the shock (eg conflict resolution mechanisms, urban planning measures and actions to stamp out corruption).

The information collected is not exhaustive, but it does provide a basis for the analysis.



Human Capital

Livelihood assets related to this capital	Risks most affecting this asset	Reasons why this asset reacts <u>well</u> to risks	Reasons why this asset reacts <u>poorly</u> to risks	Existing capacities to support this asset and External support (in red font)		
				Absorption	Adaptation	Transformation
Education (informal and formal, including vocational training)	• Lack of professionals skills • Lack of governance • Economic collapse leading to a lack of income to pay fees • Conflict/insecurity (destruction of schools) limits access to schools • Issues of availability and access • Gender-based violence	• Emigration in order to go to school abroad	• Girls' education is not considered as important • Lack of financial means at household level • Cultural constraints to access education (for girls) • Lack of system to support education	• Loans • Alternative forms of education (Quran school, etc.) • Construction of schools • Provision of salaries and supplies • Adaptation of curriculum from Arabic countries • Teachers brought in from other countries	• Relocation of children to schools in Kenya, Djibouti, etc.; • Establishment of community school committees • Training of education professionals • Vocational training	• Girl and youth friendly policies • Strengthening social protection • New Deal Peace and Security Goal 5: Prioritising state-owned and run basic services • Support to ministry-level planning • Curriculum development with external support • Support from international universities (management, curriculum development, quality assurance)
Health and nutrition	• Harmful practices • Low knowledge of health care practices • Epidemics, food insecurity/drought placing increased pressure on the health system • Low capacity of health professionals • WASH disruption (floods) • Poor governance • Gender-based violence	• UN and NGO investment • Diaspora remittances	• Unequal access • Non-transparent programming • Poor quality of services • Low skills in staff • Poor health seeking behaviour • A lack of financial means at the household level • Low vaccination coverage • Low knowledge base within households	• Loans and gifts • Alternative treatments • Traditional knowledge • Adaptation of food distribution behaviours within families • Payment and incentives for health/nutrition staff • Health centres, hospitals, nutrition centres, mobile health posts • Ambulances • The provision of health supplies • Community health workers • Nutritious food • Cash transfers,	• Migration • Displacement and migration (IDPs) • Training and capacity building of health staff and health workers • Early-warning systems for nutrition information at the community level	• Mobilisation of funds from the diaspora • Better planning at the Ministry level • Leadership training in the health care sector • Girl and youth-friendly policies • Health management systems • Strengthening social protection • Community-based health prevention and outreach strategy, including community based health and nutrition workers • Improvements to the national health system • New Deal Peace and Security Goal 5: Prioritising state-owned and run basic services
Health and	• Population movements leading to a lack of	• Very low community		• Provision of medicines • Distribution of hygiene	• Adapt water usage behaviours (using	• Community-led total sanitation

Human Capital

Livelihood assets related to this capital	Risks most affecting this asset	Reasons why this asset reacts <u>well</u> to risks	Reasons why this asset reacts <u>poorly</u> to risks	Existing capacities to support this asset and External support (in red font)		
				Absorption	Adaptation	Transformation
hygiene practices	access to services • Lack of water availability • Quality and price influenced by seasonality	commitment • Cost		kits • Construction of maternal health facilities	‘grey’ water for laundry, irrigation) • Hand washing and hygiene training • Hygiene campaigns • ‘Child to child’ clubs	
Traditional knowledge	• Migration • Humanitarian assistance/aid	• Inherent resilience	• Aid dependency • Inappropriate interventions and lack of contextually based	• Seasonal planning with communities • Community consultations • Studies on traditional knowledge • Cultural centres	• Balancing traditional knowledge and external aid • Recording and promotion of traditional • Promoting traditional values of conflict resolution through child to child groups	• Re-engaging within communities • Encouraging existing indigenous coping strategies (early-warning early-action, etc.)
Household composition, ability to carry out physical labour	• Conflict • Migration • Disease • Injuries and disabilities resulting from conflict and insecurity • Men caught in conflict • Gender-based violence	• High birth rate • High % of youth	• Female headed households are often more vulnerable	• High birth rate • Community-based gender-based violence prevention and survivor support	• Labour migration • Remittances • Reintegration of children who have been associated with armed groups	• Relocating family members to access education • Women becoming primary income earners • Gender-sensitive labour unions • Adherence to international labour conventions • Community based gender-based violence groups
Entrepreneurship	• Lack of access to capital	• Flexibility of entrepreneurs • A willingness to take risks • Trust	• Limited enabling environment • Strengths and weaknesses of informal systems	• Mobility of women • High recovery capacity • Limited fear of failure	• Informal financial system • Risk taking and innovation • Women farmers’ associations	• Business training • Vocational training

Financial capital

Livelihood assets related to this capital	Risks most affecting this asset	Reasons why this asset reacts <u>well</u> to risks	Reasons why this asset reacts <u>poorly</u> to risks	Existing capacities to support this asset and External support (in red font)		
				Absorption	Adaptation	Transformation
Livestock	• Drought • Disease • Price fluctuations • Export bans (Gulf countries) • Mobility	• See capacities	• Competition for export trade • Poor market linkages • Access to water for cattle	• Traditional coping mechanisms and knowledge • Surveillance and vaccination programmes • Provision of water	• Hardy breeds e.g. camels • Veterinary services (but weak) • Capacity building for animal disease management etc. • Destocking and restocking	• Market trader groups
Crops	• Drought • Flood • Conflict • Market distortions • Pests and disease		• No irrigation • Displacement • No modern farming systems • Poor/degraded soils • Limited land ownership	• Early maturing seed • Diversification of crops • Seed distribution	• Drought resistant crops e.g. sorghum • Modern farm equipment • Agricultural extension services • Farmer co-operatives (to market, price stabilisation, etc.)	• River water management • Irrigation (but insufficient)
Remittances / Huwala	• Terrorism • Account closures			• Huwala system • Trust (for small fund transfers) • Strong social capital • International lobby on the danger of sanctions	• Channelling remittances through neighbouring countries • Sending of goods not cash • Use of the Ethiopian currency (in border regions)	• Technology: communications; e-cash, social media
Household income/cash wages	• Drought • Market disruptions • Health • Exploitation • Conflict		• Quat addiction (men and women) • Polygamy • Lack of family planning • Oversupply of labour • Poor labour laws • Youth 'bulge'	• Women as primary earners (increasingly in the supply of quat) • Prostitution	• Economic migration • Humanitarian jobs • Work in ports • Investments by returning diaspora • Local business expansion	• Entrepreneurship culture • Piracy • Foreign investment (China, Turkey)

Financial capital

Livelihood assets related to this capital	Risks most affecting this asset	Reasons why this asset reacts <u>well</u> to risks	Reasons why this asset reacts <u>poorly</u> to risks	Existing capacities to support this asset and External support (in red font)		
				Absorption	Adaptation	Transformation
Trade (agriculture, water, livestock products)	• Piracy • Pollution at sea • Conflict • Livestock bans		• Global market prices • Currency fluctuation • no value added in the supply chain • Poor enabling environment for business, including weak contract law	• Charcoal • Quat	• Processing of sesame and milk for local use • Developing market infrastructure	• Entrepreneurship culture
Humanitarian support	• Donor fatigue • Insecurity • Donor policies		• Access • Unpredictability • Unsustainability	• Assistance supplemented by the diaspora • International goodwill		
Land	• Land • Conflict • Insecurity • Politics (marginalised groups)		• Clan system • Conflict related migration • Claim and counterclaim culture • Unclear land tenure • Limited women's ownership rights	• Return of traditional land title system	• Share cropping • Support for share cropping • Negotiated access to land through peacebuilding	
Savings and credit groups	• Unemployment • Commodity price and market volatility			• Trust/integrity • Good repayment rates	• Training on savings and credit systems	• KAH plus training on savings/grants/loans
Social safety nets (Zakat Shahaad)					• Clan system (Qadan) • Social co-ordination, religious ties	

Physical capital

Livelihood assets related to this capital	Risks most affecting this asset	Reasons why this asset reacts well to risks	Reasons why this asset reacts poorly to risks	Existing capacities to support this asset and External support (in red font)		
				Absorption	Adaptation	Transformation
Telecommunication	• Conflict • Unproductive competition • Barriers to Entry • Informal businesses/lack of regulation	• Self-regulation • Broad shareholder base across clans • Critical infrastructure • Perception that it's a highly valued asset • Political alignment of companies	• Susceptible to political manipulation	• Linkages with all facets of Somali commerce and life	• Hawala system • Self-regulation in poor governance environment • Increasing cooperation between companies • International regulation & telecommunications policies & agreements	• Facilitation of money transfer • Introduction of high speed internet in Mogadishu
Commodities (food & livestock)	• Seasonal price fluctuations • Poor productivity of producers and deficit of goods • Lack of safety standards • International market volatility and price fluctuations due to weak currency • Livestock diseases and pests	• Largely predictable export market • Good export demand and local demand for goods • Strong regional export links to multiple markets • Several functioning ports for export	• Weak storage capacity for goods • Lack of veterinary services • Lack of value addition industries for basic commodities • Poor foreign direct investment in business • Lack of support to compete with other primary producers from Sudan, Australia etc.	• Reliable export market • Multiple export markets • Locally produced commodities suited to Somalia context • Food assistance • Cash and vouchers programming by humanitarians	• Cash-in-kind trading and a system of credit between buyer and seller underpinned by trust and social norms • Commercial sellers can make money from irregular seasons (changes in rain/production) • Initiatives to enhance productivity by international organizations • Social safety net support • Provision of solar pumps for irrigation canals • Some standardization and quality control efforts to improve commodities	• Production of local commodities have become resilient to political instability • Value adding processes • Increasingly enabling environment for producers
Health infrastructure	• Conflict & displacement • Low priority	• A trained cadre of community health workers	• Inadequate investment in infrastructure • Physical infrastructure is affected by conflict and is not rebuilt	• International (public and private) and bilateral investments in the health sector	• Communities taking the initiative for the rehabilitation of basic health clinics and service provision • Maternal and child health services in the community • 'Cold chain' logistics for vaccines using solar technology	• Private sector investments in peri-urban areas - pharmacy, hospitals, • Emerging network of professional health workers

Physical capital

Livelihood assets related to this capital	Risks most affecting this asset	Reasons why this asset reacts well to risks	Reasons why this asset reacts poorly to risks	Existing capacities to support this asset and External support (in red font)		
				Absorption	Adaptation	Transformation
Energy	• Political instability • Lack of regulation • High investment costs	• High profits for big business • Local communities find accessible solutions to energy needs (solar, charcoal, kerosene, small generators) • Decreasing cost of alternative energies	• Most of Somalia's energy requirements must be imported • Lack of investment in renewable energy • Lack of investment in big oil/natural gas reserves • Complex legal issues	• Small-scale generators at community level • Humanitarian and development investments are low tech and have low power requirements, using solar power	• Solar energy at rural household level including solar lanterns • Installing solar power energy sources in schools and clinics built by humanitarian agencies • Fuel efficient stoves provided to IDP households	• Switching from kerosene at household level to solar energy • Solar power installed in government buildings, hospitals, and also solar powered street lights in major cities
Sanitation facilities and latrines	• Conflict and displacement • Lack of investment • Lack of local ownership • Seen as a humanitarian activity	• Large investments by NGOs in IDP camps and rural communities	• Seen as a humanitarian activity • Requires ongoing investment in maintenance • Requires investment in hygiene education • No ownership, women and children most affected but least empowered	• Islamic code of hygiene • Provision of latrines and sanitation facilities to IDP populations	• Community-led initiatives for latrine construction in peri-urban environments • Local government contracting some services in peri-urban areas	
Market infrastructure	• Crime and corruption • Monopolies and non-competitive market practices • Fires and destruction of market infrastructure • Market accessibility • Availability of market information	• Market networks can be stronger than market infrastructure so trade continues despite conditions • Volatility in markets creates opportunity for profit making	• Lack of regulation to protect buyers and sellers • Lack of storage facilities for locally traded cereals • Lack of livestock facilities for livestock sales • Closely linked to transport issues	• Local repairs and rehabilitation by local communities with local government support • Some quality standards and safety standards implemented in markets	• Market infrastructure in rural areas is kept simple so less affected by conflict and cheaper to rebuild • Cold storage refrigeration (milk production and fish processing)	• Communication technology, social media and other technology is improving access to market information • Digital/mobile phone currencies enable trade • Public-private partnerships to develop markets and industries • NGOs building abattoirs, livestock holding corrals • Processing and value adding

Physical capital

Livelihood assets related to this capital	Risks most affecting this asset	Reasons why this asset reacts well to risks	Reasons why this asset reacts poorly to risks	Existing capacities to support this asset and External support (in red font)		
				Absorption	Adaptation	Transformation
Housing	• Floods • Cyclones • Conflict • Fire • Expropriation	• Mobile design • Low cost construction • Local resources used for construction	• Frequent displacement of households • Informal tenure system • Gender issues	• Easy to fix and replace • House building and repair has a gender dimension	• Mobile housing (pastoral) • IDP shelter construction	• Vocational training for building skills • Support for land tenure



Natural Capital

Livelihood assets related to this capital	Risks most affecting this asset	Reasons why this asset reacts <u>well</u> to risks	Reasons why this asset reacts <u>poorly</u> to risks	Existing capacities to support this asset and External support (in red font)		
				Absorption	Adaptation	Transformation
Water resources	• Drought • Pollution • Flooding	• Floods recharge water resources • Quality/quantity and maintenance of water infrastructure • Governance • Agricultural practices • Sanitation system	• Floods can lead to contamination of water resources • Conflict affects access • Quality/quantity and maintenance of water infrastructure • Governance	• Forecasting • Early-warning systems • Flood mitigation • Water trucking • Water treatment • Flood content • Rehabilitation of water sources • Forecasting	• Water storage • Agricultural practices (spate irrigation) • Rehabilitation of water sources • Wash techniques • Governance capacity building	• National water system management • Public/private partnerships • Water committees • Capacity building • Governance capacity building
Livestock	• Diseases • Trade bans • Drought • Conflict • Natural hazards	• Herd composition (e.g. more camels) • Mobility • Immunization	• Poor fodder management • Inadequate water sources • Cultural resistance to sale of livestock • Private enclosures	• Mobility • Herd management • De/re stocking • Veterinary kits	• Capacity building • Mobility • Vaccination • Herd management (re/de-stocking) • Value chain improvement • Capacity building • Immunisation/disease control. • Herd improvement • Veterinary kits	• Intensified fodder production & marketing • Shift in livelihood patterns • Meat production for export • Dairy processing • Value chain improvement • Fodder production • Herd improvement • Support for agricultural policy development
Minerals	• Conflict • Political instability	• Governance • Policy • Infrastructure	• Governance • Policy • Lack of awareness • Geopolitics			• Exploration
Forest trees	• Invasive species • Charcoal production • Pest/disease • Conflict	• Governance		• Community-based tree protection • Cutting & burning invasive species	• Implementing a ban on charcoal export • Improved stoves	• Reforestation • Use of alternative energies • Alternative energy and alternative livelihood awareness

Natural Capital

Livelihood assets related to this capital	Risks most affecting this asset	Reasons why this asset reacts <u>well</u> to risks	Reasons why this asset reacts <u>poorly</u> to risks	Existing capacities to support this asset and External support (in red font)		
				Absorption	Adaptation	Transformation
Fish and shellfish	• Overfishing • Pollution and dumping of waste • Piracy	• Weather conditions • Policy/governance	• Weather conditions • Cultural practices (little fish consumption)		• Coast guards • Fishing licenses • Anti-piracy (training) • 'Cold chain' systems • Training/equipping coast guards	• Trend of increasing fish consumption • Fishing policy enforcement
Soil and land	• Flooding • Conflict • Drought • Charcoal production • Natural hazards • Chemicals (pesticides, fertilizers etc.)	• Grass cover • Policy and governance • Skills and knowledge • Agricultural practices	• Agricultural practices • Tenure system • Transport infrastructure	• Fallow land • Fertilizers • Opening of new land	• Improved agricultural practices • Existing traditional tenure system • Improved natural resource management • Improved seeds • Early-warning and forecasting systems • Range management • Training on seeds • Rehabilitating irrigation infrastructure • Agro-inputs	• Improved tenure system • Enhanced access to land (less insecurity) • Reforestation • Range management • Alternative energies
Fodder and pasture	• Conflict • Drought	• Mobility • Infrastructure • Governance	• Overgrazing • Poor management of available resources • Enclosures • Land tenure • Skills and knowledge	• Overgrazing • Mobility • Distress destocking	• Mobility • Fodder production • Improved natural resource management • Destocking • Fodder production awareness • Trainings on seeds • Agro-inputs	• Improved fodder value chain • Shift of livelihood patterns • Conservation and better natural resource management

Political Capital

Livelihood assets related to this capital	Risks most affecting this asset	Reasons why this asset reacts <u>well</u> to risks	Reasons why this asset reacts <u>poorly</u> to risks	Existing capacities to support this asset and External support (in red font)		
				Absorption	Adaptation	Transformation
Sharia and traditional justice	• Manipulation • Extremism • Diverse interpretation inconsistency • Disruption due to displacement	Existing absorption capacities	• Conservative • Inflexible • Non-formal • Individual interpretation • Inhibits policy development	• Cultural acceptance • Historical roots • Precedence • Wide understanding	• Research into how the sharia, traditional and formal legal systems might be more complementary • Safer-world initiative on community based justice • Norwegian justice reform programme	• UNODC project on justice
Land tenure and land management	• Manipulation • Weak systems • Lack of transparency • Lack of clarity on ownership and acquisition • Disruption due to displacement		• Manipulation and lack of transparency by community 'gate-keepers' • Informality of the system • Variability of the quality of land	• Communal stewardship minimises conflict and provides protection • Relative abundance of land • The function of land as an economic asset • Stewardship and role of customary law • NGO initiatives to strengthening land use systems	• Displaced communities' adaptive behaviour toward land ownership • Changing land use • Conservation activities • NGO initiatives and training on land conservation and use	• NRC IDP permanent shelter project • NGO initiatives on the conservation of degraded lands
Local governance – clan elders and peace committees	• Lack of uniformity • Manipulation • Conflicts of interest • Insufficient capacity • Insufficient enforcement / compliance • Disruption due to displacement		• Lack of cooperation • Lack of enforcement • No infrastructure or resources • Not neutral /susceptible to economic manipulation	• Cultural acceptance • Historical roots • Precedence • Wide understanding • Capacity building initiatives to promote non-violent conflict management	• Increased government support for local governance • Improving coordination with formal governance structures • Initiatives to support cross-border meetings between elders and peace committees • UN programme supporting local governance	• WVI initiative to empower women to raise issues to elders committees

Political Capital

Livelihood assets related to this capital	Risks most affecting this asset	Reasons why this asset reacts <u>well</u> to risks	Reasons why this asset reacts <u>poorly</u> to risks	Existing capacities to support this asset and External support (in red font)		
				Absorption	Adaptation	Transformation
Civil society	• Clan divisions • Misinformation • Lack of capacity • Multiple actors, poor coordination and disunity • Corruption • Political interference • Perverse motivations		• Not objective or neutral • Resources are not sustainable or predictable • Lack of professionalism • Dependent on political context • Opportunity based rather than values based organisations • Susceptible to manipulation	• Access to sustainable and predictable resources • Access to communities • Informed and educated staff • Internationally and locally connected	• Flexible mandates • Increasing professionalism • Rationalisation of the number of organisations • Strengthened accountability to stakeholders	• Initiatives to promote the inclusion of civil society in New Deal
The constitution	• Lack of legitimacy • Temporary • Challenges of implementation		• Not very enforceable • No national common understanding • Lack of clarity and accessibility • Not very representative	• Common understanding and basis for agreement amongst the elite • Formal/written document		
Government institutions at national, district and local levels	• Instability • Lack of capacity • Insufficient resources • Lack of leadership • Security & access issues • Federalism • External influence		• Inadequate capacity • Inadequate coordination • Lack of inclusiveness • International actors bypass national institutions	• Formal system • Provides coordination • Integrated at some levels with local systems • Recognition • Access to funds • People's aspiration for regular government • Support for coordination meetings being led by government ministries • Initiatives to support the development of technical capacities	• Strengthened internal government coordination • Increased information sharing • Devolution • Strengthening of capacities • Strengthening of government revenues • Electoral Institute of South Africa's electoral support programme	

Political Capital

Livelihood assets related to this capital	Risks most affecting this asset	Reasons why this asset reacts <u>well</u> to risks	Reasons why this asset reacts <u>poorly</u> to risks	Existing capacities to support this asset and External support (in red font)		
				Absorption	Adaptation	Transformation
Information	• Limited access • Misinformation • Illiteracy • Displacement • Urbanisation		• Insecurity • Misreporting • Low education levels • Lack of infrastructure • Lack of regulation and susceptibility to manipulation	• Mobile infrastructure • Diversity of mediums • High demand in accordance with tradition of oral history • Limited regulation (influence) • Vernacular stations • Adult literacy classes	• Strengthened education and literacy • Strengthened intra-governmental coordination • Radio Ergo media training programme	• Improved security environment • Expansion of education facilities
Politicians	• Insufficient capacity • Conflict • Lack of legitimacy • Short-termism • Insufficient resources		• Insecurity • Lack of independence • Different political interests / little common ground • Lack of resources • Challenged by traditional leaders	• Clan backing • Talent • Well resourced • Regional representation and mandate • Formal recognition • Adaptability	• Strengthened accountability and transparency	• Elections
Diaspora	• Conflict insecurity • Economic shocks in 'host' country & changes to income levels • Disengagement with Somalia by younger generations		• In-country security situation • Not well-grounded in the current Somali context • Not accepting of traditional systems • Limited cross-generational commitment • Not always locally accepted	• Resources • Status, respect and influence • Stability • Bring value, knowledge & expertise • Diversity • Accommodating and flexible • Capacity building initiatives supported by Forum Syd • Global Somali Diaspora platform	• Awareness-raising in host countries • Italian funding to the diaspora to strengthen the capacity of local institutions	
Peace building process				• Stabilisation fund • Reintegration of child soldiers	• Interpeace peace and democracy programme	• New Deal peace and state-building goals 1, 2 & 3

Social capital

Social capital									
Livelihood assets related to this capital	Risks most affecting this asset			Reasons why this asset reacts <u>well</u> to risks	Reasons why this asset reacts <u>poorly</u> to risks	Existing capacities to support this asset and External support (in red font)			
						Absorption	Adaptation	Transformation	
Kinship ties	Emigration – risk when kinship ties are severed	Distribution of and access to resources creates tensions that might degrade the assets (cross cutting)		Strong informal leadership structures	- Resources not allocated by merit but by consensus (exceptions within the clans) - Dependent on magnitude of risk - for large scale shocks help is only provided for close kin	- Acts like insurance at household and community level - Neighbouring countries cross border movements (Kenya/Somalia, Ethiopia/Somalil and)	- In case of migration can enable people to live / change livelihoods e.g. due to disaster - Social media, telecommunications, virtual meetings - Non-traditional donors funding schools, hospitals, universities (Islamic solidarity)	- Access to diverse vocational and economic training opportunities - Non-traditional donors funding new universities – innovative teaching - Neighbouring countries’ – political influence	
Clan loyalty	Tension with national political structures					- Strong value system - Strong informal leadership structures	Resources from within Somalia fund kin / children in diaspora		
Diaspora	- Alienation - Taking jobs from non-diaspora - Possible contribution to terrorism					- Remittance - Skills, resources, knowledge transfer, investment	- Susceptible to foreign dictates (e.g., remittances) - Possible contribution to terrorism	- Technological innovation e.g. internal mobile money transfer - Social media, telecommunications and virtual meetings - Religious leaders / citizens mobilising support for advocacy - External/new knowledge transfer and the transfer of skills - Assisting families to emigrate (family reunification) - Financial and material support for immediate needs such as food, clothes, cash and livestock	- Trust enables collective interest based action challenges ‘norms’ - Global issues-based campaigning - Financial and material investment in the building of schools, hospitals, universities

- TV, radio, online media, newspapers (cross cutting)

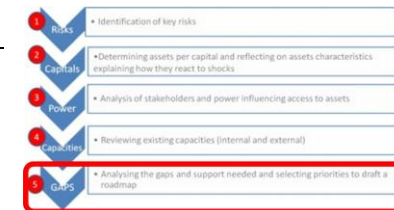
- TV, radio, online media, newspapers (cross cutting)

Interest based groups	Displacement and relocation		- Addresses specific needs - Common background	- Susceptible to big shocks - Finite capacity - Disintegration	- Acts like insurance at the household and community levels - Social media, telecommunications and virtual meetings - Strong informal leadership structures Institutional donors funding vocational training		
Trust beyond the clan / kin (loans, economic engagements, sharing resources)	- Macro disasters - Conflict and inter-clan fighting		Resistant to non-conflict related disasters	- When traditional coping (Xeer) overwhelmed by extreme conflict (historically) - Macro level political classes disrupted due to conflict but micro level can still work (maintains pragmatism)	- Strong informal leadership structures IGAD helps to maintain stability, resolve conflicts		
Religion (obligation)	Fundamentalism and extremism		Almost all Somalis are Muslim		- Islamic education (madrassa) of boys instils strong values (but can lead to extremist radicalisation / indoctrination) Non-traditional donors (Gulf States) funding religious institutions Zaqat - Religious leaders mobilizing support (media)	-	-



A roadmap to strengthen resilience in Somalia

At this stage, we have a good understanding of the **risks**, the **stressors** and the **key assets** in the **well-being system** for pastoralist, agro-pastoralist and peri-urban communities in Somalia; as well as the ways in which these key assets are **resilient** (or not resilient) to the risks they face.



The next step is to decide what actions need to be taken to boost the resilience of the well-being system for pastoralist, agro-pastoralist and peri-urban communities in Somalia. This involves increasing the capacity of the system to absorb shocks; adapting the system so that it is less exposed to shocks and can utilise opportunities; and/or transform the system.

Actions to absorb, adapt and transform the well-being system need to happen at different layers of society. Stakeholders and actions at **all layers of society** – globally and in the East Africa region, nationally, regionally and at the district, community and household levels – already influence the well-being of communities. In addition, it is important to note that the different layers of society – and the system itself – are inter-linked. Therefore, we will need to **work at every layer of society** if we are to ensure that pastoralist, agro-pastoralist and peri-urban communities are resilient to the risks they face. Actions at one layer of society, without corresponding actions at other layers of society, will not be sufficient to boost the resilience of these communities.

Accordingly, the roadmap to strengthen the resilience of pastoralist, agro-pastoralist and peri-urban communities in Somalia is presented below, by layer of society. Different Somali and international actors work at different layers of society, and will therefore be able to integrate these actions into their upcoming policies and programming – either by adapting or reinforcing existing initiatives, or by developing new policies and initiatives. The roadmap is too large to fit on one page, instead it is presented with one layer of society per page. The overall roadmap should look like:

Policies, Programmes and Activities to boost following capacities:			
Layer of Society	Absorptive Capacity	Adaptive Capacity	Transformative Capacity
Global/East Africa			
National			
District/Regional			
Community			
Household			

In addition, it is important to note that this roadmap is designed to supplement – not replace – existing policies, programmes and activities in Somalia. Earlier in the analysis, participants agreed that the risk landscape in Somalia would improve over the next three to five years. They also agreed that this improvement was conditional on existing policies, programmes and activities continuing in Somalia. Therefore the resilience roadmap presented below contains policy, programme and activities that should be in addition to – or modifications of – existing programming.

A. Policies, programmes and activities at **global/East Africa region** levels to boost three types of resilience-strengthening capacities

Absorptive Capacity	Adaptive Capacity	Transformative Capacity
• Lobby for international goodwill for aid to Somalia • Lobby for suspending sanctions on Hawala (also affects UN and NGO money transfers, and transfers to Somalis in neighbouring countries, and thus also neighbouring economies) • Advocate for policies that support cross-border interactions with neighbouring countries and diaspora • Strengthen information management and accessibility at national and regional levels	• Develop the access to information on market prices • Develop a policy and regulatory framework for animal health and trade • Encourage public-private partnerships with relevant enterprises • Create a positive policy environment for efficient and effective remittance flows • Promote and streamline diaspora engagement globally and locally	• Ensure national and international projects and programmes take into account local traditional knowledge and should be context specific, applying “Do No Harm” principles • Reduce clan antagonisms that have existed for the past 25 years, by encouraging internationally led peace and reconciliation efforts between clans/political actors, similar to South Africa • Support trans-boundary water resource agreements with Somalia’s neighbouring countries. • Develop cross-border migration agreements • Foster livestock markets and export linkages • Explore non-traditional markets • Develop media laws at a national and regional level, including protection for the freedom of expression and for media actors • Promote Somali nationalism to the diaspora • Re- establish regulated cross border with Kenya and Djibouti

B. Policies, programmes and activities at **national level** to boost three types of resilience-strengthening capacities

Absorptive Capacity	Adaptive Capacity	Transformative Capacity
• Provide mobile schools to the large Somali nomadic population • Develop national library services • Establish effective early-warning systems • Ensure background checks for immigrants • Strengthen diaspora capacities for advocacy and skill-sharing • Protect and formalise community custody of land • Expand and reform the land title system • Promote internal and external civil society coordination to combat duplication and fragmentation • Finalise and ratify the constitution • Develop a leadership competency framework • Strengthen representative politics to ensure gender and regional interests are represented • Strengthen government revenues and capacities • Develop an infrastructure plan to prioritize key transport corridors	• Establish systems to better link training with markets • Ensure vocational training is certified by government • Invest in youth training and employment and business opportunities • Rebalance and link humanitarian aid and development, working through the federal government. • Humanitarian safety nets should be delivered through the new government and all humanitarian aid should support resilience • Encourage the revival of the fishing industry • Develop a system to track money to alleviate fears of money being diverted to terrorism • Zahkat - develop regulations to collect and channel contributions • Further develop export markets and encourage foreign investment • Ensure constitutional provisions strengthen the participation of interest groups and provide legal recognition and inclusion in decision making • Develop a financial regulatory framework to assist with money transfers • Develop a 'solidarity fund': remittances as an ad hoc system of funding – needs to work for social justice; focus and streamline some of the remittances in favour of public funding, infrastructure and development • Put in place flood mitigation measures • Encourage agricultural extension services, rangeland management regimes, as well as policies for livestock insurance, fish development, timber, animal health and trade • Develop value added processes for the fishing industry including processing factories • Support seed systems, livestock marketing associations and grazing reserves for dry seasons • Invest in water harvesting infrastructure • Formally recognise elder-led customary decision making • Create civil society frameworks • Align national legislation with the constitution • Strengthen civic education • Integrate government systems at national, district and local levels • Emphasise conflict sensitive programming through formal, traditional and external (bilateral and multilateral) resource distribution mechanisms • Review, finalise and ratify the constitution • Encourage sanitation and hygiene training for children in public schools	• Ensure curriculum is relevant to the needs of local communities and country, continue efforts to unify the curriculum • Enforce education policies and ensure their implementation, particular with regard to gender-sensitive approaches • Develop orientation programs for the population on traditional knowledge • Clarify land ownership and land use law, including the role of women, and enforce it • Develop a policy on investment groups and financial regulation, helping develop an inclusive domestic banking sector (including KAH) • Develop a system of regulation for Quat – especially the hours of use • Set a minimum wage • Establish effectively animal disease control and policy • Formalise and codify the traditional justice system • Develop policy frameworks for sustainable natural resource management • Reform and strengthen the links between formal and traditional governance systems • Implement the ratified constitution • Introduce a formal title-deed system • Enforce range management • Legalise and fully integrate local governance with increased accountability • Develop a mature political party system • Promote mission and values-driven civil society organisations • Renegotiate the position and influence of civil society with the state • Develop a leadership and competency framework for politicians to promote integrity • Expand and develop existing ports to accept larger ships • Subsidize or promote transport networks

C. Policies, programmes and activities at **regional/district level** to boost three types of resilience-strengthening capacities

Absorptive Capacity	Adaptive Capacity	Transformative Capacity
• Put in place flood mitigation measures • Ensure civil society is integrating diverse groups and not exacerbating community divisions • Strengthen the representation of district and local issues at the national government level • Strengthen civil society accountability • Ensure veterinary clinics and services are well equipped	• Strengthen coordination and information sharing between humanitarian assistance and development and NGOs and Government and UN and donors • Encourage better cooperation between different education providers (Government, UN, private-public partnerships, INGOs and local communities) • Improve community resilience in nutrition e.g. through nutrition education in schools • Provide mobile schooling for nomadic populations • Invest in value chain development at national, district and local levels including storage, processing, transport, marketing and branding for a range of agro-industries including – e.g. pirate tuna, hide and skin, tuna, bananas, live animals, milk, fruit, frankincense, fodder • Improve strategic water resource development, water harvesting infrastructure, water treatment solid waste management , sewage treatment • Improve water sources including on rangelands • Support inter-clan reconciliation activities (locally led) • Encourage anti-indoctrination campaigns by religious leaders to counter extremism • Supervise Islamic education & develop curricula • Increase diaspora outreach programs and support diaspora liaison offices • Develop reintegration and job-sharing policies so that returning diaspora are not displacing or ‘crowding-out’ the local employment market • Strengthen diaspora support to coordinated programs • Integrate government systems at the national, district and local levels • Emphasise conflict sensitive programming through formal, traditional and external (bilateral and multilateral) resource distribution mechanisms • Provide 'one health" veterinary services for disease outbreaks • Improve services to slums, city planning and infrastructure to manage urbanization • Develop policies and incentives for private sector investment in primary schooling	• Expand the sewage system • Strengthen health system service provision and access to services for women and youth • Incorporate traditional education in the curriculum • Improve governance of service delivery (inclusive, accountable, transparent) at all levels • Explore microfinance initiatives for men and women • Improve teacher training and teaching methods, incorporating gender sensitive approaches • Coordinate health, WASH and nutrition programmes • Enforce international laws • Develop and manage water resources to mitigate against flooding and the displacement of people • Reform and strengthen the links between formal and traditional governance • Develop open data policies to increase transparency and access to information • Improve road construction design • Strengthen land tenure systems • Organise an 'alternative energy fair' to attract large scale renewable energy investment and encourage investment in the energy sector

D. Policies, programmes and activities at **community level** to boost three types of resilience-strengthening capacities

Absorptive Capacity	Adaptive Capacity	Transformative Capacity
• Promote early age learning • Establishment of school and community gardens • Develop gender & youth based programs • Provide support for flood control, water conservation and water supply management • Promote hygiene and sanitation awareness • Support increased capacity in livestock management and seed storage • Promote community level natural resource management and awareness • Strengthen community engagement in formal and informal justice systems, conflict mitigation and resolution • Strengthen the inclusion and participation of women, youth and minority groups in customary systems • Introduce disaster risk reduction programs in schools and communities • Support community road repair committees	• Encourage better public-private partnerships for education • Diversify livelihoods – settlement programmes for pastoralists, alternative livelihoods for women and youth • Community based disaster risk management and information exchange • Provide support to improved awareness on seed systems, food value chain development, alternative livelihoods, natural resource management training and irrigation infrastructure • Awareness raising around the constitution • Integrate government systems at the national, district and local levels • Emphasise conflict sensitive programming through formal, traditional and external (bilateral and multilateral) resource distribution mechanisms • Increase understanding of the linkages between land ownership and political, social and economic capacities • Strengthen community early-warning systems • Alternative schooling i.e. radio schools for distance learning and education; • Promote solar power and renewable energy sources in schools	• Coordinate health, WASH and nutrition programmes; • Improve literacy and numeracy to improve business management skills and enable scale-up of businesses • Nutrition education for elders, local stakeholders, religious leaders • Address community dependency on the diaspora and other external sources for financial support • Diaspora business people encouraged to come to Somalia and mentor/present their success stories • Provide support for fish marketing, irrigation and infrastructure • Promote individual accountability within the customary system • Reform and strengthen the links between formal and traditional governance

E. Policies, programmes and activities at **household level** to boost three types of resilience-strengthening capacities

Absorptive Capacity	Adaptive Capacity	Transformative Capacity
• Support self-help group movements • Increase women's access to credit • Early-warning systems for rapid onset disasters and to broadcast market prices and exchange rates • Develop a fodder voucher scheme	• Geographical expansion of hygiene services • Mainstream nutrition sensitive programming • Improve community resilience through behavioural change and by creating women groups to support new mothers and pregnant women • Improve agricultural practices through crop diversification, soil and water conservation and the introduction of drought resistant seeds	• Document traditional knowledge • Explore the value addition of livelihood products • Promote individual accountability within the customary system

Identifying key priorities to support resilience in Somalia

The participants selected 30 priority actions to strengthen the resilience of pastoral, agro-pastoral and peri-urban communities in Somalia. The figure in parenthesis represents the number of votes that participants gave to the different policy, programme and activities. Suggestions in bold gathered over 10 votes.

Level of engagement	Absorptive Capacity	Adaptive Capacity	Transformative Capacity
Global/ East Africa Region			• Develop transboundary agreements for water and livestock (2)
National	• Strengthen government revenues and capacities (21)	• Improve the value chain (storage processing, transport, marketing, branding, export markets (livestock, agriculture and fisheries, tuna, banana, frankincense, crops, live animals, skin, hide and skins) (33) • Less humanitarian aid, more development through federal government, humanitarian safety nets delivered through government. Decrease dependency. Develop or reinforce a local tax system to enable local investment in services ensuring equitable use (15) • Reform and transform formal recognition of customary systems (0)	• Scale up of youth education and technical training to prepare young people for diverse livelihoods while creating employment opportunities with a gender lens , and supporting national development (42) • Develop and implement inclusive national resources management policies on water, forest, land use ,fisheries, livestock and energy (25) • Clarify land ownership and land use law including the role of women and enforce it (5) • Create a solidarity fund linked to social protection framework (first establish financial systems and access and then use remittances better) (4) • Strengthen land tenure systems (3) • Promote investment in renewable energy (3) • Policy on investment groups, financial regulation, and an inclusive banking sector (including KHAW bank) (3)

Regional/ District	• Ensure civil society is integrated not divisive and is more accountable (5) • Build basic social infrastructure (schools, clinics, water) (22) • Invest in market/value adding infrastructure and roads (-public-private partnerships) (6) • Multiple-use water infrastructure (6) • Ensure conflict sensitive programming through formal traditional and external channels (4) • Improve governance of service delivery (inclusive, transparent, accountable) at all levels (local, regional, national) (17)
Community	• Expand the reach of early-warning systems and DRR programmes (16) • Greater inclusion of women, youth, and minority groups in customary system (8) • Community based system to deal with hazards and risks (12) • Reconciliation (inter clan) happening at local level, coordinated and supported by framework from national level (8) • Capacity building for improved natural resources management, agriculture, water and livelihoods (water shed management).(3) • Integrated, coherent public health approach including WASH nutrition health (4) • Diversifying livelihoods settlement programmes • Improve business management skills to enable scale up of businesses (4) • Structure the involvement of the diaspora to make full use of their skills and assets - both financially and through skills in kind support and experience)(1)
Households	• Support self-help groups for marginalized groups particularly women and youth (2)

Next steps

As participants pointed out, it is essential to work on actions supporting transformative and adaptive capacities along with actions supporting absorptive capacities. The Resilience Systems Analysis helps to cut through some of the divide between development, humanitarian and peace building work. It insists on the importance of sustainable programming.

The various stakeholders can now use the draft resilience roadmap to enrich their respective plans to support the resilience of the pastoral, agro-pastoral and peri-urban communities in Somalia. As demonstrated by the Resilience Systems Analysis, working together in a coordinated manner simultaneously at the various levels of society is essential to effective policy and programming towards resilience.

- SOMREP and BRICS will use this analysis to inform their planning, looking at what is currently being done by the various stakeholders and what needs to be added.
- Some suggested actions require changes in policy which should be taken up by the Somali Government and donors. The Government of Somali welcomed the analysis and the participatory process around it. The ministry of livestock explained how the output will specifically contribute to its Ministry plans and the analysis should feed into the donor group meeting for Somalia, scheduled for April 2015.
- The OECD will use the roadmap to inform the high level mission led by the DAC Chair at the end of March 2015.

“The process was well organised and helped to understand how to do a systems analysis, this is the map we will now follow, and all the participants will have our full support to help implement it.”
Representative of the Somali Government



Annex 1: Workshop agenda

Resilient Systems Analysis		24 th of February 2015	25 th of February 2015
<i>Morning</i>	8.00 – 9.00	<u>Opening</u> Participants registration, introductions and security briefing Workshop Objectives	Feedback on Day 1: Evaluation and suggestion box
	9.00 – 10.30	<u>Introduction: What is resilience ?</u>	<u>Module 3</u> Analysis of stakeholders and processes influencing livelihood system
	30' break		
	11.00 – 12.30	<u>Module 1</u> Risks, stresses and their impact on agro pastoral and pastoral livelihood systems	<u>Module 4</u> Identifying gaps in livelihood systems resilience
12.30 to 13.30		Lunch	
<i>Afternoon</i>	13.30 – 15.00	<u>Module 2</u> Reflecting on assets per livelihood capital, and their characteristics to explain how they react to shocks	<u>Module 5</u> Priorization and drafting of a road map To boost resilience
	30' break		
	15.30-17.00	<u>Module 2 (continued)</u>	<u>Module 5 (continued)</u>
	17.00 – 17.10	Evaluation of Day 1	final evaluation Social events

Annex 2: Workshop evaluation

42 participants took the time to fill in the final workshop evaluation. Their overall level of satisfaction with the workshop was graded **8 out of 10**. They thought that the main objectives of the workshop were partially to well achieved. Several insisted on the importance to have the voice of the community and of the Somali civil society at the table, as well as business people. *(Note: Invitations had been extended to these stakeholders who unfortunately could not participate.)*

Participants appreciated the numerous occasions to discuss and share expertise, as well as the networking opportunities with such a wealth of stakeholders in the room. Some would like to get a training of trainers on the methodology. The linkages between the risk analysis and mapping, the stakeholder analysis and the capacities per asset should be more explicit.

The table below provide an average of participants' grade on the following items

<i>How would you rate...</i>	
1. Overall delivery of the workshop	8.1
2. Usefulness of tools provided	8.1
3. Time allocation for different sessions of workshop	8.1
4. Level of group work during the workshop	8.7
5. Flow between the sessions	8.4
6. Opportunity to raise concerns and discuss issues	8.3



Annex 3: Workshop participants

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