

CERFE

EC - SOMALIA UNIT

Technical Assistance to the EC - Somalia Unit
Guidelines for Targeting Rehabilitation
Projects in Rural Areas of the Shabelle Valley

Final Report

Revised Version

Nairobi, December 1997

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CHAPTER ONE
Institutional framework

Since 1995, CERFE has been involved in a number of rehabilitation projects in Somalia. On November 18, 1996, in Nairobi, following several meetings with the EC - Somalia Unit and NGOs involved in the implementation of EC-funded projects in Somalia, the Terms of Reference for rehabilitation projects in the Shabelle Valley were set out. In December 1996, the EC and CERFE entered into a contract to provide said technical assistance.

The technical assistance was provided under the supervision of the Rural Development Adviser of the EC - Somalia Unit (Ms. Laura Garagnani) and her technical assistant (Ms. Cristina Amaral) in accordance with the Terms of Reference annexed to the contract.

According to the Terms of Reference, CERFE was to provide to the EC Somalia Unit technical assistance in examining the social actors and dynamics of access to and management of natural and economic resources in Somalia, and the impact of rehabilitation projects in rural areas on the final beneficiaries. CERFE's was required to provide such technical assistance through:

- a) identification of relevant actors and their networks involved in the management and control of natural and economic resources in the Shabelle Valley areas where the EC is supporting rehabilitation/development rural projects;
- b) analysis of the local actors and the issues related to access to natural and economic resources;
- c) publication of operational guidelines for improving project design and implementation, particularly as regards the targeting of aid and rehabilitation projects.

To implement the project, a team was formed comprising the project director, Gianfrancesco Costantini, sociologist, and Andrea Declich, economist.

On January 19, 1997 CERFE began providing technical assistance to the EC - Somalia Unit.

In this period, in a context of strong relationships between the CERFE staff and the EC-Somalia Unit, the terms of reference were interpreted in the light of the emerging outputs of the activities carried out and taking into account the evolution of the situation in Somalia, even if they were not formally modified.

In particular, special emphasis has been given to the issues related to the capacity of groups in starting up innovative processes, since innovation seemed a pivotal point for understanding the contribution of Somali groups to rehabilitation. In this same perspective, a specific attention has been devoted to those groups acting at the district level or active in more than one location, since they were supposed to have a broader impact, also in terms of innovation, on rehabilitation in comparison with the groups operating exclusively in their own village. In chapter 3 these choices are described in details.

It is to remark that the project schedule suffered a delay, partly because of some unexpected development of the situation in Somalia. Three cases are to be mentioned here:

- 20-22 May. For security reasons, a mission to Jowhar failed (Mr. Andrea Declich was blocked up in Mogadishu).
- 21-26 June. The bad security conditions hindered a mission in Jowhar.
- 27 May -6 June. A mission to Balad was postponed, again because of the inadequate security conditions.

Nevertheless, as pointed out by the EC-Somali Unit Staff in the occasion of some meetings held in Nairobi, this delay was also due to some difficulties that CERFE staff met in carrying out the project and mainly in defining its theoretical and methodological set-up. This is the reason why the project duration has been longer than expected.

This document is the final report on the project and is organised into seven chapters.

Chapter One is devoted to the project's institutional framework and **Chapter Two** to the theoretical and methodological framework of the technical assistance program. A **Glossary** with an explanation of the main relevant terms used in this report is also attached.

In **Chapter Three** the outcomes of the census of the collective actors operating at the district level or in more than one location ("supra-local" groups) in the areas covered by the project; moreover, some data concerning some other groups (that are not "supra-local") such as some of the identified cooperatives are also presented. At the end of this chapter (§ 9), the main outcomes of the second census, i.e. the census of the so-called "organised groups", that is those showing *prima facie* evidence of being socially innovative.

Chapter Four of the report is focused on these organised groups; their main features are described in § 1 to § 7, while in § 8 a comparison between organised groups and the other censused groups is made; finally, in § 9 and § 10 some interpretations of the role played by the organised groups in the reconstruction of Somalia are proposed.

In **Chapter Five** the results of an in-depth analysis of 10 organised groups are illustrated. A set of indicators to be used in recognising and selecting organised groups are proposed.

The two last chapters provide some elements for devising guidelines aimed at selecting and involving organised groups in reconstruction programmes. **Chapter Six** dwells upon strategies and tools for selecting them and **Chapter Seven**.

This report contains also some important annexes:

- a proposal of guidelines for targeting groups for rehabilitation projects in rural areas (Annex n. 1);
- a brief description of the groups censused in the area covered by the project (Shabelle Valley) (Annex n. 2);
- the list of the organised groups in the Shabelle Valley (Annex n. 3);

- ten charts with an in-depth description of ten examples of organised groups in the Shabelle Valley (Annex n. 4);
- the Terms of Reference annexed to the contract (Annex n. 5);
- the presentation of the activities carried out (Annex n. 6);
- the "Interim Report" delivered to EC - Somalia Unit at the end of the first phase of the project (Annex n. 7);
- the "working document" with the provisional outcomes of the study and the presentation of all the phases implemented delivered to EC - Somalia Unit in July 1997 (Annex n. 8);
- the bibliographical references (Annex n. 9).

CHAPTER TWO

Theoretical and methodological framework of the project

The technical assistance project was organised on the basis of a project plan created and prepared between February and March 1997. The parts regarding the theoretical and methodological framework are summarised below.

1. Theoretical framework

1.1. *The Somali social crisis*

The crisis Somalia is now experiencing is characterised by two major processes:

- the collapse of government structures (from the standpoint of the state's legitimisation in assuming the role of arbiter of social conflicts through a monopoly on force (Eisenstadt, 1992; Weber, 1991; Elias, 1982) and the capacity of political and administrative organisations to act and implement public policies (Quaranta, 1983; Crozier, Friedberg, 1990; Meny, Thoenig; 1991; Quaranta, 1995);
- the growing inability of traditional social structures to promote social cohesion, to guarantee mechanisms of social reproduction and to implement effective systems to manage conflicts (note, for example, the decline in the effectiveness of clans and basic social institutions (Lewis, 1993; Eisenstadt, 1992; Steiner, 1996).

The contemporary crisis of the state and traditional ways of managing social processes has resulted, among other things, in the loss of "trust" among different social actors (Elias, 1982; Stzompka, 1996), in the wasting of social capital (Coleman, 1988; Putnam, 1993; Holtzman, 1996) and the strengthening of actors with essentially fundamentalist "regressive" identities that seek to reinterpret traditional cultural elements.

1.2. Innovative social actors

Along with these phenomena, however, we also note the emergence of **new social actors** oriented toward change which, by their action, have assumed in recent years a growing role in reactivating certain basic services and the organisation of new economic activities.

In particular, these actors seem to be **open to innovative social action**, which is expressed in their tendency to experiment with and disseminate:

- new production methods /management of goods, services and resources;
- new ways of organising space and time and new regulatory systems;
- new types of relations between actors.

Thus, these social actors would appear to have the greatest potential to implement rehabilitation and development processes inasmuch as they tend to provide the governance and control of environmental and social risks that is no longer guaranteed by other institutional actors.

Why the openness towards social innovation is particularly significant in the framework of contemporary Somalia?

Both theoretical and practical considerations can be raised.

- From the **theoretical point of view**, international literature on conflict resolution shows that every physical and social reconstruction is structured as a process of *ex-novo* construction of new institutional, social and economic models, rather than as a mere process of restoration of whatever was destroyed or torn apart in the strife. Thus, when we use terms such as "re-habilitation" or "re-construction" (which suggest the idea of "re-storing" something which previously already was existing), actually we are mainly referring to something new, i.e. we are referring to an innovation.
- From the **practical point of view**, it is to add that openness to innovation is usually associated to greater capacity in coping with

new problems, more effectiveness in carrying out programmes and more flexibility in controlling risks. In other words, the "quality" of innovative groups seems to be higher with respect to the "reproductive" groups. This is mainly due to the fact that innovation is strongly linked to some peculiar traits which make a group stronger, such as a high motivation of the members, the capacity of mobilizing resources, the orientation to taking risks or a stronger cohesion among the members. It is not by chance that all the literature on "quality" stresses the strong relation between quality and innovation. Therefore, selecting groups open to innovation practically means selecting the most effective groups.

1.3. Analysis of the innovative social action of groups

The study of the innovative social action of groups was operationally organised into three areas:

- orientation toward social innovation in the strict sense (or orientation to innovative social action);
- quality of the actor;
- quality of the action.

**orientation toward social
innovation in the strict sense**

The following phenomena were studied with regard to the orientation toward social innovation in the strict sense:

- new practices;
- new knowledge;
- new technologies;
- new forms of organisation;
- new contacts and types of collaboration among actors;
- new spheres of action;
- new regulatory tools;
- openness to new information;
- ability to use different languages;
- willingness to mobilise.

quality of the actor

Three factors were taken into consideration in the study of the quality of actors: the identity of groups, their culture and their agency.

As regards the **identity** of the groups (meaning the ability to control the social, economic and natural environment in which they operate) the following elements were found to be significant:

- the level of autonomy of groups;
- a structured organisation;
- willingness and ability to mobilise human resources;
- willingness and ability to mobilise technical resources (equipment and real property);
- availability of natural resources and infrastructure;
- willingness and ability to mobilise financial resources;
- availability of social capital, that is, the set of social relations and bonds;
- capacity to invest.

As regards **group culture**, attention focused on the following aspects:

- the group's origins;
- cultural, religious and ideological references;
- the group's purpose
- the solidity of the group (groups with actual membership, symbols, a culture, etc.).

Lastly, the following elements were taken into consideration as regards the groups' **agency**, that is, their openness to change:

- openness to new information and knowledge;
- orientation towards the future (and toward planning future activities);
- orientation toward interpreting reality;
- willingness to change social conditions and use resources in the local micro-environment;
- willingness to take risks.

quality of the action

The study of the quality of the action of the groups focused on the following aspects:

- the pertinence, effectiveness, efficiency, impact and sustainability of the groups' current actions (quality of current actions);
- the pertinence, effectiveness, efficiency, impact and sustainability of the groups' past actions (quality of past actions).

general analysis of innovative social action

The information collected allows us to make an overall assessment of innovative social action. In this regard, we could formulate an index to "correlate" the three group parameters examined (orientation toward innovation, quality of the actor and quality of the subject).

methods of identifying and studying social actors

To study groups we mapped out the following research strategy:

- a first phase focused on identifying all the groups and organisations whose actions are significant at the district level or that are present in more than one location in the district;
- a second phase aimed at looking at the set of actors identified earlier and identifying those that offer prima facie evidence of openness to social innovation;
- a third phase consisting in an in-depth study of some of the actors included in the group described above.

The entire operation was aimed at developing a set of tools that could be used to identify socially innovative actors without recourse to in-depth studies. The tools are the main focus of the guidelines that will be the final product of the project.

The following characteristics were taken into consideration in identifying actors that could be open to innovation:

- an organised set of resources;
- a set of significant relationships with a variety of actors;
- decision-making autonomy;
- the "solidity" of a group (inferable from elements such as having an effective membership or recognisable culture);
- an *prima facie* progressive agency (that is, with an orientation to change founded in traditional identity, such as those of clans).

Another characteristic considered was the presence in the group of "eminent" individuals, that is, persons known at either the district or extra-local level (because of their work or skills, for example).

2. Methodological profile

the territory covered by the study

The area under study was the Shabelle Valley. Specifically, three main areas were identified in this vast geographical area:

- Jowhar, capital of the Middle Shabelle region;
- Balad, a trading centre located approximately 30 Km from Mogadishu.

A third area, Adale (a small fishing village approximately 150 Km north of Mogadishu), was originally chosen but was only partly involved in the research because of security concerns. Some activities were also carried out in Belet Weyn, an urban centre near the Ethiopian border.

information sources and consultation procedures for identifying local collective actors

We identified local organisations that were important at the district level using several methods:

- **activating local networks** at the district level by encouraging the offices of district commissioners to disseminate information about the project among groups in the district;

- consulting qualified local informants;
- using the **snow-ball method**, which consists in looking for information from and representatives of already identified groups about other groups operating in the same district.

The three methods identified were used repeatedly both in the area of Balaad and Jowhar.

information sources and consultation procedures to identify actors with a orientation toward social innovation

We distributed a self-administered questionnaire to all the local collective actors we found to establish their main features.

By processing and analysing the questionnaires we were able to identify actors with a *prima facie* openness to social innovation.

information sources and consultation procedures used in the in-depth studies

From amongst the groups that displayed a *prima facie* orientation to innovation, we selected a small set to submit to in-depth study through:

- consulting group leaders;
- consulting a number of qualified informants working with the group.

3. Technical tools

The following technical tools were used in the project:

- a self-administered questionnaire distributed to all groups that were significant at the district level to identify groups with a *prima facie* openness to innovation;
- for the in-depth study of groups, we used a questionnaire for group leaders and a questionnaire for qualified informants.

GLOSSARY OF THE MAIN OPERATIONAL CONCEPTS USED IN THE TEXT

In order to facilitate the reader in following the main steps of the study carried out.

GROUP

In general, the term "group" refers to any kind of traditional or non traditional, large or small, highly formal or rather informal aggregate of persons. In this study, therefore, this term encompasses various kinds of aggregates, such as private enterprises, self-help groups, NGOs, co-operatives, Koranic schools and so forth. Usually, the group members tend:

- to share the same set of values, languages, interests or meanings (**culture**);
- to control a given set of resources such as technologies, money, social relations or their own skills and capacities (**identity**);
- to share a given set of specific objectives and aims (**agency**);
- to do something together (**action**).

Often, the terms "organisation" or "actor" can be used in the text with the same meaning.

INNOVATION (SOCIAL)

Innovation usually refers to any new cultural elements (material and nonmaterial) introduced in a given society. In the framework of this work, three different elements are identified:

- innovation as the introduction of new methodologies or procedures in producing or managing goods, services and resources (e.g. new technologies, new educational methodologies, new processing systems, etc.);
- innovation as the introduction of new forms of organisations or new rules (e.g. new tools for the public recognition of land tenure, new forms for controlling the fluctuation of prices in a given market sector, etc.);
- innovation as the introduction of new type of relations among the actors (e.g. new forms of co-ordination among public and private actors in producing a given good or service; new forms of interaction between the traditional leaderships and the international agencies, etc.).

The term "new" is to be understood in its broader sense, basically for referring to something that before of the civil war was lacking or scarcely diffused in the project area. The expression "innovative social action" is sometimes used at the place of "social innovation".

ORGANISED GROUP

This term refers to a specific sub-set of groups whose main features (e.g. decision-making autonomy, a significant organised set of resources, a significant set of relations with other actors, etc.) seem to show their "openness" or orientation towards innovation. Operationally, this does not mean that the organised groups are innovative, but that they are more likely to be innovative with respect to the other groups. This is the reason why often we refer to these groups as "prima facie" (i.e. at the first glance) oriented to innovation or "potentially" innovative groups (since we cannot understand, without an in-depth analysis, when a group is actually innovative). In the texts is often used the acronyms OGs (which stands for organised groups) and OCAs (for the other collective aggregations).

ORGANISATIONAL COMPLEXITY

In this document, organisational complexity simply refers to those groups having formal and recognised different organisational levels and articulations (e.g. Board of directors, directions, technical units, etc.).

SOCIAL ACTION

The term "social action" is used in the text for referring to all the actions having an impact at the social level. Therefore, when we use the concept of "social action of the groups" we refer to the actions of the groups which are relevant for the social context. Many actions of the group are not social (or not immediately social) since they have an impact, for example, only on the group members.

SOCIAL CAPITAL

This concept refers to the entire set of social and economic ties an individual or a collective actor keeps and develops. These ties are metaphorically viewed as a "capital" (i.e. anything permitting a given society to undertake activities) which could be saved (e.g. take care of the relations already established), invest (e.g. mobilizing people for given goals) or waste. The concept, elaborated in the 1970s to refer to the advantages and opportunities accruing to people through membership in certain communities (Pierre Bourdieu), was increasingly understood as a property of groups (i.e. as a collective social capital) which cannot simply be the sum of individual social capital (Robert Putnam, World Bank). In the framework of this work, social capital seems to be particularly relevant, taking into account that conflict drastically reduce the available social capital (i.e. tend to dismantling the social fabric), so that its reconstruction becomes an important step in peace-keeping and rehabilitation process.

"SUPRA-LOCAL" GROUPS

This term refers to those groups whose action (and impact) is not limited to a single village, but encompass at least two or more localities or involving the district level. The study was mainly focused on this kind of groups, in order to define a first selection criterium, since they are more likely to be open to innovation and their impact is expected to be broader than that of the other groups. It is to stress that "supra-local" does not mean "not local"; all the groups analysed are local.

CHAPTER THREE

The first survey: groups identified and their characteristics

1. Some limitations of studies on collective actors in Somalia

The studies carried out in Somalia in recent years (in the so-called Post-Barre period) have examined, among other things, the nature and size of the different collective actors that currently exist and operate, subsequent to the disintegration of the State.

These studies emphasised, among other things, that the main collective actors working in Somalia were NGOs, usually composed of skilled human resources (some of which were even considered professional NGOs or business-oriented NGOs) which were performing an important role in the social and economic rehabilitation of the country, albeit with limitations. And, according to the studies examined, these NGOs were flanked by grassroots groups and local organisations (including a number of women's groups) which, however, had a very limited role in the process. The business sector was viewed as unfocused and not really structured like a collective actors, and traditional actors (clans, elders, religious groups) were characterised as extremely weak.

The research conducted within the framework of technical assistance to the EC - Somalia Unit began with the assumption that studies of this kind are lacking in many ways:

- first, rather than examining reality, they seek to superimpose known categories onto what they observe (NGOs, business, etc.); thus only some of the collective actors actually operating in Somalia are identified, while those which fall outside the pre-determined categories "escape" observation;
- second, rather than actually identifying the collective actors (and, thus, doing a total or partial survey, with a case by case analysis of their characteristics), these studies are primarily generalised qualitative descriptions (often accompanied by examples) of the various "types" of actors;
- third, rather than looking for economic and social entrepreneurship traits (key traits, as we will see later, for the implementation of

rehabilitation projects), the studies look for a spirit of solidarity, commitment and human qualities in the actors, which are also indispensable traits, but sufficient by themselves only in an emergency situation and not for purposes of development.

2. From a "reproducibility" approach to an innovative approach

A fourth, slightly more complex, observation may be made.

We must keep in mind that one feature of the current crisis in Somalia is the squandering of social capital (that is, of the set of relationships among actors) and the emergence of new actors that tend to take on and immediately exalt old identities (which are usually "regressive" in character). At the same time, however, there are actors in Somalia that in some manner are equipped with a progressive agency and which have in recent years accounted for the re-emergence of some basic services and economic activities, and have thus provided some governance (or decentralised control of environmental and social risks). Given their tendency to construct new rules systems, new methods of exploiting resources and new relationships between them, these actors should be recognised as possessing the capacity for innovative social action (or the capacity for social innovation)¹.

A predisposition toward innovative social action, moreover, is essential to reconstruction and/or development since - as the literature on the subject amply shows - **every physical and social reconstruction process** in a country emerging from strife actually is **structured as a process of ex-novo construction** of new institutional, social and economic models, and not as a process of restoration of whatever was destroyed or torn apart in the strife. Thus, during a conflict, the important thing is to have social actors working to ensure "social reproducibility" and the minimum structures required for a

¹ Openness toward innovative social action may be defined as a predisposition to plan and carry out actions that introduce:

- new methods of production/management of goods, services and resources;
- new ways of organizing space and time and new regulatory systems;
- new kinds of relationships among actors.

community's survival; but after the conflict, when reconstruction becomes paramount, the focus must shift to those actors capable of social innovation.

As we mentioned in Chapter Two, studies and research on collective action in Somalia have to date focused on the ability of actors to perform "reproducible" rather than "innovative" functions.

3. The survey approach

On the basis of the observations above, we decided that our starting point in this study would be a very broad examination of empirical reality. Because of limitations of time and resources, the territory was restricted to three districts in the Shabelle Valley (the districts of Jowhar, Balad and Belet Weyne), where we tried to find every existing collective actor, whatever its name or type, that could be significant as regards an openness to social innovation.

Specifically, we proceeded in the following manner.

- a) We identified in the three districts of Jowhar, Balad and Belet Weyne the groups that were important in the district, or at least active in more than one location ("supra-local" groups). In other words, we did not consider - and thus they are not included in the figures provided below - groups that work in just one locality (or village) and that operate solely in that locality.
- b) Each group was surveyed. This was accomplished by using a questionnaire to collect data on each group's membership, leadership, activities, relationships with other actors, availability of and access to human resources (including skilled labour) and material and financial resources.
- c) On the basis of the data collected for each of the groups, we ranked² them to select collective actors we could consider "organised groups" possessing the capacity for social innovation, such as the

² This procedure was mentioned in Chapter 2 and will be described in detail in Chapter 6.

availability of skilled human resources, plus material, technical, economic and financial resources; a high level of decision-making autonomy; a real membership; an identifiable culture; an orientation toward change; etc. These actors were called "potentially innovative actors" or "*prima facie* innovative actors"³.

- d) The selection described above resulted in a new list of collective actors (obviously smaller than the first) which is a survey (probably the first of its kind) of all the significant collective actors in terms of capacity for social innovation which, as we mentioned, is the main subject matter of this study.
- e) Lastly, some of these groups were studied in depth in an attempt to determine whether they were truly innovative (and ascertain their quality)⁴.

Accordingly to this model, at least three main results were obtained.

1. For the three districts where the field survey was undertaken, a selected list of more than 160 groups which could potentially cooperate with the EC-Somalia Unit and other agencies working in Somalia⁵ is now available. For each group, many information are provided, which allow to understand whether and to what extent each of them meets the needs of the project to be carried out.
2. Moreover, even for these three districts, quantitative and qualitative information on the groups bearing traits of social innovation are provided. This is particularly significant since, in the framework of the study, these groups are supposed to play a remarkable role in activating rehabilitation processes.

³ Cf. Chapter 2. The term "*prima facie*" is used to indicate that the capacity for social innovation is deduced from information taken from self-administered questionnaires. Thus, the capacity is "represented" (or, as we said, *prima facie*). Its veracity is to be checked using more advanced tools. In the framework of this study, such verification was effected on 10 groups which provided the sample. This analysis (to which all of Part Four of this document is devoted) yielded, from a methodological standpoint, rather comforting results: every *prima facie* innovative group was revealed to be actually innovative.

⁴ See Chapter 2.

⁵ As better explained in the following chapters, it is to stress that some of these groups are already involved in projects promoted and financed by the EC-Somalia Unit.

3. Finally, the study made possible to set up and test in the Somali context a method aimed at targeting groups to involve in rehabilitation projects. This method is the object of specific guidelines attached to the Report⁶ (cfr. Annex n. 1).

It would seem worthwhile to examine how the operations mentioned were actually carried out. In the pages the follow we will address the operations referred to in points a) and b); we will discuss the operations in points c) and d) at the end of this chapter, and the operation in point e) in Chapter Five.

**preliminary identification of
collective actors**

The first task consisted in identifying the supra-local groups. The first mission to Somalia during the preliminary study phase⁷ suggested that the three districts contained the following kinds of groups:

- groups that run schools;
- groups that run clinics and veterinary facilities;
- groups that manage water supply & sanitation activities;
- telecoms (telephone, radio);
- groups and co-operatives in charge of productive infrastructure (mills, fishing gear);
- groups of tradesmen;
- groups concerned with selling;
- construction companies;
- professional groups/associations;
- groups tied to the Islamic Court and other religious institutions;
- groups corresponding to the old "fragments" of the government that are still operating;
- groups corresponding to new "fragments" of the government;
- NGOs active at the district level (groups that work for the benefit of larger groups);
- CBOs (self-help groups at the district level);
- networks of businesses/consortia;
- cultural groups.

⁶ The choice to put the guidelines in an annex to the Report is aimed at providing a short document to be used autonomously.

⁷ See Chapter 3.

The survey of "supra-local" groups in the three districts was conducted by distributing a self-administered questionnaire. This was accomplished through several means, in a co-ordinated manner:

- **mobilisation of local networks** at the district level, by delivering questionnaires to the offices of the district commissioner and issuing an appeal - through the commissioner himself - asking different groups and organisations to fill in the questionnaires (the "district commissioner" was thus seen as providing access to the local networks; he is indeed associated with the various committees involved in commercial and professional activities, "security" and carrying out "social" and "cultural" activities);
- **consultation of qualified local informants**;
- **snow-balling** based on reading the questionnaires as they were compiled, which permitted the identification of other groups, "eminent local personages" which may be presumed to be associated with groups and the direct delivery of questionnaires to the identified actors;
- **additional consultation of certain local qualified informants** who were shown the results of the various self-administered questionnaires and asked to check whether there were groups other than the ones thus far uncovered.

Using this system (and these sources), we identified 201 groups, distributed in the three districts as follows:

- Balad, 77
- Belet Weyne, 14
- Jowhar, 110.

groups that refused to respond

Nine groups (two of which were present in both Jowhar and Balad)⁸ did not want to be included in the survey of collective actors and refused to fill in the questionnaire.

⁸ Thus, they are counted twice.

The most important two groups among these 9 were the Barakaat and Olympic companies, which operate in both Jowhar and Balaad and manage a major satellite telecommunications service (thus providing a service that replaces the government telecommunications agency). The former company also manages an important network of financial services with branches in different countries on every continent. The managers refused to fill in the questionnaire because they felt theirs was an international company not comparable to local organisations.

The managers of 5 private schools in Balad offering different courses (such as English language courses) also refused to fill in the questionnaire. In this instance, their reason for refusing was that they did not consider their enterprise a "collective entity" (despite the fact that, in some cases, they were founded and managed by groups of teachers).

Nor was it possible to include Jowhar's elementary school or municipal hospital. In both cases, even though they are institutions equipped with the tools of self-management by the groups of professionals who work there (teachers in the first case and physicians and health care workers in the second). The managers of the two facilities refused to fill in the questionnaire because they felt that, since their organisations received funding from international aid agencies, they could not be considered autonomous.

... and those who were eliminated
even though they responded

While there were 9 actors that should have been surveyed and were not, there were 26 collective actors who should not have been part of the survey and yet filled in the questionnaire. These were groups identified by qualified informants and, in a few cases, known directly by Somali consultants who helped with the study, that seemed at first blush to be supra-local (and represented themselves as such). A study of their responses to the questions, however, revealed that they were local groups, and they were therefore eliminated from the survey.

14 of these 26 collective actors operate in the Jowhar district, while the other 12 are headquartered in Balad.

Most of the actors (17 of 26, or 65.4%, of which 8 in the Balad district and 9 in the Jowhar district) were co-operatives. Of the 9 remaining collective actors that were eliminated, 4 are self-help groups, that is, small groups involved in modest agricultural and handicrafts projects at the local level. In addition, 2 (identified) groups concerned with ensuring the maintenance and operation of irrigation channels were also eliminated. Of these groups we will speak more fully later, since 45 of them, handling large tracts of the irrigation system, actually have a "supra-local" dimension. Lastly, one business, a local professional group in the Jowhar district and a cultural group in Balad were not included in the survey.

an interesting window on the co-operatives

Almost all the co-operatives⁹ can be considered local in terms of size and range of activities (i.e. they are active only in one location). Therefore, most of them were not included in this census, focused on the "supra-local" groups.

However, for historical reasons, co-operatives are organisations relatively stable in a context characterised by instability and uncertainty.

⁹ The analysis has been carried out on the bases of the available information collected during the survey on 17 co-operatives censused in the Balad and Jowhar districts. These co-operatives are:

- Foolmorodi Farmers Cooperative (Jowhar);
- Kongo Dan Wadagta Cooperative (Jowhar);
- Nukay Cooperative Farmers (Jowhar);
- ACCSR (Jowhar);
- Walamoy Agricultural Cooperative (Jowhar);
- Buulo Waraay (Jowhar);
- G. Garabey Farmers Cooperative Organisation (Jowhar);
- Italga Agriculture Cooperative (Jowhar);
- Igo Cooperative Farmers (Jowhar);
- Degey Cooperative Farmers (Jowhar);
- Barwako Peasant Agriculture Cooperative (Jowhar);
- Utedo Badan Agricultural Cooperative (Balaad);
- Maqadd Agri-Cooperative (Balaad);
- Common Purpose Cooperative (Balaad);
- Wanag Badan Agricultural Cooperative (Balaad);
- Tawakal Agricultural Cooperative (Balaad);
- Mukidheere Agri-Cooperative (Balaad);

So, they seem to be particularly interesting, although the significance of each of them is limited.

They are mostly composed of farmers with a plot of land assigned to them by the Somali government in the 1980s, in the framework of the national policy supporting the formation of structures of the this kind in rural areas (da sottolineare, però, che alcune cooperative sono state costituite recentemente, anche nel 1996). Their activities are apparently quite limited, such as ensuring the operation and maintenance of certain collective infrastructures, such as, maintaining small irrigation channels and providing legal support to help prevent farmers from losing their land - a constant threat given the lack of legislation and of public authorities capable of defending their rights. For these farmers belonging to a co-operative is thus a way to defend their right to the land they farm. Thus the co-operatives act as surrogates for governmental and judicial institutions, providing a minimum level of stability and certainty.

A more detailed analysis allows us to remark the important role that often co-operatives play in the field of agricultural training. This is the case, for example, of the Somali Peasants Co-operative Borwaqo, based in Jowhar, whose main social aim is establishing agricultural association to develop activities of the small farmers. Its training activities are focused on how to plant the maize for the poor farmers in the area. Another case is that of the Tawakal Agriculture Co-operative, based in Balad, which carries out training activities for the farmers, cultivating and farming, importing and distributing seeds. Other co-operatives promote cultural activities (e.g. the Mukidheere Agriculture Co-operative of Balad organise art and music festivals).

Moreover, the co-operatives are often committed to facilitate agricultural development by using other means. The already mentioned co-operative of Jowhar, for instance, is engaged in channel rehabilitation and seed distribution. Other co-operatives - for example, the Mukidheere Agriculture Co-operative of Balad - provides peasants with stock of cereals.

Overall speaking, co-operatives can be viewed as agencies supporting and providing assistance to farmers, both associated or not. The main

goal of the Degai Co-operative Farmers, based in Jowhar, for example, according to its leader, is "to provide needs for the farmers plan crop production and community efforts issues for producing of Maize, peanuts, etc.". Very similar are the objectives explicitly pursued by other co-operatives, such as the Igo Co-operative Farmers of Jowhar, the Bulo Waraay of Jowhar or the G. Garabeye Co-operative Organisation, ever based in Jowhar. Often, the role of co-operatives in promoting common initiatives is to be stressed. This is the case of the Utedo Badan Agricultural Cooperative of Balaad, for which "the main aim is to work together and have a main concern to the farming" and "to have a unit among the farmers".

Extremely rare are the co-operatives whose objectives go beyond the domain of the agricultural work. The exception is that of the Common Purpose Cooperative of Balaad, which is aimed at "creating job for the local people and promoting ways of living standard by increasing the seasonal crop yield". It is to mention here also the case of the ACCSR of Jowhar (which defines itself as co-operative, whereas it has many typical traits of a firm), engaged in the field of construction, in addition to the agriculture.

Co-operatives usually possess technical resources - such as tractors for plowing, horrower, enbanker and sprayer knopsacks - which their members or other farmers can use. In some cases (e.g. the Mukidheere Agriculture Co-operative of Balad), these resources are considered inadequate. Only in few cases, co-operatives have vehicles, telephones, radios or faxes.

Co-operatives membership is mostly made up of volunteers. The number of members varies considerably: for example, the Somali Peasants Co-operative Borwaqo of Jowhar has 7 members, while the Mukidheere Agriculture Co-operative of Balad has 900 member. Usually, the co-operatives organise membership meetings whose frequency is variable.

Often, co-operatives are self-financed, through their activities. The funds (this is the case, for example, of the Mukidheere Agriculture Co-operative of Balad) are inadequate in order to undertake their activities.

Nevertheless, some co-operatives (such as the Somali Peasants Co-operative Borwaqo or the Italga Agricultural Co-operative of Jowhar) possess a rather high capital, sometimes significant also at the district perspective. A minority of them have a good human resources, in terms of professional skills, ability to use different language, etc, also by resorting to external professionals (e.g. engineers). Finally, almost half of the leaders of these co-operatives (there are some exceptions, such as the Tawakal Agricultural Co-operative of Balad) are in relation with other groups or at least know some of them.

In sum, co-operatives seem to perform an important function in the local rural world. However, as already stressed, they are mostly rooted in a single village and play a re-productive role (also due to their historical origin) which is not ever compatible with the capacity of managing and promoting innovation linked to rehabilitation projects. For this reason, although their quality is sometimes high, co-operatives seem to be not particularly interesting for the EC Rehabilitation Programme in Somalia.

4. The limitations of the first survey

Having eliminated from the main survey the 26 collective actors we just mentioned, and given the impossibility of surveying the 9 groups that refused to fill in the questionnaire¹⁰, we are left with 164 actual "supra-local" groups, distributed throughout the three districts as follows:

- Balad: 58,
- Belet Weyne: 14,
- Jowhar: 92.

What do these groups represent in "statistical" terms? Certainly not all of the supra-local collective actors since, as we mentioned, 9 other groups were not included following their refusal. Notwithstanding

¹⁰ Note that two companies that refused to fill in the questionnaire operate in both the district of Jowhar and Balad and have thus been counted twice.

this, however, given the cross-reference method of identification and verification adopted (especially in Balad and Jowhar and the less "sophisticated" in Belet Weyne), we would maintain that almost all the actors that needed accounting for were indeed surveyed. However, we would conservatively calculate a further 10% margin for the districts of Jowhar and Balad and 20% for Belet Weyne to allow for mistakes that may nonetheless have been committed¹¹.

We thus arrive at the situation illustrated in the table below.

Table 1 – Estimate of the number of collective actors in the three areas of Jowhar, Balad and Belet Weyne

	<i>Jowhar</i>	<i>Balad</i>	<i>BW</i>	<i>Total</i>
- Groups surveyed	92	58	14	164
- Groups identified but not surveyed	4	7	-	11
- Groups not identified but probably present, considering the margin of error	10	7	3	20
TOTAL (corresponding to the estimate of the number of existing "supra-local" collective actors)	106	72	17	195
- Margin of approximation of the survey (4/1 - 1 x 100)	15.2%	24.1%	21.4%	18.9%

Source: CERFE, 1997

In the next paragraphs, we will examine the 164 groups surveyed, especially as regards their location and type, as well as other characteristics such as membership and leadership.

¹¹ For example, after the field work was finished, a group of health workers operating in 4 villages around Jowhar were discovered.

5. The 164 surveyed collective actors: location

5.1. Jowhar

There were 92 collective actors with the characteristics specified before located in the area of Jowhar which, according to what is still a rough estimate, comprises in a more or less stable form approximately 4,000 people¹².

As the table below shows, we found 10 different types of collective actors, identified according to the subjective definition of the group provided by its members.

The table below shows the different types of groups ranked according to frequency.

Table 2 - Collective actors in the Jowhar area ranked according to frequency

<i>Rank</i>	<i>Actors</i>	<i>Frequency</i>
1.	Channel management groups	23
2.	Koran schools	18
2.	NGOs	18
4.	Businesses	15
5.	Trade and craft associations	6
6.	Self-help groups	3
6.	Cultural and sports groups	3
9.	Water vendors	2
9.	Professional groups	2
9	Groups of government workers	2
TOTAL		92

Source: CERFE, 1997

¹² There are numerical differences in the tables that follow compared with the data in the interim report that CERFE submitted to the EC - Somalia Unit in August 1997. The discrepancies are attributable, on the one hand, to the completion of the survey, and, on the other, to checking the data, which resulted in the elimination of some groups from the survey because they were found to be local actors operating in a single location.

However unreliable the statistics on the Shabelle Valley may be, considering that approximately 50,000 people live in the area examined (the city of Jowhar and environs), we can say that approximately one in 13 residents is steadily involved in these groups. If we then consider that many people come in contact with the collective actors not as individuals but as representatives of their families, we can say that the number of people involved, even if only indirectly, is even greater.

5.2. Balad

A total of 43 collective actors involving a total of 2,500 people, according to initial estimates, were identified in the Balad area. The table shows the different types of groups listed in order according to frequency.

Table 3 - Collective actors in the Balad area ranked according to frequency

<i>Rank</i>	<i>Actors</i>	<i>Frequency</i>
1.	Channel management groups	22
2.	NGOs	14
3.	Businesses	8
4.	Cultural and sports groups	4
5.	Co-operatives	3
7.	Professional groups	2
7.	Trade and craft associations	2
7.	Groups of government workers	2
9.	Self-help groups	1
TOTAL		58

Source: CERFE, 1997

Keeping in mind that the number of people living in the Balad area is just over half the number living in the Jowhar area, it is our impression that the phenomenon of collective actors in the two areas is, roughly speaking, similar in the two areas (in Balad too, 7-8% of the population is estimated to be actively involved, which translates, however, into more than 40% of families).

The types of groups present is also rather similar, with two substantial differences:

- the failure to survey the Koran schools (because there are all local organisations in the Balad area);
- the presence of co-operatives with a range of activities extending into different localities (co-operatives were also found in the Jowhar area, but they were exclusively local)¹³.

5.3. Belet Weyne

In the Belet Weyne district, 14 groups were found, with a total membership of approximately 400 people. This rather high number (considering the number of inhabitants in this district) is due to the existence in the district of two important associations, the regional women's association and the veterinary professional association.

Generally speaking, the relative size of citizens' groups in this district is in line with the estimates for Balad and Jowhar.

Table 4 - Collective actors in the Belet Weyne area ranked according to frequency

<i>Rank</i>	<i>Actors</i>	<i>Frequency</i>
1.	NGOs	7
2.	Businesses	4
3.	Self-help groups	1
4.	Professional groups	1
5.	Cultural and sports groups	1
TOTAL		14

Source: CERFE, 1997

As we can see, the businesses and NGOs are relatively numerous

¹³ Overall, 20 cooperatives were identified in the study, with only 3 (all in Balaad) having a range of action that extended beyond one locality.

but other kind of groups are also present. We should mention that there is even a boy scout troop.

5.4. Type of groups found in Jowhar, Balad and Belet Weyne

In all, there are 164 collective actors, organised by type in the following manner.

Table 5 – Collective actors in the three areas of Jowhar, Balad and Belet Weyne

	<i>Jowhar</i>	<i>Balad</i>	<i>BW</i>	<i>Total</i>
1. Channel management groups	23	22	0	45
2. NGOs	18	14	7	39
3. Businesses	15	8	4	27
4. Koran schools	18	0	0	18
5. Trade and craft associations	6	2	0	8
6. Cultural and sports groups	3	4	1	8
7. Self-help groups	3	1	1	5
8. Professional groups	2	2	1	5
9. Co-operative	0	3	0	3
10. Water vendors	2	0	0	2
11. Groups of government workers	2	2	0	4
TOTAL	92	58	14	164

Source: CERFE, 1997

As we can see, even though the groups that define themselves as NGOs are numerous, all told they represent less than a quarter of the identified supra-local collective actors. Actors tied to the business world account for less than 25% if we also consider, in addition to the 27 businesses and 8 trade and craft associations (types already identified), the co-operatives and professional groups (actors that have rarely been identified in the past).

But what is perhaps most surprising, if we compare the results of this study and other studies on collective actors in Post-Barre Somalia (which we discussed earlier) is the identification in not insignificant

numbers of collective actors which heretofore had very rarely been mentioned. Specifically, we speak of the 45 groups involved in operating and maintaining water channels; the 8 sports and/or cultural groups; the 2 groups of water vendors and 4 groups of government workers. Given that professional groups and co-operatives are rarely registered as types of groups, we arrive at a total of 67 "new" groups (approximately 40% of those surveyed). Lastly, we note the existence (and large number), even on the supra-local level, of traditional actors like Koran schools.

None of this should be surprising. Our impression is that Somalia, like most of the world, has many collective actors as well as different types of actors, including well-known actors (such as NGOs) and less well-known actors (such as the water channel groups), "modern" groups (such as some co-operatives) and traditional actors (like the Koran schools)¹⁴, clearly for-profit groups (such as the businesses) and non-profit groups (like cultural and sports associations). On the international level, this state of affairs is already well known in the international community (more specifically, in the United Nations bodies)¹⁵, both as regards size and degree of complexity.

The emergence and strengthening of old and new collective actors in accompanied, as is evident in most of the world, by an increasingly serious crisis in government and, more generally, in states¹⁶. In Somalia this kind of crisis evolved into the complete dismantling of government.

One could perhaps object that everything said thus far about collective actors in Somalia has yet to be proven since this study involved an area where only a total of approximately 80,000 people live (there are a total of more than 3.5 million Somalis). Nonetheless, the consistency (in quantitative terms) and similarity (in qualitative terms) with which the phenomenon appears in the three districts suggests that the same holds true for much (if not all) of Somalia.

¹⁴ This is, however, virtually a unique case; later in the chapter we will see how the collective actors found have an essentially "modern" character.

¹⁵ See, *inter alia*, all the documents ratified by the United Nations Conferences starting with the 1992 Rio Meeting on the Environment and Development.

¹⁶ In this regard, see the report of the International Commission on Governance

6. Analysis of the 164 collective actors by type

Given the size of the phenomenon of active citizenship and the variety of its manifestations, it may be useful to turn to a survey of the different kinds of groups discovered during the field work for purposes of identifying their main characteristics.

6.1. *Water channel management groups*

This term refers to what is called *Yertsin* in the local language. These are groups formed to ensure the proper functioning of irrigation channels. Most were formed between 1976 and 1986 in the framework of the numerous agricultural development projects organised then in the Shabelle Valley. Each group, comprising a varying number of farmers, takes responsibility for the periodic cleaning of a secondary channel (each of which serves roughly 6 or 7 parcels of land). Some fund raising is done to cover maintenance costs. For cleaning of the main channel, all the *Yertsins*, in turn, assess charges and form a common fund. In the Balad area, these associations also organise social and religious events.

According to a number of key-persons, channel management groups also have a role in controlling floods by setting up a system to observe water levels every day. There is also a system for sounding the alarm should there be a risk of flooding.

Despite their one-issue character and the apparent simplicity of their duties, the groups that manage channels perform a key role in the local economy, namely, maintenance of a complex infrastructure that is essential to agricultural production. One need only consider, for example, that just to maintain the Kalundi channel (which touches the Jowhar area) there are fully 78 active and interconnected¹⁷ groups who can, when necessary, join forces in a more organised manner when needed.

¹⁷ For purposes of this study, only water channel management groups active in more than one locality were taken into consideration.

These groups also perform an activity with some features of organisational innovation, since in the past the channels were mainly managed by the government.

In sum, the groups we see are widespread and "low-intensity" (since they probably have fairly weak internal bonds) but produce a service with of high social and economic value.

6.2. *Private businesses*

The businesses in Jowhar, Balad and Belet Weyne are fairly complex group phenomena.

It should be said at the outset that not everything that is called a business is a stable entity. Some private companies "exist" (in the sense of being active) only when they take part in bidding for international contracts. Yet it would be a mistake in these cases to speak of fictional entities, since these sometimes dormant businesses maintain their ability to mobilise networks of professionals and human, economic and financial resources when they need to.

Yet, not considering these cases, we must point out that private enterprises display good operational skills and often perform more wide-ranging social functions than one would expect.

In the first place, while most operate officially in just one sector (usually the construction sector), nearly all the private companies also perform secondary activities, some of which are important for the society. For example, many companies, whatever their specialisation, import goods and thus provide their clientele with a network of national and international connections that would not otherwise be available.

Secondly, enterprises are among the few entities in the areas examined that own certain equipment, technologies and goods (from office equipment to certain farming machinery). Thus, they constitute "points of concentration" of resources that can often be used by other actors.

We must also point out that private businesses are among the main actors working to promote the return to normal working conditions (for example, supporting the institution of district councils or working to reduce the risk factors currently inherent in every move from one locality to another in Somalia). From this point of view, therefore, they constitute an important point of reference and a factor, for good or ill, of "order" in the currently chaotic Somalia.

On the whole, businesses seem to be more than just economic actors; rather theirs is a broader, sometimes surrogate, role of providing opportunities normally available only through the public actor.

6.3. Koran schools

Unlike the other kinds of collective actors, Koran schools (most of which are local, except in the Jowhar area, where they are supra-local because people from other localities also attend) constitute the only actor that can be defined as "traditional," both from the standpoint of their cultural content as well as their internal organisation. Nonetheless, it should be pointed out that, as things now stand in Somalia, the schools have indubitably achieved more importance than they would have otherwise, if for no other reason than that they constitute - with the exception of the elementary schools supported by the NGO Intersos in Jowhar and by the Teachers Organisation in Balad - the only existing educational opportunity for school-age children. In addition, in the Balad area¹⁸ they sometimes serve as nurseries for the smallest children. Thus, Koran schools represent a stable point of reference during this transitional phase in the field of primary education.

6.4. NGOs

Most of the NGOs founded in the areas under study have appeared in very recent years, even though a good number of them trace their origins to earlier groups. While they all see themselves as non-

¹⁸ These, however, are local Koran schools not included in the survey.

governmental organisations, they nonetheless tend to be quite different both in terms of their activities (for example, many are involved in relief work, but a considerable number are also involved in income-generating activities) and their methods of operation.

In general, in the case of private businesses, we find two very different situations among the NGOs. Some of them are not so much stable organisations as entities that come to life intermittently when they mobilise as a result of obtaining funding from international co-operation agencies. Others, instead, display a generally high level of organisational and operational vitality, achieved by exploiting the opportunities to work in the field of international aid over the past years.

In both cases, however, NGOs are points in a network where it is possible to find the most skilled human resources in Somalia. We should bear in mind in this regard that some of the most important NGOs were founded by former senior government officials or by professionals.

6.5. Co-operatives

Most of the co-operatives discovered during the study were exclusively local in size and range of activities and were not, therefore, included in the survey. As we mentioned, 3 co-operatives in Balad constituted exceptions.

As we mentioned, most co-operatives are composed of farmers with parcels of land assigned to them by the Somali government in the 1970s and 1980s and have fairly limited functions. Some of the ones included in this survey, however, are also conduits for the dissemination of some innovative farming practices.

6.6. Self-help groups

Most of the self-help groups we looked at were women's associations engaged in small-time agricultural or crafts activities,

usually formed with the help of international development programs. Without outside funding, some of these have markedly reduced their activities while others have found independent sources of funding, even though their capacity for action remains on the whole fairly limited.

6.7. Trade and craft associations

The expression "trade and craft associations" refers to associations whose membership share a common professional activity, even though they act independently. A typical case is the association of truckers, cab drivers or owners of farm machinery.

Their function is essentially to introduce an element of control and regulation in the market of professional services (as regards, for example, the method of distributing jobs or setting prices). Here, too, we have collective actors that assume general functions of public significance.

6.8. Cultural and sports groups

This category covers sports associations (the one operating in Jowhar, which is particularly important, organises a soccer tournament at the district level) and groups that promote traditional culture (main music groups). Elements to emphasise as regards these groups are, on the one hand, their ability to bring people together and promote communication and, on the other, the ongoing nature of their activity. This category also includes the Scout troop surveyed in Belet Weyne.

6.9. Water vendors

Water vendor groups are in many ways similar to businesses. Indeed, they manage the entire water supply system for much of the urban areas by managing certain wells and - in some cases - even water distribution networks. Moreover, they have an entrepreneurial agency. The groups of water vendors, however, do not display the adaptability that currently characterises Somali businesses. On the contrary, they

operate in a single sector, do not join networks of relationships on the national or international level, and do not have possess many resources or operational potential. In addition, the managers of the water vendor groups are not well qualified professionally.

6.10. Professional groups

This category covers associations formed by professionals whose objective is to gain control over professional services market segments.

This is the case of two associations of veterinarians which formed in order to provide, for payment, professional services to farmers raising livestock, as well as an association of agronomists operating in the Balad area.

Another particularly interesting case is the association of Health Community Workers operating in 5 villages (inhabited by groups of ethnic Bantus). The group is composed of former workers in the Somali health service that exploit their prior experience to provide health services, health education, vaccinations and the purchase and distribution of medicines. UNICEF is among those providing support to the group.

In other instances, such groups were formed with the intention of preserving technology assets. This is the case of an association of former employees of a Balad textile factory, who in recent years occupied the factory and protected it from looters.

There is also an important association of teachers in the Balad area that operate in association with an NGO.

6.11. Groups of government workers

This category includes groups that somehow can trace their origins to the government civil service - "pieces" of government that survived the death of the State or former organisations with ties to the government. This is the case, for example, of the Women's Organisation of Jowhar and the Rice Growers' Association. The former

is a recent creation and comprises people with strong ties to the current administrative structures (some members are representatives on the regional council). Moreover, while the group was not created as the result of a government decision, but on the initiative of its founders, it is certainly supported by the local authorities. The Rice Growers' Association, on the other hand, is a group formed in the 1980s as a government initiative to organise the local rice growers in the context of development projects then underway. The organisation, which is now completely autonomous, can be viewed as a "piece" of the government that survived the events of recent years, among other things because the organisation's leadership is composed of former government officials who decided to continue the activities they were previously carrying on in the public sector.

7. Some characteristics of the 164 surveyed groups

7.1. Resources

Sections 5 and 6 of this chapter showed that the three Somali districts studied in the context of the CERFE project of Technical Assistance to the EC - Somalia Unit are characterised by the presence of many and varied collective actors. In this regard, we spoke in §1 of a significant measure of collective action which, however, requires further examination when we turn our attention to the resources that the identified groups have or, in any event, are capable of mobilising.

As we mentioned, there are great differences in the resources available to the different types of groups.

material and financial resources

With regard to financial and material (automobiles or other vehicles, farm machinery, industrial machinery, other professional tools, radios, telephones, computers, other equipment) resources, the tables that follow show quite clearly the differences between the groups.

Table 6 – Financial resources and availability of an office, workshop or storage facility, by type of group (combined data for Jowhar, Balad and Belet Weyne)

	Groups that have				TOT
	<i>financial resources</i>		<i>resources office, work. or stor.</i>		
		%		%	
1. Channel management groups	23	51.1	23	51.1	45
2. NGOs	20	51.3	39	100.0	39
3. Businesses	19	70.4	26	96.3	27
4. Koran schools	5	27.8	18	100.0	18
5. Self-help groups	2	40.0	4	80.0	5
6. Trade and craft associations	7	87.5	7	87.5	8
7. Cultural and sports groups	3	32.5	6	75.0	8
8. Professional groups	1	20.0	5	100.0	5
9. Co-operatives	1	33.3	2	66.7	3
10. Water vendors	2	100.0	2	100.0	2
11. Groups of government workers	4	100.0	4	100.0	4
TOTAL	87	53.0	136	82.9	164

Source: CERFE, 1997

Table 7 – Availability of material resources, by type of group (combined data for Jowhar, Balad and Belet Weyne)

	Groups that have				TOT
	<i>at least 1 type of material resources *</i>		<i>a vehicle + radio and/or telephone</i>		
		%		%	
1. Channel management groups	19	42.2	0	0.0	45
2. NGOs	33	84.6	13	33.3	39
3. Businesses	23	85.2	10	37.0	27
4. Koran schools	4	22.2	3	16.7	18
5. Self-help groups	2	40.0	0	0.0	5
6. Trade and craft associations	6	75.0	1	11.1	8
7. Cultural and sports groups	5	62.5	0	0.0	8
8. Professional groups	2	40.0	0	0.0	5

%

%

Table 7 – Availability of material resources, by type of group (combined data for Jowhar, Balad and Belet Weyne)

	Groups that have				TOT
	at least 1		a vehicle		
	type of material resources *	%	+ radio and/or telephone	%	
9. Co-operatives	3	100.0	1	33.3	3
10. Water vendors	2	100.0	1	50.0	2
11. Groups of government workers	1	25.0	0	0.0	4
TOTAL	100	61.0	29	17.7	164

* automobiles or other vehicles, farm machinery, industrial machinery, other professional tools, radios, telephones, computers, other equipment

Source: CERFE, 1997

The groups with the greatest resources are associated with the government, private business and NGOs and, to a lesser extent, the self-help groups and water vendors (in the latter case, however, the total number of groups is so small as to render the datum insignificant).

The channel management groups, cultural and sports associations and Koran schools are, everything considered, the weakest groups from the point of view of having or having access to resources.

This difference, however, is of only relative importance since, as we will see in the next part of this report, access to and/or possession of material and/or financial resources is just one of the characteristics that distinguishes actors with a capacity for social innovation, which, as we have said, are the focus of this study.

If we look more closely at the material resources, we see that most of the businesses and even some of the NGOs own automobiles, trucks, tractors and tools such as radio transmitters, computers, measuring

equipment and telephones. These resources are scarce or unavailable among other kinds of actors. Only the self-help groups sometimes have an item of some degree of importance (the women's organisation in Jowhar, which could be included in this type of group, for example, has a mill).

Access to credit seems on the whole very limited for all the groups. Some businesses and a few NGOs say they have access to some measure of credit through businesses in Jowhar, Balad or Mogadishu. Instances of access to credit were also found among the water vendor groups, professional associations and self-help groups.

natural resources

Some collective actors (such as the professional groups, channel management groups, water vendor groups and agricultural cooperatives) have quite always a specific **control over natural resources** (water and land) and those over basic necessities which neither companies nor NGOs - nor even local government at this point in time - are generally capable of exercising.

More specifically, cooperatives have an high control on land (see § 3) while channel management groups and water vendors have an intensive control of different aspects of water.

skilled human resources

Turning our attention now to human resources and, more specifically, to the availability of skilled human resources¹⁹, we may refer to the table below.

¹⁹ We will speak of membership and those of availability of human resources *tout court* in the next section.

Table 8 – Availability of skilled human resources, by type of group (combined data for Jowhar, Balad and Belet Weyne)

	Groups that have				TOT
	at least 1 graduate		at least 1 person with special prof. skills		
		%		%	
1. Channel management groups	0	0.0	7	15.6	45
2. NGOs	35	89.7	22	56.4	39
3. Businesses	26	96.3	13	48.1	27
4. Koran schools	1	5.6	0	0.0	18
5. Self-help groups	1	20.0	0	0.0	5
6. Trade and craft associations	1	12.5	2	25.0	8
7. Cultural and sports groups	3	37.5	3	37.5	8
8. Professional groups	5	100.0	3	60.0	5
9. Co-operatives	2	66.7	1	33.3	3
10. Water vendors	1	50.0	2	100.0	2
11. Groups of government workers	2	50.0	1	25.0	4
TOTAL	77	47.0	54	32.9	164

Source: CERFE, 1997

The businesses and NGOs, together with the professional groups and co-operatives, were the only groups to state that they had a significant number of staff persons with degrees. Persons with degrees, however, are present in all types of groups (with the exception of the channel management groups)²⁰.

This is especially true in businesses, which often employ a significant number of graduates (in one case, up to 18) specialised in different fields (this choice can perhaps be traced to the tendency of companies to operate in different market sectors at the same time). Graduates are slightly less common in the NGOs²¹. Many people in NGOs and companies have had university training or attended a university without obtaining a degree.

²⁰ Not necessarily as members of the organization, but perhaps as collaborators.

²¹ It should be mentioned, however, that 2 NGOs claim to have over 20 graduates.

Trained technicians, even with limited education, are found in the NGOs, companies and professional groups and to a lesser extent among the groups of water vendors and channel management groups (the latter also have a very small number of agronomy graduates).

As we will soon see, the presence and availability of skilled human resources is a characteristic of socially innovative actors.

The issue of availability of and access to skilled human resources can also be examined from another point of view, i.e., that of the contacts that the various groups identified have with outside actors, in their own district and beyond. Information as to this point is shown in the two tables below.

Table 9 – Groups having relationships with local businesses, local NGOs and local government (combined data for Jowhar, Balad and Belet Weyne)

	Groups having relationships with:						TOT
	<i>local</i>		<i>local</i>		<i>local</i>		
	<i>businesses</i>	%	<i>NGOs</i>	%	<i>government</i>	%	
1. Channel management groups	4	8.9	26	57.8	42	93.3	45
2. NGOs	23	59.0	33	84.6	34	87.2	39
3. Businesses	22	81.5	22	81.5	23	85.2	27
4. Koran schools	1	5.6	1	5.6	16	88.9	18
5. Self-help groups	3	60.0	4	80.0	5	100.0	5
6. Trade and craft associations	2	25.0	4	50.0	7	87.5	8
7. Cultural and sports groups	1	12.5	1	12.5	3	37.5	8
8. Professional groups	1	20.0	1	20.0	4	80.0	5
9. Co-operatives	3	100.0	2	66.7	3	100.0	3
10. Water vendors	0	0.0	0	0.0	2	100.0	2
11. Groups of government workers	1	25.0	3	75.0	4	100.0	4
TOTAL	61	37.2	97	59.1	143	87.2	164

Source: CERFE, 1997

Table 10 – Groups having relationships with international organisations (NGOs, UN Agencies) and with non-local professional groups non (combined data for Jowhar, Balad and Belet Weyne)

	Groups having relationships with				TOT
	int'l organisations*		non-local prof. groups		
		%		%	
1. Channel management groups	23	51.1	1	2.2	45
2. NGOs	33	84.6	29	74.4	39
3. Businesses	20	74.1	15	55.5	27
4. Koran schools	0	0.0	6	33.3	18
5. Self-help groups	4	80.0	2	40.0	5
6. Trade and craft associations	2	25.0	2	25.0	8
7. Cultural and sports groups	1	12.5	1	12.5	8
8. Professional groups	4	80.0	3	60.0	5
9. Co-operatives	0	0.0	2	66.7	3
10. Water vendors	1	50.0	1	50.0	2
11. Groups of government workers	2	50.0	2	50.0	4
TOTAL	90	54.9	64	39.0	164

* The international organisations mentioned during the survey of the groups were NGOs (ADRA, CEFA, CARE, COSV, MSF) and other organisations (European Commission - mentioned in a single case - UNICEF, UNDP, WFP)

Source: CERFE, 1997

At the local level, with the exception of the cultural and sports associations²², almost all the groups maintained relationships with other actors, and in particular with the government.

At the supra-local level, the world of businesses (companies, professional associations and groups of water vendors), the groups of government workers and the NGOs seem to also have a **network of relationships and collaboration** that is decidedly more extensive and specialised than other actors.

²² The cultural and sports associations, instead, had (to a greater extent than the other types of groups except for the trade and craft associations) very strong ties with the traditional clan and sub-clan leadership.

Specifically, the private businesses maintain contacts with the development agencies and markets at the international level, maintain local political contacts and, not uncommonly, have connections with clan and traditional leadership. Thus they possess considerable **social capital** (which can be defined as access to a network of social bonds which are also resources for the mobilisation and better exploitation of economic and financial capital), which they tend to use to expand their opportunities to open new markets.

We should also mention that the channel management groups and self-help groups also have supra-local contacts, although to a lesser extent.

In general, we find that:

- the NGOs, businesses, "pieces" of the government and co-operatives seem to be the kinds of groups that have the most material, financial and human resources (both as regards skilled human resources and social capital);
- these resources, however, are available, even if more scarcely, among other actors such as trade associations, self-help groups and even those collective actors we have called "less well known" such as groups concerned with the operation and maintenance of the channels, the water vendors, co-operatives and professional groups²³ ;
- the Koran schools and cultural and sports associations are considerably weaker in terms of availability of and access to resources.

²³ In addition, some of these collective actors (such as the professional groups, channel management groups, water vendor groups and agricultural cooperatives) also have **control over natural resources** (water and land) and those over basic necessities which neither companies nor NGOs - nor even local government at this point in time - are capable of exercising.

On the whole, considering the body of information reported above, we have the impression that there is not such a sharp divide between the NGOs and private businesses - which have substantial resources and a clear capability to come into contact with the world of international aid - and, on the other, the other collective actors which, instead, have limited contacts with international co-operation organisations.

In addition, we found that while NGOs and businesses are socially and economically influential, they do not perform any important function in regulating local social and economic life (although in a few cases NGOs were involved in mediating disputes between factions and clans); nor are they well-rooted in the area, while, on the contrary, other types of actors are **more rooted in the area**, above all because their action has an immediate social impact, since they manage key sectors of social life and assume important regulatory functions (for example, in the transport or water services sectors).

7.2. *Membership*

With regard to their membership, the collective actors studied varied considerably. In general, the membership of the **businesses** tended to number 8-10 persons, while NGOs had 13-15 individuals.

However, there were significant exceptions. For example:

- the NGO Technical Development and Rehabilitation Organisation, has 33 members;
- the General Service and Security Co. has a membership of 43.

The membership of the **professional associations, Koran schools and water vendor groups** was smaller (4-7 persons). **Sports and cultural groups** had approximately 15 members.

The other groups showed more variability:

- the **co-operatives and channel management groups** ranged from a minimum of 7 to a maximum of 800 people (with an average of around 150 individuals);

- the **trade and craft associations** varied from a minimum of 7 to a maximum of 50 people (the average was 30).

Approximately 2/3 of the identified groups (we should recall that these are supra-local actors) have members from different parts of Somalia. This state of affairs probably has to do with the recent history of Somalia, as the civil war resulted in large population displacements.

The existence of a "differentiated" membership based on place of origin characterised first of all the NGOs, businesses and trade associations, but also the Koran schools and cultural and sports associations.

Table 11 – Existence of a membership from different parts of Somalia, by type of group (combined data for Jowhar, Balad and Belet Weyne)

		%
1. Channel management groups	24	53.3
2. NGOs	33	84.6
3. Businesses	17	63.0
4. Koran schools	13	72.2
5. Self-help groups	2	40.0
6. Trade associations	6	75.0
7. Cultural and sports groups	5	62.5
8. Professional groups	3	60.0
9. Co-operatives	1	33.3
10. Water vendors	2	100.0
11. Groups of government workers	2	50.0
TOTAL	108	65.9

Source: CERFE, 1997

The collective actors in Jowhar, Balad and Belet Weyne have a very active membership: in 143 of the 164 surveyed actors (87.2%), all the members participate in the group's activities.

The issue of membership can be linked to that of the collective actors' affiliation with larger groups and networks. In this regard, the

research data suggests that these ties are quite rare, except as regards affiliation with international organisations and networks (and the religious ones characterising, obviously, the Koran schools).

More specifically only 6 NGOs, 2 businesses and 4 other kinds of groups were affiliated with national organisations or networks; of slightly greater importance were religious ties which, in addition to the Koran schools, involved 7 NGOs, 2 businesses, 2 channel management groups and 3 other groups.

Table 12 – Groups affiliated with international organisations, national organisations and networks, religious groups and political groups (combined data for Jowhar, Balad and Belet Weyne)

	<i>Int. org.</i>	Groups affiliated with			<i>TOT</i>
		<i>nat'l org./net.</i>	<i>religious groups</i>	<i>political groups</i>	
1. Channel management groups	23	0	2	0	45
2. NGOs	19	6	7	2	39
3. Businesses	11	2	2	2	27
4. Koran schools	0	1	18	1	18
5. Self-help groups	4	0	0	1	5
6. Trade and craft associations	4	0	0	0	8
6. Cultural and sports groups	0	2	1	0	8
8. Professional groups	3	0	1	0	5
9. Co-operatives	1	0	0	0	3
10. Water vendors	1	0	1	0	2
11. Groups of government workers	2	1	0	0	4
TOTAL	68	12	32	6	164

Source: CERFE, 1997

Ties to international organisations and networks are fairly frequent among the NGOs, businesses, channel management groups, self-help groups and professional groups. We must wonder, however, whether simple relationships such as participating in the execution of projects was perhaps considered an "affiliation" by persons who filled the questionnaires.

7.3. Leadership

The **leadership** of groups is another aspect that can help us in comprehend the associations in the area under study.

Though we run the risk of over-generalising, we can outline the following main tendencies.

- The leadership of the **businesses** and **NGOs** is mainly constituted by businessmen, former government officials and former employees of public enterprises. In most cases, these people have a university education or higher education. A good number of them are active politically, consulting with local government and becoming involved in managing the conflicts that arise between factions at the local level.
- Businessmen as well as former experts of public enterprises closed in 1991 also constitute the leadership of the **water vendor** groups.
- The **professional associations** are usually led by professionals that previously worked for the government and, in particular, for certain ministries and at the university.
- The **self-help** groups and **trade associations** have leadership with a medium-low level of education, but which come from socially influential sectors (for example, the families of major local businessmen) and with relatively sizeable economic resources.
- The **channel management** groups have a diversified leadership. In a few cases, they are staff with some technical and professional qualifications, in other cases, not.
- The **Koran schools** are led by predominantly local religious figures.
- The leadership of the **sports** groups is not well defined, while that of the **cultural** groups is comprised professional musicians.
- The leadership of the **groups of government workers** is composed of former government employees or people currently linked to the government, generally with a good educational level.

In most cases, the leaders of the groups are not active in other organisations, nor are they active in local politics (or, to put it another way, do not seem to be important outside the group they lead and its activities). This tends to be somewhat less true of NGOs and businesses (almost half of the leaders of these groups seem to have "outside" importance).

Table 13 – "Outside" importance of leaders of groups (combined data for Jowhar, Balad and Belet Weyne)

	Groups with leaders who				TOT
	are active in other orgs.		are active in local politics		
		%		%	
1. Channel management groups	1	2.2	2	4.4	45
2. NGOs	19	48.7	14	35.9	39
3. Businesses	11	40.7	12	44.4	27
4. Koran schools	0	0.0	0	0.0	18
5. Self-help groups	3	60.0	1	20.0	5
6. Trade and craft associations	0	0.0	1	12.5	8
7. Cultural and sports groups	1	12.5	1	14.3	8
8. Professional groups	1	20.0	0	0.0	5
9. Co-operatives	0	0.0	0	0.0	3
10. Water vendors	0	0.0	0	0.0	2
11. Groups of government workers	0	0.0	1	25.0	4
TOTAL	36	22.0	32	19.5	164

Source: CERFE, 1997

7.4. Organisation and management methods

The organisational models are vary considerably from case to case. Generally speaking, we can identify several typical situations.

- The businesses and NGOs tend to have a **formal organisation** that may even be complex, with the assignment of specific responsibilities. It must be said that, on closer observation, in most cases there is a large gap between the formal organisation and the

real organisation, partly as a result of the discontinuous character of these groups (which swing from periods of great activity to virtually none at all) and partly due to the marked tendency of these groups to adapt their structure on the basis of the opportunities with which they are presented.

- A number of actors (the sports groups, some businesses, trade associations, and even a few NGOs) have a **reticular structure** with a nucleus of leaders at the centre that mobilise the network as needed.
- **Simpler organisational methods** that are informal or in any event not very hierarchical were found in other cases (Koran schools, self-help groups, professional groups).
- We should mention, however, the **organisational complexity** of some of co-operatives and especially some of the channel management groups. Having fairly small and independent nuclei, these groups could nonetheless exhibit much more organised administrative forms to carry out more complex activities (such as fund raising or cleaning the main channels in the case of the channel management groups).

Decision-making mechanisms are mostly based on achieving consensus within the group. In this regard (as an indirect indicator), we may note, looking at the table below, that 62.2% of the groups meet weekly or even more often and another 25.6% hold meetings at least once a month. The frequency of the meetings is especially high in the trade associations, co-operatives and groups of water vendors (and also in the Koran schools; in this case, however, the frequency of meetings probably has little to do with the decision-making mechanisms within the group).

Table 14 – Frequency of meetings of the group membership (combined data for Jowhar, Balad and Belet Weyne)

	Groups holding meetings of their membership				TOT
	at least once a week		less than once a week, but at least once a month		
		%		%	
1. Channel management groups	23	51.1	7	15.6	45
2. NGOs	23	59.0	15	38.5	39
3. Businesses	14	51.9	12	44.4	27
4. Koran schools	18	100.0	0	0.0	18
5. Self-help groups	2	40.0	2	40.0	5
6. Trade and craft associations	8	100.0	0	0.0	8
7. Cultural and sports groups	5	62.5	2	25.0	8
8. Professional groups	2	40.0	2	40.0	5
9. Co-operatives	3	100.0	0	0.0	3
10. Water vendors	2	100.0	0	0.0	2
11. Groups of government workers	2	50.0	2	50.0	4
TOTAL	102	62.2	42	25.6	164

Source: CERFE, 1997

Lastly, we note that the degree of decision-making autonomy in the groups seems high: the traditional authorities and district and regional government are involved in decisions only in special cases.

8. Some general observations on the analysis of collective actors by type

The brief study of the types of collective actors allows us to make some preliminary observations of a general character.

autonomy

The first observation has to do with what we may call the "degree of autonomy" of the groups. In this regard, the NGOs and, to some extent, the self-help groups are clearly the least autonomous groups, as they depend largely on policies and funding from international aid to such

an extent that some become active only when they manage to "intercept" international funding.

But, as we have noted repeatedly, NGOs are only one of many types of collective actors found.

The businesses also seem very reliant on outside funding, but their degree of autonomy is nonetheless much higher since they perform income-generating activities, they are a part of commercial networks that are often extensive, they can offer a vast range of services and function like a business - something most of the NGOs have developed to a much lesser extent.

In other cases, we come across independent groups that do not rely on international funding and, above all, are not dependent on the development policies associated with the strategies of international or foreign actors.

We may thus conclude that the level of independence of the collective actors studied from outside actors tends to be rather high.

local roots

NGOs and businesses generally do not tend to be very rooted in the local area even though, in a few cases, they provide opportunities and services (especially the businesses) of undoubted social importance that, at least in part, should be provided by the State.

The other actors, instead, are more rooted in the local social and economic situation. Their existence is then less ephemeral, since it is often tied to the need to **guarantee functions, sometimes of an institutional character that are indispensable** for the continuity of local economic and social life. It is mainly these actors that have the task of re-establishing order and control after the collapse of the Somali administrative structure caused by the civil war.

the "modern" character of collective action

A third point we must emphasise is that, as a result of their culture and functions, nearly all of the collective actors have **few ties with traditional social and cultural structures**.

Except for the Koran schools, all the actors studied have organisational structures that are elective and not appointive, based on shared interests or the need to control certain risks (economic, social, environmental, etc.), and not on family or clan dynamics, even though, obviously, they have some impact. Most of them are also of recent formation, even though sometimes based on previous structures.

In many cases, the elements of modernity found in the collective actors are evident. We are not referring here only to the businesses and NGOs, but also, for example, to the trade associations, professional groups, groups of water vendors, self-help groups and cultural and sports groups. The modern aspects are clear even in the case of groups in rural settings, that is, farm co-operatives and channel management groups.

It is moreover likely that the "modern" character of the collective actors we looked at has something to do with their importance at the district level. It is very likely, in fact, that the structures of the traditional culture are much more influential in the case of groups operating only at the village level.

9. Constructing the second survey

As we mentioned, this study is not focused on all the "supra-local" collective actors, but only on those groups with a capacity for social innovation.

Thus, we measured the "capacity for social innovation" of each of the 164 groups surveyed using the following indexing method.

- a) For each surveyed group, an indicator was developed for each of the following aspects:
 - availability of skilled human resources and material, economic and financial resources;

CHAPTER FOUR

The organised groups

- availability of a set of significant relationships with a variety of actors;
 - the level of decision-making autonomy;
 - possession of the consistency of a group (inferable from such features as having a true membership or possessing a recognisable culture);
 - possession of a *prima facie* progressive agency (that is, an orientation toward change that is not based on a traditional identity, such as a clan structure, for example).
 - existence of a group of "eminent" persons, that is, people known at the district or at least extra-local level (because of their position or skills, for example).
- b) For each of the six indices (with scores that ranging from 0 to 6), a threshold of significance was decided at 4.
- c) For each group we then calculated the number of indices with values above the threshold of significance. This number represents the degree of *prima facie* capacity for social innovation.

The results of the calculations are reported in the table below.

Table 15 – Distribution of groups according to degree of capacity for social innovation

	<i>Balaud</i>	<i>Belet W.</i>	<i>Jowhar</i>	<i>Total</i>	%
grade 0	4	0	0	4	2.4
grade 1	8	0	0	8	4.9
grade 2	4	1	10	15	9.1
grade 3	5	0	14	19	11.6
grade 4	16	0	24	40	24.4
grade 5	13	8	23	44	26.8
grade 6	8	5	21	34	20.7

Source: CERFE, 1997

According to the initial methodological profile of the study, we should have considered as "organised groups" or "potentially innovative groups" all those groups that passed the threshold of significance for at least all 6 indices used (34 groups, or 30.7% of those included in the first survey).

We took into account however that:

- in addition to an "over-evaluation" of the group (the reason we speak of "*prima facie* social innovation" and not of "social innovation" *tout court*) the information collected (by a self-administered questionnaire, the reader will recall), may also result in an "under-evaluation" of it;
- the Somali consultants who helped collect the data may have omitted some aspects in their interaction with those who filled in the questionnaires.

Therefore, we decided to include among the potentially innovative groups also those that exceeded the threshold of significance for 5 of the 6 indices used (another 44 groups were thus added, resulting in a total of 78, or 47.5% of the groups included in the first survey).

The study of these 78 groups will be the focus of the next chapter.

In this chapter, we will look at the actors that constitute **the true focus of the study**, namely the actors with a capacity for social innovation, in terms of:

- new methods of production/management of assets, services and resources;
- new ways of organising space and time and new regulatory systems;
- new types of relations between actors.

We will refer to this set of actors as **organised groups**, to distinguish them from the other collective aggregations.

We emphasise that in this chapter we will be talking about **potentially innovative groups** or, as we said earlier, *prima facie* innovators. We are assuming, that is, those which do not shape the same features (in terms, for example, of their internal structure, available resources, orientation to change, etc.) that an organised group is more likely to be socially innovative than an unorganised or less organised group. Actual innovation, on the other hand, was measured by a qualitative test applied to the groups and is the subject matter of the next chapter of this report.

We will begin with a general description of the organised groups. Then, we will take into consideration the difference between organised groups. Hereinafter we will refer to organised groups as OGs and the other collective aggregations as OCAs. Lastly, we will offer some additional observations on the role of OGs in Somalia's reconstruction and development.

1. Territorial distribution and type of actor

With regard to geographical distribution, there are more OGs in Belet Weyne (approximately 2 out of every 3 groups are potentially

innovative) than either Jowhar or Balad (where the ratio is little more than 1 group in 3).

Of particular interest is the distribution of OGs among the different types of groups (types, we may recall, that were cast on the basis of how the groups defined themselves).

The distribution is shown in the table below where, for each type of group, the number of organised groups and their percentage of the total are shown.

Table 1 - Distribution of organised groups, by type of group

	<i>no.</i>	<i>%</i>
- Businesses	21	77.8
- NGOs	31	79.5
- Channel management groups	12	26.7
- Co-operatives	0	0.0
- Koran schools	0	0.0
- Cultural and sports groups	3	60.0
- Sports and cultural associations	1	12.5
- Trade and craft associations	1	12.5
- Professional groups	5	100.0
- Water vendors	1	50.0
- Groups of government workers	3	75.0
TOTAL	78	47.6

Source: CERFE, 1997

The table reveals that the OGs are not concentrated in a single type of group but are common in almost all group types.

The fact, moreover, that an actor defines itself or is considered to be a member of a certain type of group (for example, an NGO or business) does not say much about its innovative character. The opposite is also true: the fact that an actor does not consider itself an NGO or business does not mean that it lacks innovative traits.

It is however a fact that the **OGs are irregularly distributed among the different types**. All the professional groups are OGs; many of the NGOs, businesses, groups originating in the government and self-help groups are OGs; and the other kinds of groups are less likely to be OGs.

None of the Koran schools or co-operatives were OGs.

Koran schools are an actor with a strong traditional orientation, both in terms of culture and organisation, which tends to exclude them from the range of social innovation. In addition, they also have very limited resources, even though they are very socially visible (as they are managed by locally influential religious leaders). We must remember, however, that the Koran schools often perform an important function of social reproduction, namely to provide a number of educational services for pre-school and school-age children in a place where there are frequently no other public or private educational structures, even though they do so with little regard for innovation.

As regards the **co-operatives**, many were not even included in the first survey (discussed in the preceding part) since they are almost all local entities. And even the co-operatives that are not just local have a tendency to be rooted in the local reality and have little autonomy, especially in terms of decision-making.

2. Human resources

As we said, the OGs were identified by application of 6 indices associated with different variables. One of the most important of these is the existence of **skilled human resources**, which is more common than we might have reasonably expected.

We note, for example, that:

- 76.8% of OGs have at least **one graduate** on their staff;
- 35.4% of OGs have **at least one person who attended university**;
- 86.6% of OGs have **at least one person who completed secondary studies** on their staff;

- 63% of OGs have at least one person with specific skills (technical, crafts, etc.).

The distribution of skilled human resources is uneven among the types of groups. They are prevalent in the businesses, NGOs, professional groups, groups of former government workers and self-help groups.

3. Material, technical and financial resources

We will now turn to a second aspect, the material, technical and financial resources of OGs.

Starting with **financial resources**, we note that a good number of the OGs (41%) experience significant problems in this area. This is, moreover, a general phenomenon in Somalia, resulting from the crisis in the entire formal system of credit caused by the civil war.

The situation is quite different as regards the **availability of physical structures**, which are much more widespread. Indeed, 35.4% of the OGs have an office; 29.3% have a workshop; and 32.9% have a storage facility. Overall, 97.6% of the OGs have at least one of the three physical structures mentioned.

There are problems too regarding the **availability of equipment** (automobiles, farm machinery, industrial machinery, computers, office equipment, telephones, radio transmitters) found in significant measure in 70.7% of the OGs. The percentage drops to 50% if we consider just **communications equipment** (telephone, radio transmitter or automobile).

We also note that the groups vary in their ability to obtain equipment, as we can see in Table 2.

Table 2 - Groups with adequate equipment, by type of group

	<i>no.</i>	<i>%</i>
- Businesses	19	90.5
- NGOs	27	87.1
- Channel management groups	2	16.7
- Self-help groups	1	33.3
- Cultural and sports associations	1	100.0
- Trade and craft associations	1	100.0
- Professional groups	2	40.0
- Water vendors	1	100.0
- Groups of government workers	1	33.3
TOTAL	55	70.5

Source: CERFE, 1997

With regard to these data, we must bear in mind that the **systems of distribution of resources were upset by the civil war**. In effect, possession of certain tools or assets is often less a reflection of the owner's entrepreneurial spirit than of, for example, his membership in one or another of the factions involved in the conflict. Thus, the correlation between entrepreneurial skill and possession of certain tools - which is otherwise quite strong - turns out to be relatively weak in the case of Somalia. It is not a coincidence that in many of the studied areas there are a good number of groups with a lot of equipment they are incapable of exploiting for productive or social purposes.

4. Social capital

A third area deserving of attention is what has been termed "social capital," meaning a given actor's set of social and economic relations. The amount of social capital is a critical parameter because it indicates, on the one hand, the ability of a given actor to access, even indirectly, new resources and, on the other, its potential ability to mobilise and thus have an impact on reality.

In the survey we investigated the relations of the identified actors with 8 different kinds of entities, of which six were local (local businesses, local NGOs, local government, village bodies, clans, local professionals) and two non-local (international agencies and NGOs, non-local professionals).

The table below shows the percentage of OGs with these kinds of relations.

Table 3 - Relations between OGs and other individual and collective actors (%)

	OGs
	%
Local relations	
- Local government	98.6
- Local professionals	95.7
- Village communities and CBOs	87.8
- Local NGOs	83.3
- Local businesses	53.8
- Clans	47.9
National and international relations	
- International agencies and NGOs	90.9
- Non-local professionals	60.0

Source: CERFE, 1997

The data in the table show that the OGs maintain intense relations at the local level, especially with local NGOs, local government, village communities and local professionals while, at the national and international level, their main relations are with international agencies and NGOs.

If we turn, however, to an examination of the relations of the OGs segregated by type, we find this capacity to vary substantially within the various types of actors, especially as regards those established at the local level (in effect, **all the OGs tend to have significant relations with the extra-local dimension**).

Specifically, we can construct a grid of relations maintained by the OGs, and distinguish four "poles."

- The first pole comprises three elements: local government, village communities and local professionals.
- There is a second pole, connected to the first, with NGOs at its centre.
- Then we can discern a third pole, tied to the first two, constituted by the local businesses.
- The fourth pole is constituted by the clans.

Table 4 - Intensity of the OGs' relations with other local individual and collective actors

	<i>Loc. gov't, villages and loc. profess.</i>	<i>Local NGOs</i>	<i>Local Businesses</i>	<i>Clans</i>
- Businesses	High	High	High	Low
- NGOs	High	High	High	Media
- Channel management groups	High	High	Low	Low
- Self-help groups	High	High	Low	Low
- Cultural and sports associations	High	High	High	Low
- Trade and craft associations	High	High	Media	Low
- Professional groups	High	Low	Low	Medium
- Water vendors	High	Low	Low	High
- Groups Gov't workers	High	Medium	Low	Low

Source: CERFE, 1997

As we can see, all the OGs have intense relations with the local community, the village communities and local professionals.

Except for the water vendors and professional groups, all the OGs also have intense relations with the local NGOs.

But there is much greater variation in the relations of the OGs with local businesses (we note especially the close relations among NGOs and businesses and that among businesses) and between the OGs and the clan structures (which generally tend to be uncommon).

If we look at the international situation, on the other hand, all the OGs (except 2 out of 12 channel management groups and 1 out of 5 professional groups) have links to international agencies and international NGOs. As regards relations with professionals from other parts of Somalia, they are mainly maintained by the businesses, NGOs and professional groups and, to a lesser extent, by the self-help groups and by the government workers.

5. Organisational structure, life in the association and leadership

Another source of indices to distinguish OGs from the other collective aggregations is the complexity of the organisational structure.

In this regard, we note a certain organisation, at least formally, in the internal structure of the OGs; moreover, there is not a single OG without a clearly formalised organisation.

Specifically, we note that:

- almost all the OGs are organised to have, among their institutional figures, a president (96.2%) and a secretary (91.0%);
- more than 2 OGs out of 3 are designed to have a general manager.

Confirmation of the institutional "density" of OGs can be found in the consistency and continuity of their internal life. Practically all the OGs meet periodically (at least once a week or once a month) and enjoy a high level of membership participation (89% of representatives of OGs report ongoing involvement of all members in the group's activities).

Another important aspect is the ability of the leaders to join in networks of social relations at the local, national and international level.

In effect, the OGs have a very large number of leaders involved in other organisations or other networks (40.2%). The participation of the leaders of OGs in local public life is also high (35.4%). To this may be added a medium-high level of education and professional training of leaders of OGs (which, obviously, facilitates contacts with different social environments).

These, then, are highly structured entities that clearly show features of urban culture (even though located mainly in rural areas), characteristics that equate them with organised forms of collective action found in developed countries.

6. Institutional affiliations

The highly dynamic character of the OGs is also confirmed by the numerous institutional affiliations which makes them, in some manner, an expression of larger organisational forms.

The table below reports the percentage of OGs that reported institutional affiliations.

Table 5 - OGs' institutional affiliations (%)

	OGS
	%
<i>Declared to be affiliated with:</i>	
- larger organisations	61.5
- national networks	11.5
- religious associations	12.8
- political associations	5.1
- international networks	56.4

Source: CERFE, 1997

As we can see, nearly two out of three OGs are part of a larger organisation. In over fifty percent of the cases, the tie is with a foreign entity or extra-national body. National affiliations, on the other hand, are weak, and religious and political ones at the local level are weaker still.

7. Agency

Another variable used to identify organised groups is the presence of a progressive agency underlying the groups' actions, that is, a willingness to act in the interest of society at large.

In the context of the identification of OGs, the agency variable was analysed mainly on the basis of the answers of group representatives to a number of questions designed to probe the explicit purposes of their actions. In this way, qualitative information was obtained that can provide some general indications even in the absence of direct in-depth contact with the groups.

If we look at the answers that came from the groups, we can distinguish two different orientations:

- an orientation **toward a general change in Somali society**, towards which even specific contribution of their group is aimed;
- an **exclusively technical, specific and sectoral orientation toward change**.

Now, approximately half of the OGs exhibit the former orientation and have a tendency to associate their action (even when it is very specific) with certain principles (for example, peace, solidarity with the poor, national unity) or phenomena and processes of a general nature (for example, reconstructing the country, economic and social development, and peace-keeping).

Not uncommonly, the members operating in the OGs and the OGs themselves complement institutional activities of a technical nature with initiatives involving less commitment, or those of a political or

cultural nature, or of major importance from the standpoint of their significance (organisation of cultural events, participation in peace-keeping activities, activities to build awareness of peace and development, etc.). Thus a process is activated that is geared to **transcend the immediate objectives of the action** by their inclusion in broader contexts of meaning. In this way, every action undertaken, however limited from the standpoint of its technical objectives or of the issues it addresses, comes to assume greater importance and cogency (in terms, for example, of the motivations of members of the group, involvement and mobilisation of outside actors, cultural development, social visibility, etc.).

8. Comparison of organised groups and other collective aggregations

Now, we will first take a closer look at them, comparing the 78 OGs and the remaining 86 collective aggregations (for the sake of brevity, referred to by the acronym OCAs) to determine which of the characteristics examined have the greatest effect in distinguishing them (from § 8.1 to § 8.6). Then (from § 8.7 to § 8.10) we will analyse the other distinctive characteristics of the OGs that emerged from the research, but which were not used as a priori indicators of a *prima facie* capacity for social innovation. Here, the fact that these elements allow us to distinguish OGs and OCAs constitutes a **true discovery** in addition to providing some confirmation of the validity of the approach used.

8.1. *Human resources*

The variable of having skilled human resources in the membership is **highly discriminating** as the table below shows.

Table 6 - Presence of skilled human resources: comparison of OGs and OCAs (%)

	OGs	OCAs	comparison OGs/OCAs
	%	%	%
- college graduates	76.9	18.7	57.2
- personnel with some university training	35.4	3.7	31.7
- high-school diploma	86.6	13.4	73.2
- personnel with specific technical skills	68.3	22.0	46.3

Source: CERFE, 1997

As we can see, the concentration of personnel with higher education is decidedly greater in the OGs than the OCAs, especially as regards high-school and college graduates.

8.2. *Material, technical and financial resources*

With regard to material, technical and financial resources, **the differences between OGs and OCAs are considerably less**. Specifically, we note the following:

- the percentage of OGs with access to financial resources is just 11.3% greater than the OCAs;
- the percentage of groups with physical structures (offices, storage facilities and/or workshops) is quite high (97.4%); but we should note that the large number of OCAs that also have a physical structure (69.8%) suggests that, in any case, this characteristics should not be considered very discriminating (since it was, moreover, a variable selected a priori precisely to distinguish OGs and OCAs);
- the same applies to the possession of equipment; in this case too, there is a significant difference in the percentage (70.5% compared with 52.3%), but it is not large enough for this aspect to be considered highly discriminating.

Compared with this last aspect, we should note that the percentage difference between the two sets tends to increase if we take into consideration only the equipment having to do with communications (access to telephones, radio transmitters and automobiles). While 50% of the OGs possess at least one of these three tools, the percentage among the OCAs is only 18.6% (a difference of almost 30 percentage points!).

8.3. Social capital

With regard to social capital, the differences between the two sets - the OGs and the OCAs - vary depending on the kind of interlocutor, as we can discern from an examination of Table 2.

Table 7 - Relations of OGs and OCAs with other individual and collective actors (%)

	OGs	OCAs	comparison OGs/OCAs
	%	%	%
Local relations			
- local businesses	53.8	22.1	31.7
- local NGOs	83.3	37.2	46.1
- local government	98.6	94.5	4.1
- village communities and CBOs	87.8	80.5	7.3
- clans	47.9	44.4	3.5
- local professionals	89.7	53.5	36.2
National and international relations			
- international agencies and NGOs	84.6	26.7	57.9
- non-local professionals	60.0	22.1	37.9

Source: CERFE, 1997

We can identify some tendencies using the data in the tables:

- the two sets do not differ significantly in the intensity of their relations with administrative institutions, village communities and clan structures;
- the OGs however seem decidedly more integrated into another three local networks, namely businesses, NGOs and local professionals;
- lastly, the OGs have a substantial network of relations at the international level, which tends to be more limited among the OCAs.

We should note that the OGs do not differ from the OCAs as regards their relations with clan structures or village communities. This suggests that the trait of social innovation does not necessarily involve a weakening of relations with social structures that are usually considered more traditional (the elders, clans, etc.). It is, rather, **likely that, in more than a few cases, the formation of OGs was possible precisely because these relations existed.**

8.4. Organisational structure, associative life and leadership

As regards the **organisational structure, associative life and the leadership**, no significant differences were found between the OGs and OCAs. Among the latter, 3.7% lack a formal organisational structure, while all of the OGs are equipped with a formal structure.

The levels of participation in group activities are also very similar. In effect, 89.0% of the OCAs and 85.4% of the OGs report the continuous involvement of all group members.

On the other hand, there is a marked difference in the frequency of internal meetings: 97.6% of the OGs hold regular (weekly or monthly) meetings, compared with 78.0% of the OCAs.

Of perhaps more importance are the differences between the two types as regards the **ability of the leaders to network** at the local, national and international level.

Many more of the leaders of OGs are involved in other organisations or other networks than the leaders of the OCAs (38.5% compared with just 5.9%). The leaders of OGs are also much more likely to take part in local public life (34.6% compared with 4.7% of the leaders of OCAs).

8.5. Institutional ties

With regard to the institutional affiliations of the OGs and OCAs, the study's main findings are summarised in the table below.

Table 8 - Institutional affiliations of OGs and OCAs (%)

	OGs	OCAs	<i>comparison</i> OGs/OCAs
	%	%	%
<i>Declare to be affiliated with:</i>			
- larger organisations	61.5	43.0	18.5
- national networks	11.5	3.5	8.0
- religious associations	12.8	20.9	-8.1
- political associations	5.1	2.3	2.8
- international networks	56.4	27.9	28.5

Source: CERFE, 1997

In this case too, we must note that while there are differences, they tend to be fairly limited, except as regards membership in international networks, which are clearly more common among the OGs.

8.6. Agency

Regarding the groups' agency, we saw before (see § 7) that approximately one out of two OGs tends to position their actions within a system of larger meanings, principles or processes and create a context for the more practical, technical goals of its work.

This orientation was **decidedly less evident among the OCAs**, with just 13% of the groups manifesting it, while more than 60% had an exclusively technical or sectorial orientation in defining the objectives and motivations of their actions (in other cases, the type of response provided by the representatives of the groups was not such as to allow assessment of their orientation).

These differences could be attributable to many factors. Of undoubted importance is the different cultural level found in the OGs compared with the OCAs (demonstrated by the greater number of skilled human resources in OGs). Another factor could be that the leaders of the OGs are more likely to be incorporated into local political and cultural networks. Not least, we should also emphasise the differences found among the OGs and the OCAs in terms of the intensity of their relations with other collective actors, both at the local level and international level.

8.7. The presence of women

The first of these characteristics is the presence of women in the group membership, which is **higher** in OGs than OCAs. In fact, 72.7% of the OGs have women members (of which 11.5% have an exclusively female membership) compared with 52.7% of OCAs.

This is a significant difference in and of itself (20 percentage points) considering that the variable was not even used in forming the indicators demonstrating a *prima facie* orientation to innovation.

8.8. The existence of a membership that is not exclusively local

Another significant point is that in OGs the membership tends to include **people from other parts of Somalia**. This is the case in 76.8% of the OGs compared with 54.9% of the OCAs (thus, the difference is again around 20%). This feature of the OGs is probably due to their greater ability to attract human resources, especially skilled human resources, who tend to be more mobile than people with less education.

8.9. *The existence of collegial bodies*

As we have seen, there are not strong differences between the OGs and OCAs concerning their degree of institutional complexity. What emerges, if anything, is that **collegial institutions are more common among OGs**. In this regard we note:

- a meeting of the members is held in 56.4% of the OGs compared with 25.6% of the OCAs;
- 46.2% of the OGs have a management committee compared with 20.9% of the OCAs.

8.10. *Diversification of activities*

A fourth feature that distinguishes OGs and OCAs regards the kind of activities they undertake.

The OGs have a strong tendency to carry on a **variety of activities in the framework of an intervention** or, often, to **operate in more than one sector** (education, health, income-generating activities, etc.).

Certainly this datum can be partly attributed to the greater presence in the OCAs of actors that institutionally tend to focus on a single type of activity (for example, the Koran schools). The fact remains, however, that the number of OGs saying they are active in more than one sector and exhibiting strong diversity of activities within one sector is almost 40%, while the number of OCAs does not exceed 5%.

However little this tendency toward diversification says about the quality of the action - and thus about the actor's reliability and effectiveness - it nonetheless seems important for our purposes, namely to determine the degree social innovation. In effect, diversification can be interpreted in various ways - as a reaction to market demands, as a tendency to expand one's range of operations, as an assumption in a holistic and integrated approach to problems, etc. In any event, it is an indicator, however indirect, of a group's willingness to try new practices, broaden its knowledge and form new relations.

9. Basic characteristics of the OGs

The comparison made in the previous paragraph between the OGs and the OCAs allows us to draw some conclusions about the basic characteristics that make a group potentially innovative socially.

- The first thing to keep in mind is that **only one group in two** shows *prima facie* evidence of innovation, and the features are **not the exclusive purview of just one kind of group**. This fact confirms the importance of making a selection of collective actors to be involved in development project that does not stop with just their most external and obvious characteristics (for example, their name).
- One of the most important features of OGs is undoubtedly their possession of **skilled human resources**. Also of importance is that **OGs have more women members** as well as a **membership composed of people from different parts of Somalia**.
- Another important element that decisively characterises the OGs is that they have a lot of "**social capital**," meaning they are involved in a number of local, national and international networks. It should moreover be noted that OCAs also have an extensive system of relations but they tend to be channelled into a more limited number of networks that are usually important on the local level (village bodies, administrations, local professionals, and sometimes clan bodies). The OGs, on the other hand, seem to operate on different levels simultaneously. In this, they are often supported by a more active and visible **leadership** that is also involved locally and better prepared to handle social and economic relations with different actors. An important aid in developing social capital is also the **participation of groups in international networks and larger associations**.
- Although it does have some importance, **the availability of technical, material and financial resources is not apparently a decisive element in distinguishing OGs from OCAs**. In this area, probably the more noteworthy fact is that OGs have a more **marked orientation toward investments in communication tools** (telephones, radios and cars), in line with their tendency, which we already noted, to expand their range of action beyond the local dimension.

- **Organisational complexity** and the **intensity of associative life** constitute distinguishing elements for OGs and OCAs, but are not decisive in this regard. What is important, rather, is the greater number of **collegial structures** found in OGs, which allows the entire membership to be active in the group at the decision-making level.

Generally, then, there are some variables that are highly meaningful in identifying OGs:

- the presence of skilled human resources;
- the presence of women;
- the presence of human resources from different parts of Somalia;
- the presence of leadership involved in different networks;
- the involvement of the group in activities in different sectors, with specific and not generic objectives.

A second set of variables appears important, but less so for the purposes of identifying OGs. This set includes the following:

- the availability of communications equipment (telephones, radio transmitters, automobiles);
- the tendency to associate the action of the group with general objectives and principles that transcend the purely technical;
- the presence of democratic decision-making mechanisms;
- a continuous group life;
- affiliation with larger organisations and/or national and international networks.

Lastly, we can indicate a third set of variables that do not seem very useful in identifying the groups offering *prima facie* evidence of social innovation. The variables comprise:

- the name of the group;
- the type it sees itself belonging to or is seen to belong locally;

- possession of facilities (office, workshop or storage facility);
- availability of financial resources;
- availability of equipment;
- the capacity to interact with local government, village communities and clan structures;
- organisational complexity;
- the ability of the actor to involve in a general way the group members in the life of the group;
- the actor's affiliation with political or religious associations.

10. Organised groups and reconstruction processes in Somalia

The profile of the organised groups that emerges from the findings discussed in the previous paragraphs is a good starting point for more comprehensive and general observations on the role such groups with an orientation toward social innovation can or do have in the reconstruction of Somalia.

On first analysis we can find some important "areas" where this role seems to be expressed more effectively.

RECOVERY AND ENHANCEMENT OF THE SKILLED HUMAN RESOURCES

Unquestionably, a primary function of the organised groups is to save and make intelligent use of skilled human resources by directing them toward appropriate activities given their knowledge and technical expertise. We refer here to the vast number of former managers in state enterprises and the civil service, professionals, former university professors and researchers who, in the current situation following the collapse of administrative structures, have no chance of finding the kind of jobs they were trained for.

THE BRAIN DRAIN

The lack of governmental structures means that organised groups are the only fairly constant points of reference for international development agencies. Here we can find an additional field of social action covered by collective actors, namely, attracting resources from abroad that would otherwise be difficult to attract.

DEVELOPING TIES WITH THE OUTSIDE WORLD

Another social function that collective aggregations - and especially organised groups - seem to perform is to forge ties between the local reality and the national and international dimension through a large network of extra-local contacts, as well as by making available the tools and means for communication and interaction with the outside.

STRENGTHENING LOCAL INTERCONNECTIONS

Organised groups also seem to play an active role in building new relations between actors operating locally but in "areas of society" that tend to stay isolated. As we have seen, OGs, unlike OCAs, exhibit the ability to form broader relations that involve not just the village communities, district government or clan structures, but also other entities (businesses, local professionals and NGOs) with which OCAs interact in a limited fashion. It is easy to argue, therefore, that organised groups favour the development of new relations between normally isolated subjects and serve as a contact point between them and the international dimension.

CONCENTRATION AND MAINTENANCE OF TECHNICAL RESOURCES

Another characteristic "function" of the OGs is that they operate in "loci" where technical and material resources are concentrated and preserved. We are speaking specifically of resources that would not otherwise be available in the area (for example, industrial machinery, vehicles, computers or office equipment) or that would not last because

of lack of proper maintenance (for example, the water supply infrastructure). It should be noted that this capacity seems to be present, to a lesser extent, in all the collective aggregations.

ORGANISATION AND MANAGEMENT OF GOODS AND SERVICES OF PUBLIC INTEREST

In § 8, we saw that OGs have a greater propensity than OCAs to diversify their actions and operate in more than one sector.

We should point out at the same time that most of their activities have an immediately public value, among other things, because of the disintegration of Somali administrative structures.

Most of the OGs (and a significant number of the OCAs) are today much involved in managing public services like water distribution, land and health by managing water supply services, rural extension services, rehabilitation of infrastructure, provision of educational services and management of health care centres.

We should moreover note that the OGs (unlike the OCAs) seem more aware of the "public" nature of their activities. In this regard, we must not forget what we saw regarding the agency of a good number of the OGs, that is, a tendency to associate their action with general principles and goals and larger processes, assuming an agency, we could say, that is public and avoiding the risk of reducing it to just the technical or operational level.

REGULATION OF ASPECTS OF SOCIAL AND ECONOMIC LIFE

As we will see more clearly further on, the OGs not rarely perform another "public" function, namely, helping to regulate certain important sectors of social and economic life. Since, in effect, they find themselves handling public services in the absence of a public actor, many OGs (and even some OCAs) have found it necessary to set their own standards of intervention and make their own rules (for example, on procedures or prices for obtaining a service).

Thus, some OGs are contributing, sometimes unwittingly, to the reconstruction and maintenance of "order" (though it may be precarious and not always recognised) in a situation where there are no points of reference either juridically or socially.

INCOME GENERATION AND JOBS

Another important function of the OGs is economic in nature. In the vast majority of cases, they tend to generate income and create jobs either directly (through their own activities) or indirectly (by providing services needed for income generation). Thus, although in scant and irregular manner, they perform an economic function of the first order.

BUILDING AND MAINTAINING REGIMES TO CONTROL SOCIAL AND ECONOMIC RISK

Considering the different functions discussed, it becomes clear that the OGs (perhaps and primarily in connection to the disintegration of the State) are, as a whole, taking charge (naturally within the limits of the possible) of many of the problems plaguing Somalia.

The OGs, in effect, constitute the main entities today working on building or maintaining regimes that control the main social and economic risks that now exist in Somalia (health risks, water-related risks, unemployment, etc.)¹ and often doing so independently of the programs implemented by international development agencies in recent years.

¹ The term "risks" refers to the set of factors which harm society by reducing its capacity to control the outside environment and which entails the exclusion of social groups and individuals. Such factors may be of different types: economic, epidemiological, environmental, political, cultural, social, etc.

CHAPTER FIVE

In-depth analysis of the organised groups

In the preceding chapter we focused our attention on organised groups (OGs) which, as we saw, were identified using certain indicators that are not in and of themselves directly connected with that characteristic of the actor, but are rather pre-conditions for them to be considered innovative (we spoke, therefore, of potential innovation).

In this chapter, we will study the actual characteristics that define being innovative.

As we noted in Chapter Two, the study of innovative social action by groups may be operationally divided into three major aspects:

- capacity for social innovation in the narrow sense (or capacity for social action);
- the quality of the actor;
- the quality of the action.

The capacity for social innovation in the narrow sense may be detected by the presence or not of the following phenomena in the groups:

- new practices;
- new knowledge;
- new technologies;
- new organisational forms;
- new contacts and forms of collaborations between subjects;
- new fields of action;
- new regulatory tools;
- openness to new information;
- ability to use difference languages;
- willingness to be mobile.

The quality of the actor may be examined by looking at its identity, basic culture and agency, while the quality of the action of groups may be examined by looking at:

- the relevance, effectiveness, efficiency, impact and sustainability of present actions (quality of present actions)¹;
- the relevance, effectiveness, efficiency, impact and sustainability of past actions (quality of past actions);

The phenomena cited above were investigated:

- using 52 indicators to study the capacity for social innovation in the strict sense;
- using 60 indicators to study the quality of the actor and the quality of the action.

Data on the indicators were collected by:

- consulting the leaders of the organisations;
- consulting some qualified informants familiar with the group and knowledgeable about its current and/or past activities (the district commissioner, a representative of the district council, a representative of the elders' council, a representative of an international development co-operation agency and a professional).

The analysis was limited to the following 10 groups chosen from the 78 OGs discussed in the preceding chapter. We endeavoured to provide a representative sample of the various types of groups.

¹ The indicators referring to each of these areas have been already mentioned in other parts of the report.

Hubal Construction and Water Well Drilling Co.	Business
Women Organisation of Jowhar - WOJ	Gov't workers
Home Economic Midwife and Child Care NGO - HEMCCO	NGO
Agro-Action Construction Company - AACC	Business
Rice Grower Association - RGA	Gov't workers
Veterinary professional association - VPA	Professional assoc.
Buray Canal Committee - BCC	Channel management group
Somali Community Development Association - SOCDA	NGO
Jirow Multipurpose Company - JIMCO	Business
Teachers' organisation	Professional assoc.

The project plan called for an observation grid to be filled in for each group to record specific data on available structures, physical characteristics of the actions performed, technologies employed, etc. During the field work, however, it was not possible to administer the grid because of security reasons.

Studying the above-mentioned phenomena for the 10 groups listed above should have allowed us to distinguish between groups that were effectively innovative and those that were just *prima facie* innovative (or, if one prefers, to set out a ranking of the degree of actual innovation). As we will see, all 10 groups turned out to be effectively innovative (and this implies that the variables used to identify the

prima facie innovative actors are probably sufficient to identify the actually innovative actors).

In Annex n. 4, we will look at ten boxes with key information about each of the ten groups that can be used to assess their innovative social action.

The boxes were prepared to describe the real situations of the groups, but also because each of the actors studied in depth may exemplify types of collective aggregations or situations that may be encountered in other parts of Somalia. Thus, the boxes can be viewed as the result of ten **case studies** aimed at providing more general information on organised citizenship in Somalia.

Each chart, as it will be possible to see in Annex n. 4, is divided into three sections:

- the first section provides information on the **quality of the actor** (its culture, identity, agency and activities) and the **quality of the action** (relevance, efficiency, effectiveness, impact and sustainability);
- the second section is devoted to a study of the **innovative action** performed by the actor;
- lastly, the third section contains some elements **useful in a general interpretation** of the actor.

In the following paragraphs, we "ll summarize the main relevant results of this in depth-analysis of the ten OGs.

1. Openness to social innovation in the ten organised groups

The table below summarises the data from the 10 charts reported in Annex 4 regarding the orientation to social innovation in the narrow sense. We may recall that the data came from employing with each of the 10 groups a set of 52 indicators (distributed among the 10 criteria considered: new practices, new knowledge, new technologies, etc.), each of which corresponds to a specific innovative trait (for example, the introduction of activities to produce goods and/or services that did not

previously exist or were unknown; acquisition of new scientific knowledge through training and/or updating activities in the last 24 months; implementation in the last 12 months of new organisational forms not locally present/known; formation in the last 12 months of new relations with individual professionals or groups of professionals; etc.).

The following indications were used in the table below:

- Y (Yes), when the group possesses, for the parameter in question (new practices, new knowledge, etc.) at least one innovative trait;
- N (No), in the contrary case;
- ?, in uncertain cases.

Table 1 - Traits indicating a propensity toward innovative action according to the organisation and type.

	New practices	New knowledge	New technologies	New organ. forms	New relats.	New action fields	New rules	New info.	Langs.	Mobility
HUBAL Construction and Water Well Drilling Co.	Y	N	N	N	Y	N	Y	Y	Y	N
Women Organisation of Jowhar - WOJ	Y	Y	N	Y	Y	Y	N	Y	Y	Y
Home Economic Midwife and Child Care NGO - HEMCCO	Y	Y	N	N	Y	N	N	Y	Y	N
Agro-Action Construction Company - AACC	N	Y	Y	N	Y	N	N	Y	Y	N
Rice Growers' Association - RGA	Y	Y	Y	N	Y	N	N	Y	Y	Y
Veterinary Professional Association - VPA	Y	Y	N	(?)	Y	N	Y	Y	Y	N
Buray Canal Committee - BCC	Y	N	N	N	Y	N	Y	N	Y	N
Somali Community Development Association - SOCDA	Y	Y	N	Y	Y	N	Y	Y	Y	N
Jirow Multi-Purpose Company - JIMCO	Y	N	N	N	Y	N	N	Y	Y	N
Teachers' Organisation of Balad - TOB	Y	Y	N	Y	Y	N	N	Y	Y	N

Following the study of the ten collective aggregations - which, we may recall, were chosen from among the set of OGs - we can make draw some general conclusions on openness to social innovation.

- As we see from the table above, **all the organisations studied exhibit traits indicating an openness to social innovation in at least 4 areas (and in some instances 7 or 8).** Certainly, these elements are divided up differently in each of them (more on this later) and it is moreover difficult in this situation to try to identify links between a given type of innovative predisposition and other variables (such as the type of group, its internal organisation or size, etc.). Even the groups exhibiting a lesser number of innovative elements nonetheless manage to discover practices that in some way are new, or to form new relations, perhaps unexpectedly, by reacting to change in the environment in which they operate.
- The extent of innovation seems thus to confirm what we found earlier in studying *prima facie* innovative actors, namely, that an **openness to innovation is not exclusively the purview of certain kinds of collective actors** such as companies or NGOs, but exists in very different situations, and often in less visible and less apparently innovative situations.
- Our study suggests a further observation regarding the **opportunities for innovation** afforded collective aggregations. In effect, while some seem more dynamic in terms of innovation, this is principally due to the fact that, because of the type of activity that they perform or the nature of their mission, they have been obliged to, or have been able to, "test" themselves more fully in response to the challenges presented by their environment. A private business, a professional association or an NGO evidently has more freedom to select its own human resources and determine the range of its activities than, say, a canal management group, which has a more limited mandate and can mobilize only a certain type of human resource. We must not forget, in this regard, the **role that international development agencies can and do play** in broadening the spectrum of opportunities available to groups to increase their innovative action and broaden the range of their interventions.
- The ten cases studies also seem to show how **broad the range of practices, knowledge, organisational forms and social relations can be** in which innovative social action is expressed. In effect, innovative social action is the result of a complex process (which can only partially be "planned") in which there is a place not only for openness to innovation but for many other elements, such as a

group's culture, agency and ability to adapt to changes in its environment. This fact, moreover, raises the issue - which we mention in passing here - of the risks that may result at least in some circumstances from an under-evaluation of collective actors, which are often employed only to implement development programs that have already been formulated and not taken on as real partners with equal responsibility for their conception and realisation.

- We must lastly point out another aspect associated with what we said earlier, namely, the **shared trait of all groups not to invest** either in resources (be they human, technical or financial) or, more generally, in long-term programs and projects. Many factors may cause this tendency not to invest. Firstly, the country's instability, which obviously discourages investments that will only pay off over the medium or long term. We should also note the tendency of international development agencies to primarily take emergency action, sometimes failing to recognise development processes already underway. We also note little support by the international community that, paradoxically, is accompanied by cases of groups' excessive dependence on foreign funding. Lastly, there is in many cases a lack of willingness to take business risks that are part and parcel of an entrepreneurial culture.

We will now look more closely at the 10 parameters used to measure openness to social innovation. We recall that they are:

- new practices;
- new knowledge;
- new technologies;
- new organisational forms;
- new contacts and kinds of collaboration between actors;
- new fields of action;
- new regulatory tools;
- openness to new information;
- ability to use different languages;
- willingness to be mobile.

If we look at the 10 charts shown earlier, we note that the trait of openness to social innovation that characterise most of the groups refers only to some of the 10 mentioned areas.

new technologies

More specifically, we see that virtually none of the groups is equipped with new technologies or new fields of action, nor do they have a marked openness to be mobile.

Specifically, regarding the first point, we note that, with perhaps a sole exception, none of the 10 groups studied in depth has technical tools (such as office equipment, farm machinery or industrial machinery) that they did not possess or have access to in the past. A possible (though arguable) exception is the Agro-Action Construction Company (AACC), the company in Jowhar that makes some use of construction tools rarely used locally (but which do exist, since AACC does not own them but rents them as needed on the local market).

Still, in this regard, practically no group worked to introduce new techniques. The only exception might be the Rice Growers' Association (RCA) regarding new ideas for protecting and improving seeds and plant protection.

new fields of action

The willingness to intervene in new fields is not widespread either among the groups studied in depth. None of them carried out activities in new fields outside Somalia or even in other districts in Somalia, and just one group, the Women's Organisation of Jowhar (WOJ) expanded its activities in recent months to all parts of the district and thus, even if in a very limited fashion, broadened the geographical range of its actions.

willingness to be mobile

Lastly, even the willingness to be mobile seems very limited. Hardly any of the 10 groups had members who, in the course of the last two years, had gone abroad for any reason associated with family, study, work or business. Two members of the Women's Organisation of Jowhar and some members of the Rice Growers' Association were exceptions to this rule.

On the other hand, there are some traits of social innovation that seem to characterise, even if in slightly different ways, all or nearly all the 10 collective actors studied in depth. These are a willingness to acquire new knowledge, to form new relations with outside actors, to organise and disseminate new practices, as well as an openness to new information and the ability to use foreign languages.

new knowledge

The willingness to acquire new knowledge is exhibited, firstly, by the organisation of technical-scientific updating activities which, in some cases, consist of true in-house professional training courses. The Teachers' Organisation of Balaad (TOB) organised such courses for its faculty and the WOJ did likewise for its members (in relation to innovative services - see below - that are offered to women). Less aggressive forms of professional updating were undertaken by members of the Home Economic Midwife and Child Care Organisation (HEMCCO), in the field of farming, and the Veterinary Professional Association (VPA) by research on treated animals and vaccination methods.

HEMCCO also acquires new scientific knowledge by bringing in new personnel who have such expertise.

New technical skills, instead, were recently acquired by an NGO, the Somali Community Development Association (SOCDA), when two of its members attended outside training courses, as well as the AACC. This meant that the company could undertake works that, at the local level, are considered particularly complex.

Lastly, the TOB also collected information on the areas of social and environment risks (flooding and the population's state of health).

new relations

All the groups studied formed new relations during the last 2 years. In many cases, the relations involve many actors (local authorities, elders, professionals, local women's groups, NGOs, etc.).

In 8 out of 10 cases, the relations involve international development bodies and in particular the NGOs that SOCD, VPA, HEMCCO, RGA and the Buray Canal Committee (BCC) deal with. Some groups emphasise their relations not just with the NGOs but also with some United Nations agencies. This is the case with the TOB (which mentions the World Food Programme-WFP), the AACC (which also has relations with UNICEF) and the WOJ (which has received funding from the UNDP and UNICEF).

The only two actors lacking relations with international bodies were two businesses: the Hubal Construction and Water Well Drilling Co. and the Jiraw Multi-Purpose Company (JIMCO).

At the local level, new relations were formed with local authorities by TOB, AACC², SOCD, Hubal³, VPA, WOJ, HEMCCO and BCC (and not by JIMCO and RGA). These actors also maintain relations with the elders (except TOB). These are not new relations in the case of BCC (which has been in existence since 1964) .

TOB, AACC, SOCD, JIMCO and BCC formed new relations with individual professionals.

Relations with local women's groups/organisations were obviously cited by WOJ and HEMCCO, in addition to (less obviously) Hubal.

Lastly, the Rice Growers' Association recently established new relations with commercial traders.

new practices

Of all the groups studied, the Women's Organisation of Jowhar has done the most to introduce new practices at the local level, principally by mobilising new services that were previously unknown, usually for women. In particular, they assist displaced people, provide training for women, and organise campaigns to discourage female genital mutilation. They are also concerned with river embankment.

² In this case, the relations also made the award of numerous contracts possible.

³ To plan activities to carry out.

The Home Economic Midwife and Child Care Organisation also introduces new practices such as the chlorination of village wells and, like the Women's Organisation of Jowhar, some services for women (health services, midwife training, etc.).

In many other cases, what was introduced was not a new practice *per se* but a new way of managing a public service that was handled by the public sector before the state collapsed. There are many examples:

- the Teacher's Organisation introduced a new way of providing a service (nursery school, elementary school, updating courses for teachers) based on regular participation of private individuals (beneficiaries) in management and funding;
- the Hubal Construction and Water Well Drilling Co. introduced a new way of distributing water and electric power, as well as new sanitation services consisting in the maintenance of infrastructures on a commercial basis using private money, even though it was designed as a sort of public utility, even if on a very limited scale;
- The Somali Community Development Association, introduced a new way of managing sanitation services and farm land preparation (in a similar way as Hubal Construction);
- the Jirow Multi-Purpose Company Association handles the water supply of Balaad (including the school and mosque) "in place of" the public service that no longer exists;
- the Veterinary Professional Association "replaced" the public sector work to vaccinate animals;
- the Rice Growers' Association took over the management, in a private form, of spreading information on farming and rehabilitation of irrigation canals (both of which were once public services).

openness to new information

The openness to new information is a feature of all the studied groups except the Buray Canal Committee.

This openness is expressed, specifically, by:

- the availability of a library (TOB);

- the more or less frequent purchase of new books, both Somali and international (TOB, Hubal, SOCDA, JIMCO, HEMCCO, VPA, RGA);
- the regular or frequent purchase of Somali newspapers or magazines (AACC, Hubal, JIMCO);
- the regular purchase and use of instruments like radios and telephones used to get information (AACC, Hubal);
- the participation in outside training initiatives, including seminars with international experts (SOCDA, WOJ, RGA).

knowledge of foreign languages

The ability to use different languages is fairly common. All 10 groups studied, in fact, had someone who could speak at least one foreign language. In some cases (JIMCO, Buray Canal Group Committee) there was only one such person, who knew but a single foreign language. In other instances, the ability to use foreign languages was more widespread (for example, in Hubal, the Rice Growers' Association and HEMCCO, all or most of the management staff know at least one foreign language). In some cases the managers know many languages (English, Arabic, Italian and German in the case of the AACC; English, Italian and Arabic in the case of SOCDA).

In some groups, there is also a certain propensity to study foreign languages: 4 members of SOCDA, for example, are studying English and Arabic; 4 members of the Women's Organisation of Jowhar, 1 member of the Veterinary Professional Association and a several members of the Rice Growers' Association are attending language courses.

Lastly, two traits associated with openness to social innovation seem to definitely distinguish the set of 10 groups studied in depth. This is the implementation of new forms or organisation not known locally and the participation in establishing and/or managing regulatory tools (meant in the broad sense to include public records).

new organisational forms

SOCDA and the WOJ implemented new "organisational forms" that were not previously known locally.

Specifically, SOCDA created consortia of local traders and, in addition, promoted the formation of co-operatives (in the latter case, however, the organisational form was "inherited" from the Siad Barre system, even if designed in a new way). The Women's Organisation of Jowhar promoted the foundation of an association of women traders. In addition, a co-operative was formed, which was innovative because it was a co-operative of women.

Lastly, we should point out that the TOB itself is a totally innovative organisation for the management of a public service like elementary and nursery school which is based on strong involvement of teachers (which also entails attending refresher courses), beneficiaries (including financial beneficiaries) and of international organisations, aimed at raising the educational standards of the people of Balaad.

new norms

In a narrow sense, none of the groups examined played in part in developing regulatory tools. We must note, however, that, more broadly, 3 of the 10 collective actors played a role in creating public records. In particular:

- the Hubal Construction and Water Well Drilling Co. helped create the public records of NGOs, companies and professionals operating locally;
- the Veterinary Professional Association helped prepare the record of vaccinated animals; the Buray Canal Group Committee worked to register property deeds.

Lastly, SOCDA supporting the establishment by local farms of new rules on the production and distribution of farm products.

As we have seen thus far, it is fairly evident that the roughly 50 indicators used to study the willingness to innovate socially can be broken down into three sets:

- a first set of indicators refers to phenomena seen in all or nearly all the collective actors; these are necessary conditions or prerequisites for openness to social innovation;
- a second set refers to phenomena that none or almost none of the collective actors display: these are probably exceptional conditions or, better yet, conditions that presently cannot be considered as relevant to the rural setting of Somalia;
- a third set refers to phenomena that appear in a more or less significant number of collective actors: we can consider these discriminating conditions for the identification of collective actors with a positive attitude toward social innovation.

Listed below are the indicators included in each of the three groups.

**Indicators/ indicative phenomena prerequisites
of openness to social innovation**

new relations

- formation in the last 12 months of new relations with the local authorities
- formation in the last 12 months of new relations with international organisations
- formation in the last 12 months of new relations with groups of elders
- formation in the last 12 months of new relations with local NGOs/CBOs

ability to use different languages

- presence of at least one person who speaks a foreign language

**Indicators/indicative phenomena presently not relevant
to an openness to social innovation (in this specific context)**

new practices

- introduction of ways of using markets to sell goods and/or services that were not previously present or known
- introduction of ways to using markets to buy goods and/or services that were not previously present or known

new knowledge

- acquisition of knowledge about the experience of similar organisations and groups in other countries in the last 24 months
- collection of information on economic activity at the local level in the previous year
- collection of information on local natural resources in the course of the last year

new technologies

- existence of technical tools such as mechanical farm machinery which were not previously present/known
- existence of technical tools such as industrial machinery that were not previously present/known
- existence of technical tools such as office equipment that were not previously present/known
- introduction of new farming methods

new relations

- creation by the studied group of relations among local agencies, national agencies and/or foreign international agencies
- formation in the last 12 months of new relations with commercial operators
- formation in the last 12 months of new relations with Somali groups located elsewhere in Somalia
- formation in the last 12 months of new relations with foreign groups (outside the field of international development)

new geographical areas of action

- commencement in the last 12 months of activities abroad
- commencement in the last 12 months of activities in other parts of Somalia
- commencement in the last 12 months of activities in other parts of the same district

new rules

- help to make agreements between various actors on the operation of public services
- help to make agreements between various actors on security
- help to make agreements between various actors on the functioning of relations with international actors

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openness to new information

- purchase of a television in the last 12 months

willingness to be mobile

- presence of individuals who have travelled abroad in the last 12 months for study or training
- presence of individuals who have worked abroad in the last 24 months

**Indicators/indicative phenomena discriminating
of openness to social innovation**

new practices

- introduction of activities for the production of goods and/or services were not previously present/known
- introduction of production methods not previously utilised/known
- introduction of management methods not previously utilised/known

new knowledge

- acquisition of new technical skills in the last 24 months
- acquisition of new scientific knowledge through training and/or updating in the last 24 months
- acquisition of new scientific knowledge by hiring personnel in the last 24 months
- collection of information on local social and environmental problems and risks in the last year

new organisational forms

- implementation in the last 24 months of new organisational forms not locally present/known
- implementation in the last 24 months of new organisational methods, also as regards existing forms (such as co-operatives) not present/known locally

new relations

- formation in the last 12 months of new relations with individual professionals or with groups of professionals
- formation in the last 12 months of relations between social actors and groups that were not previously in contact (for example, between companies and local NGOs and women's groups)

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new norms

- participation in the establishment/construction of public records (of companies, NGOs, property deeds, etc.)
- participation in management of public records (of companies, NGOs, property deeds, etc.)
- participation in making agreements among various actors regarding the operation of productive and commercial activities (for example, new rules on the production and distribution of farm products)

openness to new information

- frequent purchase in the last 24 months of foreign scientific and technical journals
- frequent purchase in the last 24 months of foreign scientific and technical books
- regular purchase of Somali magazines and/or newspapers
- frequent purchase of foreign magazines and/or newspapers
- participation of group members in foreign scientific and/or technical training initiatives in the last 24 months
- installation of communications tools (radio, telephone) used frequently in the course of the last 12 months to acquire information

ability to use different languages

- presence of persons who speak foreign languages
- ability of some management staff to speak at least one foreign language
- participation of group members in foreign language courses in the last 12 months

willingness to be mobile

- presence of people who have been abroad in the course of the last 24 months (for various reasons)

At this point, we believe that identification of the collective actors to involve in economic and social development programs must occur, as regards social innovation (which, however, seems necessary in projects concerned with more than emergencies for the reasons specified in Chapter Two), by assessing essentially the indicators in the third set (24 of 51), after having briefly considered those in the first (proceeding, for example, to eliminate the group that does not meet more than one criterion in that set).

2. The quality of the actor and the quality of the action in the 10 collective aggregations

We should remember, however, that while openness to social innovation is important, it is not a sufficient condition for selecting collective actors to involve in economic and social development programs. We also need to consider the quality of the actor and the quality of the action⁴.

As regard the quality of the action, the aspects to consider are, as we mentioned, relevance (in terms mainly of the degree of consistency between the map of local problems and the objectives of the actions taken in the past and being taken in the present), effectiveness (assessed mainly in terms of the satisfaction of the beneficiaries, or in any event of the affected actors, with the results of the actions), efficiency (which refers to the level of consistency between the cost of the actions and the available funds) and impact (mainly evaluated in terms of the consensus about the actions on the part of the beneficiaries or, in any event, the affected actors). The study we conducted on the various kinds of collective actors does not allow us to distinguish the indicators that must definitely be considered and those that may provide useless information.

With regard to the actor's quality, beginning from the study thus far, we may focus for the sake of our quantitative evaluation solely on two of the three components normally examined: the identity of the group and its agency. For the third component, the underlying culture, the variables considered were mainly descriptive (regarding the group's origins, cultural, religious and ideological references, its purposes, the existence of symbols and rituals, etc.) and hence do not yield quantitative data.

The table below summarises the information in the 10 boxes presented in Annex n. 4 regarding the groups' identity and agency. The information is obtained by employing, for each of the 10 groups, 34 of

⁴ Moreover, as we noted in Chapter Two, a group's innovative social action is evaluated by looking at the combination of openness to social innovation, the quality of the actor and the quality of action.

the 60 indicators used in relation to the quality of the actors and the quality of the action, all told.

These 34 indicators refer to the following issues:

identity

- level of autonomy (6 indicators);
- organisational structure (3 indicators);
- availability and/or ability of mobilize skilled human resources (3 indicators);
- availability and/or ability to mobilize technical resources and availability of material resources and infrastructure (4 indicators);
- availability and/or ability to mobilize financial resources and the capacity for investment (3 indicators);
- availability of social capital (3 indicators).

agency

- orientation toward acquiring new information and new knowledge and to interpret reality (8 indicators);
- orientation toward the future (2 indicators);
- orientation toward changing social conditions and the use of economic resources (1 indicator);
- orientation toward taking risks (2 indicators).

Each indicator corresponds to a specific feature of "quality" (for example, regarding the identity-related items: existence of an organisation chart, presence of persons with degrees, availability of outside collaborators, access to credit, stable relations with international organisations, etc.; with regard to the agency-related elements, planning of scientific and technical training activities, current investments; expression of opinions about the social risks in one's area, existence of action plans for the future, etc.).

The table has been marked as follows:

- Y (Yes), when the group possesses at least one quality trait per corresponding subject area (level of autonomy, availability of social capital, orientation to take risks, etc.);
- N (No), in the opposite case;
- ? in doubtful cases.

Tab. 2 - Traits of quality, by organisation and type

	level autonomy	organisational structure	avail./abil. mobilize skill. human resources	availab./abil. mobilize technical resources etc.	avail./abil. mobilize financial resources and investment	availability social capital	orientation new inform./knowl. and to interpret. reality	orientation toward the future	orientation changing social conditions and use economic resources	orientation toward taking risks
HUBAL Construction and Water Well Drilling Co.	Y	Y	Y	Y	N	Y	Y	?	Y	?
Women's Organization of Jowhar - WOJ	Y	Y	Y	Y	Y	Y	Y	Y	Y	N
Home Economic Midwife and ChildCare NGO - HEMCCO	N	Y	Y	?	N	Y	Y	Y	Y	N
Agro-Action Construction Company - AACC	Y	Y	Y	Y	Y	Y	N	?	Y	?
Rice Growers' Association - RGA	Y	?	Y	N	N	Y	N	Y	Y	Y
Veterinary Professional Association - WPA	Y	Y	Y	Y	Y	?	Y	Y	N	Y
Buray Canal Committee - BCCA	N	Y	Y	Y	N	Y	N	Y	Y	N
Somali Community Development Association SOCDA	N	Y	Y	Y	Y	Y	Y	N	Y	N
Jirow Multi-Purpose Company - JIMCO	Y	Y	Y	Y	N	Y	Y	Y	Y	?
Teachers' Organization of Balad - TOB	Y	Y	Y	Y	Y	Y	Y	?	Y	?

Looking at the table above, we see that all the collective aggregations studied in depth possess at least 6 "quality" traits (and in some cases as many as 9).

We may thus draw the conclusion that, considering everything we have seen both here and in the preceding section (regarding, first, the openness to social innovation and, second, the quality of actors), we may consider all 10 of the collective aggregations studied in depth to be innovative groups in the broad sense, at least for many features.

Thus, we can aver that the "status" of *prima facie* social innovator seems to be a sufficient condition for actual social innovation⁵.

Proceeding in a manner similar to that used with the issue of social innovation in a narrow sense, we may also address the vast issue of the quality of the actor by employing three sets of indicators among the 34 indicators found:

- a first set of indicators refers to phenomena seen in all or nearly all the collective actors; these are necessary conditions or prerequisites for the quality of the actor;
- a second set refers to phenomena that none or almost none of the collective actors display: these are probably exceptional conditions or, better yet, conditions that presently cannot be considered as so relevant to the rural setting of Somalia;
- a third set refers to phenomena that appear in a more or less significant number of collective actors: we can consider these discriminating conditions for the identification of collective actors with positive traits of quality.

⁵ We should recall that a group's innovative social action can be functionally divided into three major aspects:

- openness to social innovation in the narrow sense (or openness to social action);
- the quality of the actor;
- the quality of the action.

The indicators of each of the three sets (named, as in the preceding box: indicators/indicative phenomena representing prerequisites for the quality of the actor; indicators/indicative phenomena that are not relevant to the quality of the actor and indicators/indicative phenomena that are discriminating as regards the quality of for the actor) are shown in the box below.

Indicators/indicative phenomena that represent prerequisites for the quality of the actor

existence of an organisational structure

- presence of people employed in a stable manner (or who, in any event, work in the group with continuity)

technical resources

- availability of an office, storage facilities or other real estate

availability of social capital

- existence of a large number of local organisations with which the group maintains stable or in any event close relations

orientation toward acquiring new information and new knowledge and toward the interpretation of reality

- expression of opinions about medium- and long-term prospects in the district and/or Somalia as a whole

Indicators/indicative phenomena presently not relevant to the quality of the actor (in this specific context)

autonomy

- existence of rules regarding the organisation's decision-making autonomy
- existence of locations where the organisation cannot carry out its activities
- absence of outside actors who have a binding impact on the organisation's decisions

existence of an organisational structure

- existence of an organisation chart

financial resources

- access to credit
- availability of funds (in sizeable amounts) in cash or in a foreign current account;

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orientation toward the acquisition of new information and new knowledge and toward the interpretation of reality

- planning of research activities

orientation toward taking risks

- existence of current investments

Indicators/indicative phenomena that discriminate for the quality of the actor

autonomy

- presence of an actor in the organisation responsible for making operating decisions
- existence of formal decision-making processes
- large number of contracting agencies/clients (or at least differentiation between a number of international development agencies and/or local agencies)

skilled human resources

- presence of more than one university graduate in the group
- presence of persons with professional qualifications (technicians, specialised workers, etc.)
- availability/ability to mobilize outside collaborators

technical resources

- possession of equipment such means of transportation, technical tools, communications tools, etc.
- actual ability to use equipment belonging to other actors

natural resources/infrastructure

- performance of direct management functions over natural resources or infrastructure

financial resources

- existence of activities connected with raising funds (fund raising, commercial activities, etc.)

availability of social capital

- existence of stable or at least ongoing relations with numerous international development organisations (UN, NGOs, etc.).
- existence of stable or in any rate steady relations with individual professionals and/or networks of professionals

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orientation toward the acquisition of new information and new knowledge and toward the interpretation of reality

- planning of scientific and technical training activities
- planning of the acquisition of new sources of scientific and technical information
- existence of training activities within the group
- expression of opinions about the medium- or long-term prospects in the district and/or all of Somalia
- public expression of opinions about social risks existing locally and possibility of controlling them
- significant presence of women in the group (especially among its leadership)

orientation toward the future

- plans for medium- or long-term investments
- formulation of action plans for the future

orientation toward changing social conditions and the use of economic resources

- expression of opinions regarding current local conditions and the carrying out of concrete activities to change them

orientation toward the taking of risks

- existence of past investments

In conclusion, the collective actors to involve in economic and social development programs can be identified by looking at 46 indicators: 24 on openness to social innovation and 22 on the quality of the actor⁶. Some indicators on the quality of the actions may be added to these. In that area, as we mentioned, this study did not obtain significant results.

Having examined the criteria by which to identify suitable collective actors, we must now look more closely at the economic and

⁶ We note that some of the 24 indicators of openness to social innovation have similar features to those addressed by some of the 22 indicators of the quality of the actor. As we see in the the six chapter, the number of indicators to use effectively is 28.

development project to be implemented. In this regard, the study revealed additional information that must be considered: the set of identified collective actors perform a much wider range of activities than might have been imagined. This could require a change of approach in the definition of the interventions to be carried out. This is the topic of the report's final chapters.

CHAPTER SIX

Strategies and tools for selecting the organised groups

In the previous chapters of this report, we described and analysed the findings of the study of the collective aggregations present in three areas that this project examined and, in particular, the findings on organised groups, that is, groups characterised by a strong orientation toward social innovation.

We will now focus on the strategic and operative indications we can deduce from the body of knowledge generated in the course of the study.

Two questions stand out in particular:

- the first regards the strategies and tools that can be used to recognise, assess and select organised groups for involvement in reconstruction and development programs;
- the second concerns strategies and tools that can be used to mobilise such groups.

In good part, it is question of understanding, firstly, **how to choose** the groups and, secondly, **how and why to mobilise them**¹.

¹ This question, in itself, is not new, since it has been often dealt with in the realm of development cooperation. Actually, in the last 15/20 years, many schemes and methods in participatory research, self-evaluation or action research have been set up by NGOs, international organisations and other entities. All of them relay upon a strong involvement - either of the local actors or of the beneficiaries - in development project design, monitoring and implementation. Among other things, the need for shifting from a "project-oriented approach" to a "process-oriented approach" have been stressed as well as the need for an "open" project design in order to overcome the previously dominant engineering-type "close" approach (we can refer here, for instance, to the integrated rural development projects implemented by the FAO, with the Italian support, in Niger and Burkina Faso or to the UNDP/UNOPS Prodere Programme in Central America). The European Commission too often stressed the need for a shift in approaching project design, ex-ante evaluation and implementation. It is worthy to mention that the EC-Somalia Unit is presently feeding the use of the Participatory Rural Appraisal (PRA) in project design and ex-ante evaluation. PRA is participatory methodology for intervention at the community level (see IUCN-Eastern Africa Programme "Innovative participatory methodologies for environmental interventions at the community level", Nairobi, 1997) consisting in a structured process of learning

This chapter will look at the first of these two aspects, identifying, in particular, four operating principles drawn from the research findings that can become the basis for a process of identifying organised groups².

1. First operating principle: from mere assistance to social productivity

Many current images of post-war Somalia portray the country as place a socially impoverished by war, dominated by political conflicts, lacking in internal resources and depending on international aid even to simply revitalise and reactivate a minimum of local action. The impression is that the vast majority of groups in Somalia will exist and be active only so long as they receive outside funding (and, in some cases, the groups formed precisely to intercept funding from international development agencies).

This study dramatically disproves this vision of a society that is socially impoverished and incapable of developing significant forms of collective action. Indeed, it recognises not just the complex and detailed organisation of Somalia's collective aggregations, but also the **expanded social and economic role** that organised groups play following the collapse of the Somali state, often functioning without outside support and in a substantially autonomous way.

with and from people at the local level about their own situation and conditions of life. Contrary to other methods for rural appraisal (e.g. the Rapid Rural Appraisal, usually applied by the FAO Investment Centre, the World Bank and other institutions) which provide for the resort to external experts, in the PRA local population is direct involved - with the help of skilled facilitators - in the participatory process of data gathering and information analysis.

Therefore, the remarks and suggestions made in the following pages are to be viewed in this framework. Following this participatory approach, it is to understand how the local actors to involve in the projects can be adequately identified and how their involvement can be properly made, on the bases of the theoretical set-up here outlined (which emphasises the orientation towards innovation rather than the type of group as the major criterium to be applied) and taking into account the peculiar features of the collective aggregations in the Shebelle Valley.

² This operational principle could be used also for identifying those groups locally responsible for getting agreed commitments to cooperate politically and practically, as requested in the framework of the IUCN-Participatory Rural Appraisal - Phase II

As we have seen, these groups perform many different functions - the production and management of public goods and services, income generation, operation and maintenance of infrastructure, reformulation of new rules in many sectors of economic and social life, etc. - that appear to be involved with **forms of governance** rather than responses to **emergency situations**.

From this we can deduct a first operating principal regarding the need to eschew a hopeless vision of local collective aggregations (that sees them as merely the executors of projects planned elsewhere, as bodies dependent on the outside, as entities that are involved and should be involved only in case of emergency), so that we can learn to choose among them based on their ability to implement processes of social innovation (and not simply do so following criteria imposed externally).

This requires, in essence, using the groups' **social productivity** as our guiding selection criterion; and it has little to do with the commitment shown by their leadership and much more with what we may call objective factors (available resources, positioning in local networks, ability to mobilise, social recognition afforded the leaders, etc.).

Many of the indicators used during the study can be reconsidered here as tools for evaluating social productivity. Included are all the indicators and indicative phenomena that represent, in some way, preconditions for an openness to social innovation (see Chapter Eight).

1. the group's involvement in different areas of intervention, with set rather than general goals
2. the existence of leadership that is part of a variety of networks
3. the tendency to associate the group's actions to general goals and principles that transcend the merely technical level
4. a steady group life
5. affiliation with larger organisations and/or national or international networks
6. the presence of skilled human resources
7. the availability of equipment tied to communication (telephones, radio transmitters, automobiles)

2. Second operating principle: from "physical capital" to the primacy of "cognitive capital"

The criterion of social productivity serves mainly to provide a sort of preliminary screening of the groups on the basis of their objective social and economic importance in the local setting.

But in many cases, in evaluating a group, the tendency is to consider its material, technical and physical resources as determinant, and use them as something of a yardstick of a group's success, independence, solidity and functional ability.

In point of fact, the findings of this study would seem to push this criteria off centre stage, though not to eliminate it utterly from the picture. In effect, access to these kinds of resources is important but not at all a determining factor either for judging the group's past or for assessing its prospects. This is true not just because in post-war Somalia resources do not always find their way to the most energetic or capable actors, but because most of the opportunity that groups have to affect reality depends on their ability to be innovative socially, which is a lot more tied to the group's "cognitive capital" than their physical resources.

It is no coincidence that **organised groups are radically different from other social aggregations, not because of their greater access to physical resources, but because they have skilled human resources.** In addition to everything else, this fact raises some question about the conviction - which is also fairly common - that skilled human resources want to maximise their earnings and thus tend to concentrate wherever there are material resources.

In all of this we find **what we might call a modern or, even, "post-modern"** character to organised action. We cannot ignore the fact that the increased importance of cognitive and non-material elements constitutes a transnational trend which is most fully expressed in advanced societies and which, at this point, is becoming increasingly important in developing nations as well. We need only consider, for example, the attention devoted to non-material elements (for example, quality, communication, information, user or customer satisfaction, etc.) in the production of goods or the supply of services.

On the basis of this principle, indicators shown in the box below can be considered highly significant in the selection of organised groups.

1. presence of university graduates in the group
2. presence of people with professional qualifications (technicians, specialised workers, etc.)
3. willingness to mobilise outside collaborators; existence of stable or at least regular relations with individual professionals and/or networks of professionals; acquisition of new scientific knowledge by hiring personnel in the last 24 months; formation in the last 12 months of new relations with individual professionals or groups of professionals
4. existence of training activities within the group, acquisition of new scientific knowledge through training and/or updating activities in the last 24 months; participation of group members in outside scientific and/or technical training initiatives in the last 24 months
5. acquisition of new technical skills in the last 24 months
6. frequent acquisition in the course of the last 24 months of foreign scientific and technical journals
7. frequent acquisition in the course of the last 24 months of foreign scientific or technical books
8. regular acquisition of Somali magazines and/or newspapers
9. frequent acquisition of foreign magazines and/or newspapers
10. installation of communications tools (radio, telephone) frequently employed, in the course of the last 12 months to obtain information³

³ This indicator is also useful in applying the first principle.

11. presence of persons who speak foreign languages; ability of management personnel to speak at least one foreign language
12. participation of group members in foreign language courses during the last 12 months
13. planning of scientific and technical training activities
14. planning for the acquisition of new sources of scientific and technical information

3. Third operating principle: from ideology to pragmatism

One of the major findings of the study is how widespread the potential for social innovation is in collective aggregations - it is present in large measure in half of the groups.

Even more important, however, is the fact that this potential, even if in differing degrees, is found in almost every type of social aggregation and not just the most visible groups or those that are most involved in the development programs organised by international development organisations (such as the NGOs).

Besides confirming what we have said - that social innovation cannot be considered an output induced by international aid, but rather as the product of native and autonomous forms of organised action - leads us to articulate a third operating principle.

In essence, this operating principle invites us to evaluate groups not in terms of their external characteristics, or the way they define themselves, or by using preset types⁴. Rather we must look at what

⁴ Also in the framework of the PRA, preset types of collective actors (or stakeholders) are provided. For each of them, the features (needed for understanding which actors within the different types are to be considered), the possible roles and responsibilities and the proposed inputs from process facilitators are depicted. These types are (see IUCN-Eastern Africa Programme, cit.): indigenous local organisations; local modernised organisations; membership organisations (formally representing a sector of society); indigenous intermediary grassroots (support organisations and local NGOs), delivery agencies (such as departments of emerging regional administrations). In addition to these types, other individual stakeholders (Somali independent resource

they do and, above all, at the effectiveness of what they do.

Obviously, this is a step forward. We can turn away from choosing collective aggregations by methods that are **overly intuitive, or based on custom, or our gut feeling about the groups**. Instead, we can rely on more verifiable and trustworthy criteria on, for example, the "**added value of innovation**" incorporated into their action or the solidity of groups.

Some of the criteria that are useful for this purpose are listed in the box below.

1. presence of an actor in the organisation with responsibility for making operational decisions
2. existence of formal decision-making processes; presence of democratic-style decision-making mechanisms
3. existence of direct management of natural resources and infrastructure
4. activities aimed at raising funds (fund raising, commercial activities, etc.)
5. planning of medium- or long-term investments
6. formulation of action plans for the future
7. expression of opinions about current local conditions and the carrying out of concrete activities to change them

consultants and current somali PRA practitioners) and other international collective actors operating in Somalia (international funding organisations and other delivery agencies, such as international NGOs and international organisations) are taken into consideration. These types are particularly useful for understanding roles and potentials that the various kinds of actors can get in the perspective of a participatory appraisal (mainly because they could help not to miss out some types of actors bearing precious know-hows). Nevertheless, they cannot provide us with any information for recognising, evaluating and selecting the organised groups to be involved in reconstruction and development projects (i.e. information on the consistence of the groups, the effectiveness of their action, their orientation towards social innovation, and so forth).

8. introduction of activities for the production of goods and/or services that were not previously present or known
9. implementation in the course of the last 24 months of new forms of organisation not present/known locally; implementation in the course of the last 24 months of new organisational methods, even regarding forms that already exist (such as co-operatives), that are locally present/known
10. participation in the establishment/building of public records (of companies, NGOs, property deeds, etc.); participation in the management of public records (of companies, of NGOs, of property deeds, etc.); participation in the formulation of agreements between actors regarding the functioning of productive and commercial activities (for example, new rules for the production and distribution of farming products)

4. Fourth operating principle: from an assessment of collective aggregations founded exclusively on the quality of their leadership to one based on adequate consideration of the quality and importance of the membership, and the partnerships of the group

The fourth and final operating principle calls into play another common, if often subtle, element used to choose groups to involve in development projects.

We are talking here about the tendency to choose groups because of their leaders, which leads to the practice of choosing a group **because one has confidence in its leaders** or because one has built a relationship of friendship or reciprocal trust with them.

Now, while it may be true that trained, capable and active leadership can have an important impact on a group, it is equally true that it constitutes **only one of the components** needed for effectiveness.

In particular, our findings show that organised groups, which are open to social innovation, **have more women members, more persons from different parts of Somalia and democratic means of conducting group life.**

In addition to leadership and membership, there is a third element worthy of attention: the **extent, quality and intensity of the partnerships** the group maintains with other individual and collective actors and which, as a whole, constitute its social capital.

Yet again, then, we must widen the spectrum of analysis and avoid use of incomplete evaluation criteria to make such a sensitive choice as that of which group to entrust with an international development project.

To this end, it may be useful to recall some of the indicators that emerged in the study.

1. significant presence of women in the group (especially among its leadership)
2. presence of human resources from different parts of Somalia
3. large number of contracting agencies/clients (or at least differentiation among numerous international development organisations and/or local bodies); existence of stable or in any event ongoing relations with numerous international development agencies (UN, NGOs, etc.)
4. willingness/ability to mobilise outside collaborators; existence of stable or at least regular relations with individual professionals and/or networks of professionals / formation in the last 12 months of new relations with individual professionals or groups of professionals⁵
5. actual ability to utilise equipment belonging to other actors

⁵ These three indicators are also useful in applying the second principle.

CHAPTER SEVEN

Strategies and tools for the involvement of the organised groups

The selection of suitable groups to involve in development projects in Somalia is critical to the effectiveness of the projects. It is not, obviously, the only element of success. A new perspective on the collective groups operating in Somalia - like the one presented in our findings - can also re-open a second question, namely, **why mobilise organised groups and how to mobilise them.**

While it goes without saying that different kinds of projects may call for different methods of involving local actors, the study provides some general strategic results that are worth noting and understanding.

1. The strategy of governance

As we have repeatedly noted in this report, in contrast to our current images of them, collective aggregations in Somalia have some unexpected traits that are worth recalling:

- numerically significant presence in the area;
- considerable differentiation in terms of type;
- strong involvement in a broad, well-organised network of relations;
- substantial autonomy from the dynamics and funding of international organisations (and thus substantial **self-sustainability**);
- widespread *prima facie* orientation toward innovation, which is not concentrated in a few specific kinds of groups.

On the whole, with all their limitations (functional, organisational, etc.), collective aggregations today appear to be one of the few **factors fostering social order, equilibrium and stability** in Somalia, where the state and public administrations have collapsed and district administrations are fragile.

Faced with a situation that is so detailed, complex and in some ways ripe, any approach that views groups as simple implementers of pre-planned projects and fails to fully appreciate their potential will obviously be inadequate.

For this reason, it is not an unsound idea to revise our earlier approaches and employ a new "strategy of governance"¹ that recognises the role which organised groups are already playing in the reconstruction of Somalia's society and economy and strives to reinforce the **equal partnership** that must exist between them and international development organisations.

Thus we may find it useful to examine some of the methods and contents the strategy should employ.

2. Methodological elements

There are at least four basic methodological elements to keep in mind to implement a strategy of governance.

2.1. *Joint planning*

The first element runs contrary to the received wisdom that goes into the planning of development projects.

In effect, projects are sometimes planned before the organisations that will implement them have even been chosen. The result is usually

¹ It is to stress that also the Participatory Rural Appraisal method, set up by IUCN (see chapter 6, notes 1 and 4) and recommended by the EC-Somali Unit for the project design, is inspired by the strategy of governance. However, in this chapter, we are going beyond a process of learning with and from people (in the phase devoted to the analysis of the situation) and an action aimed at assisting local people to implement agreed interventions (in the phase devoted to the project implementation). Actually, in tune with this method, we are trying to devise partially innovative criteria for identifying the functions performed by the local and other external actors in all the phases of the project cycle (for a presentation of these phases, see the EC handbook "Project cycle management - integrated approach and logical framework", Brussels, 1993).

that only a fraction of the organised groups' potential will be exploited.

It would be wiser to identify groups before projects have been narrowly defined². Thus, projects could be implemented in light of groups' nature, ability to innovate, the complex of their characteristics and, above all, their current activities (which might need outside support to realise their full potential).

However, this approach only makes sense if **the selected group and the donor organisation** (or agency representing it) **work together on the planning**, thus resulting in a process of negotiation and shared responsibilities that constitute, in a certain sense, the heart of a partnership.

2.2. Using facilitation as a guideline

A second aspect to explore - in addition to the issue of planning - regards the type of support that international development organisations can effectively provide to organised groups.

As we said, the idea underlying the governance approach is that outside help must not so much work to directly solve the many problems facing developing nations as to identify and support the various local actors that are already addressing them or are potentially capable of doing so.

In the case of Somalia's organised groups, the support provided by international development organisations must strive to strengthen them (through empowerment) which may be implemented on different levels (through capacity building, training, etc.).

However, our findings suggest that it is necessary to **move beyond empowerment** and also focus on facilitation. In effect, the Somali organised groups seem to have some of the resources they need to work on development. The real difficulties, if anything, are the **many**

² Referring to the project cycle as presented in the EC handbook "Project cycle management - integrated approach and logical framework", one can believe that the actions aimed at identifying the groups would be included in the identification phase and those related to the project design in the formulation phase.

obstacles in the environment in which the groups function (here we could speak of a disabling environment), which have a determining impact on the effectiveness of their action (for example, restrictions on movement, limitations due to security, limitations due to the lack of goods and tools on the local market, etc.).

For these reasons, a good way to think of international development organisations may be as **facilitating partners** of the action of the groups, precisely because they have little knowledge and know-how to give them, while they can play a decisive role in eliminating outside limitations that prevent the groups from achieving their full potential³.

2.3. Implementation assistance

When we abandon our usual conception of projects (which tends to identify the two main institutional figures of the donor agency and the implementing agency/agencies), the method of implementing projects also changes profoundly⁴.

In effect, in the strategy being designed here, there is no longer a net distinction between the donor agency and the implementing agency; instead, there are actors bound by the bond of partnership who are co-responsible for the project's outcome and both involved, with different roles, in its effective implementation.

The third methodological element, then, consists in recognising this type of relationship and attributing to the donor agency not just the task of controlling but also of providing **direct assistance** (and not simply through the organisation that may be representing it, such as an international NGO) to the **organised groups involved in the project**.

This function can be carried out in different ways; certainly, as with the earlier planning, such assistance will tend to develop through a process of negotiation and shared decision making.

³ This role of "facilitating partners" could be played throughout the project cycle (EC model) and particularly in the formulation, implementation and evaluation phases.

⁴ Obviously, we are referring to the implementation phase, as depicted in the project cycle (EC model).

2.4. Revision of monitoring and evaluation methods

The fourth and final methodological element concerns the methods used to monitoring and evaluate projects⁵.

We must keep in mind that projects like those we have discussed must have **two orders of objectives**:

- those related to the final effects of the **project on the area** (in terms, for example, of development or of a decline in social risks);
- those related to the **support and facilitation of the organised groups** which will be relied on to handle those problems (increase their skills, provide them with new resources, expand their sphere of action, etc.).

Clearly, then, at the time of monitoring and evaluation, both aspects must be addressed. Indeed, it is possible that the action of support and facilitation will fail or that, even if successful, it will not achieve the desired results in the field in terms of a reduction in social risks. It is also possible the project fails to empower the collective aggregations but that it unexpectedly still has positive effects in the field.

3. Elements of content

Thus far, everything said has focused on how to implement development projects with the involvement of local organised actors. Thus, we have tried to answer the question of **how** to involve them. But another question remains: **why** involve them.

In light of what has emerged in the course of this report, the answer to this second question seems quite simple, really: **because the organised actors are already involved in development** in their area or, at the very least, have full potential to do so.

⁵ Here we are referring, as for the monitoring, to the implementation phase and, as for the evaluation (including ex-ante and mid-term evaluation), to the entire project cycle (but mainly to its evaluation phase).

A strategy of governance does nothing more than acknowledge this fact and act on it by **facilitating the action of the organised groups**, increasing their ability to action and promoting the expansion of their fields of action.

Looking at the Somali situation, on closer inspection there are primarily three major sectors where the presence of organised groups is most felt.

- The first sector is undoubtedly that of **governing** major social and economic processes. Organised groups - we have seen - often manage public assets such as water, communications and land, and perform regulatory functions in sectors of social and economic life, even of an administrative character (or juridical nature in the broad sense). In sum, they perform an important, sometimes decisive, function of providing **order** to the society.
- The second sector is that of **welfare**. Many of the organised groups are involved in providing health services, primary education services, and assistance to the poorest people in the society. In this sense, they perform an important function of **protection** of the social actors most exposed to the risk of social exclusion.
- The third sector is that of strengthening economic development processes by initiating productive activities and bringing services on line (as in relation to the creation of new jobs).

Create order, protect and produce: these are then the main functions of organised groups in Somalia today; and this is the starting point for efforts to provide them with support.

4. Procedural chart

In outlining the constituent elements of a strategy of governance in Somalia it may be useful to look at a procedural chart for the purpose of designing a development project ideated along the strategic lines described above⁶.

- | |
|---|
| <ul style="list-style-type: none">A. Identification of the geographical field of intervention and of the problematic aspects which characterise it (social, environmental and economic risk factors)B. Analysis of the organised groups operating at the district level in the selected sectorC. Evaluation of the organised groups |
|---|

⁶ It can be remarked here that there are some analogies between the proposed procedural chart and some operations provided in the IUCN-Participatory rural appraisal (PRA). In particular, the identification of the factors of social, environmental and economic risks (point A) can be implemented - as provided in the PRA - through an interactive procedure involving the various local actors, the host Projects (if any) and the other stakeholders. In this framework, also the technical and scientific knowledge is to be taken into consideration. The analysis of the organised group (point B) allows us to obtain a picture of the local groups, as provided in the PRA (even if limited to the supra-local groups). Moreover, as already pointed out (see note 2, chapter 6), the criteria proposed in the previous chapter for evaluating and selecting the organised groups to support (points C and D), although innovative, meet also the need mentioned in the PRA for identifying those groups locally responsible for getting agreed commitments to cooperate politically and practically. Finally, the definition and implementation of the actions aimed at supporting the groups in the implementation phase (point H) keep up with the PRA's aim of implementing local priority interventions as planned and agreed during the design phase and of assisting local people to implement the intervention in an efficient, effective and environmentally sound manner (even if partially different criteria and methods are here envisaged, as said in para. 2.2. about the facilitation as key-criterion).

Therefore, the impression is that both the approach and the criteria depicted in this chapter and in the previous one are compatible, nay complementary, with those envisaged by the PRA. Compared with the latter, the proposed chart shows some differences and some innovative elements, mainly for with regard to the criteria for selecting the groups to work with and for jointly designing and implementing the projects.

- D. Selection of the group or groups to support
- E. Joint identification of the sectors of intervention (taking into consideration the priorities of the donor agency, the characteristics and activities of the organised groups and the results of the study referred to in point A)
- F. Joint planning of the various projects to be implemented
- G. Preparation of a memorandum of understanding between the donor agency and the group
- H. Formulation and provision of assistance during the implementation phase
- I. Formulation and realisation of project monitoring and evaluation tools
- L. Formulation and realisation of an information dissemination campaign on the project (and on its results)

ANNEXES

ANNEX 1

Guidelines for targeting rehabilitation projects in rural areas in the Shabelle Valley

CERFE

EC - SOMALIA UNIT

**Guidelines for targeting rehabilitation
projects in rural areas in the
Shabelle Valley**

Nairobi, December 1997

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CHAPTER 1

Introduction to the Guidelines

WHO THEY ARE FOR

These Guidelines are intended for workers who are in any way involved in planning rural development projects in the framework of the EC-Somalia Unit programme. Staff members of international NGOs and of the Somalia Unit responsible for awarding, planning and monitoring projects should also find these Guidelines useful.

HOW THEY WERE DEVELOPED

The Guidelines were drafted at the conclusion of CERFE's work as technical assistant to the EC-Somalia Unit on "Targeting Rehabilitation Projects in Rural Areas in the Shabelle Valley". In particular, they are the product of CERFE's survey and analysis of active local groups with a socially innovative orientation in the Middle Shabelle area. The Guidelines, therefore, are not the result of theoretical reflection on the possible role of civil society in the reconstruction of Somalia, but the result of a scientific and empirical inquiry in the current situation.

WHAT THEY ARE FOR

The Guidelines are a tool to use in planning rural development projects. They provide practical advice on how to **identify and study local actors involved in project implementation and management**. These Guidelines therefore are to be taken as a specific instrument to be utilized together with others in the framework of more general planning methodologies.

The Guidelines fit in the **Logical Framework planning model**. In particular, they may be used during the project cycle phase involving studies of the project area and, in general, during the appraisal phase.

We should emphasize that the method recommended in the Guidelines can be used during the course of the project cycle in much the same way as PRA (Participatory Rural Appraisal) methodologies are used. The EC-Somalia Unit recommends the use of such methodologies during programme identification and implementation, especially to consult and involve project beneficiaries. The two methodologies do not duplicate one another; rather, they are complementary, employing different means to promote the participation of local populations in projects.

The main difference is that:

- the **Guidelines** provide guidance on identifying actors to be involved in rehabilitation programmes;
- **PRA methods**, instead, are designed to promote the involvement and consultation of the local population, that is, the program beneficiaries.

Basically, these methodologies were developed for different purposes and the results of the former may serve, at least in part, in the application of the latter.

WHAT THEY CONTAIN

As we will see in the coming chapters, the Guidelines set out procedures on how to identify groups to involve in development projects; among other things:

- they indicate which sources to consult;
- they counsel the use of certain technical instruments for the consultation of such sources;
- they recommend methods for analyzing information as it is collected.

WHAT TO USE THEM FOR

The Guidelines are a planning tool with two possible uses that may be briefly called "restricted use" and "broad use".

Making **restricted use** of the Guidelines means using them to identify the actors that can **provide useful support** to implementing agencies of development projects.

We can also envisage a **broader use** of the Guidelines to identify suitable actors to **be partners** with the executing agencies, whose involvement ranges from identification to implementation of the project. Involvement of such social actors in rehabilitation policies, therefore, may be part of a **governance strategy**, based on the recognition of the functions already performed by these actors in the governance of Somali society. In this scenario donor agencies could focus less on carrying out projects and more on facilitating the activities of local actors and monitoring and evaluating the results achieved.

ORGANIZATION OF THIS PAPER

This paper contains two chapters in addition to this introduction.

The second chapter explains the context in which the Guidelines may be used.

The third chapter - the core of the document - sets out the procedure for identifying the groups.

CHAPTER 2
**Participation of local actors in
the project cycle**

COLLECTIVE ACTORS AND GOVERNANCE

One assumption made in these Guidelines is that the success of rehabilitation policies depends on the adoption of a participatory approach. Given what we said in the preceding section, such an approach must involve social actors which could ensure high level of performance and reliability.

The study carried out by CERFE in the Shebeelle Valley found that there are currently many **different types of collective actors** in Somalia (i.e., not just NGOs and enterprises, but also groups managing water channels and professional groups) who perform, to varying degrees, important functions. For example, they:

- recover and enhance qualified human resources;
- organize and manage public goods and services;
- generate income create jobs;
- recover and protect technical resources;
- strengthen economic and social relations at the local level;
- maintain relations at the national and international level.

In essence, especially in the absence of government, these groups - with all their limitations - are likely to help provide welfare services, reconstruct the social order and generate new productive and commercial activity.

PARTICIPATION, RECONSTRUCTION AND SOCIAL INNOVATION

The Guidelines offer support in identifying, studying and involving such groups in development programs, making optimal use of their drive and potential.

But how to identify the best groups?

Different criteria can be used, to be chosen according to the specific needs of the program. The Guidelines are compatible with each of

them, since they provide an overall methodological framework which could be adapted to the emerging exigencies.

Nevertheless, we suggest to use the orientation to innovation as the major criterion in terms of utility and effectiveness for identifying and selecting the collective actors.

why social innovation is important

Our first task is to explain why it is important to seek out collective actors with **an orientation to social innovation** in Somalia.

For many years, Somalia experienced the ravages of civil war. Now, although there are still many problems to be solved, **peace and reconstruction** are the main items on the agenda. This does not mean simply re-creating what was there before war broke out. Rather, the **rehabilitation process entails the ex-novo construction of institutional, social and economic institutions**. Specifically, war not only destroys existing physical resources (such as civil infrastructure), it rends a country's social fabric.

Some of the typical effects of civil war are:

- large population shifts;
- formation of social relations based on violence (we need only consider how widespread small arms are in Somalia);
- production of new conflicts between individuals and groups resulting from the waste of existing and potential human capital (consider, for example, the interruption of educational services);
- dissolution of social relations that constitute associative life (consider the block of commercial and productive relations);
- the disintegration of the fundamental institutions that regulate economic and political life (there is no longer a functioning government or regulation of economic life - however much it may be needed, etc.).

This should be enough to show that any action aimed to reconstructing social order following war requires the development of new ways of governing society, for the simple reason that old solutions

have either proven inadequate or, precisely as a result of the war, are no longer viable.

what social innovation is

Therefore, reconstruction requires social innovation and thus social actors that are innovative and will not limit themselves to re-creating what once existed or exists now.

The orientation to social innovation may be defined as the inclination to promote and carry out actions that introduce into the social framework where they operate (for example, a certain district):

- new ways of producing and/or managing goods, services and resources;
- new ways of organizing space and time and new normative systems;
- new kinds of relationships among subjects.

Specifically, promoting innovative actions means, for example:

- implementing new practices;
- using new information;
- trying new organizational forms;
- instituting new contacts and new forms of collaboration among diverse subjects;
- performing activities in new areas (geographically speaking);
- creating or using new regulatory tools;
- being open to new information;
- being capable of using different languages;
- being willing to move.

A social actor with a tendency to try and spread actions of this kind will have the greatest potential for activating rehabilitation and development processes.

CHAPTER THREE

The procedure for identifying the groups

WHY FOCUS ON THE GROUPS

We will describe in this chapter the procedure for identifying the groups to involve in rehabilitation programs. We must emphasize two elements of this definition.

The first is that they be **groups**, that is, collective social actors and not individuals. This is because only groups (and it does not matter at this point to what extent or how they are organized) can possess the characteristics - such as continuity of action, human and technical resources and sufficiently widespread and varied social ties - to be reliable.

The second element, which is implicit in the definition but no less important, is that for the groups, to be effective, they must be able to have **some impact on the local situation and the territory**, and such impact is normally difficult to find in groups operating solely at the micro level (for example, in one village) and probably easier to find in collective actors operating in a broader social and physical area or, as we might put it operationally, at the "supra-local" level.

Therefore, these guidelines will focus on:

- groups, that is aggregations of 3 or more persons who share a common purpose; that join together and conduct collective activities in order to achieve said purpose, obtaining the resources necessary; and that are free to decide the methods and forms of their activities and organization;
- entities that perform their activities in more than one location, or perform activities that take place in more than one location, or are located in urban centers¹.

¹These characteristics does not depend on size of the group. For example, even a small group involved in managing a water channel which is the end point of a larger network and which, for this reason, is in contact with other organizations may be considered

For the sake of brevity, in the following sections the term "group" shall mean an aggregation with the above-cited characteristics.

The procedure proposed here for identifying groups entails three phases:

- the first phase yields a list of existing groups (the **Long List**);
- the second phase yields a more restricted list (the **Short List**) of groups that includes only those which, on the basis of a number of characteristics, could be involved in rehabilitation programs;
- in the third phase, an **in-depth analysis** of the selected group is to be carried out.

FIRST PHASE: HOW TO IDENTIFY THE GROUPS

A. Consultation of local sources

During the first phase, groups are identified by **consulting local sources** (archives, key persons and the groups themselves) and through a self-administered form (that is filled directly by a leader of the group).

A.1. Identification and consultation of local archives.

Local archives should be consulted first. In some places there are files or lists of organizations and/or groups active at the local level. Such lists may be obtained from:

- **local authorities**, which have begun to prepare lists of local enterprises and/or NGOs. Local authorities have also begun to collaborate in international cooperation initiatives that award

supra-local in that the importance of its action extends beyond a limited geographical area

contracts for development programs and projects, which may give them especially valuable information about existing local groups and organizations;

- **International NGOs and organizations** that previously worked in the area, which have often collaborated with local NGOs, enterprises and with different kinds of groups; for this reason, they have lists of groups;
- **research institutes** (such as CERFE, or documentation centers such as the UNDOS).

A.2. Consultation of key-persons (KPs)

We must keep in mind that any such information from archives must be "verified" in order to determine which of the listed groups have characteristics are of interest for purposes of the project. For this reason, it is a good idea to interview those person who provided the lists and, whenever possible, those who worked on their preparation. Such persons, for all intents and purposes, may be considered key persons (KP).

KPs are a special type of information source. These are persons who, by way of their activities or because of their role in local communities, or for other reasons, are depositaries of useful information about the groups in a given area. KPs should be interviewed for the two reasons listed below:

- to "cross check" the information obtained;
- to obtain multiple points of view on a given topic, because, although KPs are informed individuals, they do not have - by definition, we might say - exhaustive information on the topic of interest.

The selection of KPs is an obviously central event in a study of this kind. There are different indicators to indicate that a person may be a KP. Generally speaking, however, the KP will be a subject that has

numerous social relationships and, therefore, a broad information circuit².

This is the case, for example, with:

- a district commissioner or other eminent figure in local government;
- a member of the district council;
- a member of specific district committees (for example, women's committees);
- a physician in a hospital;
- the head of an international NGO or international organization;
- the head of local organizations (for example, an umbrella organization);
- the makers of the lists found in archives (see preceding point).

It is to stress that, sometimes, a person can be considered a KP not just for his/her function, but for his/her personal characteristics or professional history (for example, a former government official who maintains an interest in what is going on, a particularly active tradesman or local entrepreneur).

The procedure for identifying KPs springs also from the consultation of a sole KP who provides the names of others judged to be especially well informed about the groups in the area under consideration (snowball effect).

Once identified, KPs must be subjected to interviews that result in clear indications of existing groups. The efforts of KPs to provide information must be facilitated. This is the reason the interview must be "structured" (that is, administered with the help of a specific form or questionnaire), so that the responses will be as comparable as possible.

²Obviously, before initiating any study, the geographical area of the study must be established. Setting the criteria for identifying this area is not — and cannot be — within the purview of these guidelines. Indeed, said area is generally set by the principal of the project. Project staff must, very simply, seek to identify the groups active in that area.

Moreover, it is important to explain that with the provisos that one is not interested in all groups, but only those that are either directly or indirectly active in the areas associated with project purposes (for example, an agricultural infrastructure project would be interested in water channel groups and enterprises and not in rural health groups).

A practice that may facilitate interviews of KPs is to report to them the information already obtained (which has come, for example, from archives consulted earlier). Anyhow, KPs must be encouraged to make an effort to indicate all the kinds of groups known to them and not just the best known (for example, enterprises or NGOs; in this regard, see the Box below).

BOX - WHAT TO ASK KPS AND WHAT TO LOOK FOR IN ARCHIEVES

When the lists in archives are consulted or KPs are interviewed, it is important to keep the objective in mind. To do this it is best to obtain certain information by filling in a form.

The following is the minimum information to ask of KPs:

- Name of the group;
- Field of activity;
- Location of the group;
- Name of a contact person.

Obviously, if it becomes clear that the group is not "supra-local", it will not fall within the set of groups for which the form is used. The same is true for those groups with a field of activity not of interest in this specific case.

During the interview, KPs should express a specific point of view on:

- the existing data in the archives; in particular, to provide missing information (e.g., whether the group is active or not; who the contact person, president or leader of the group is, etc.) or, more generally, to provide useful information;
- the existence of any other data.

BOX - SOME "FALSE FRIENDS" IN IDENTIFYING THE GROUPS

There are some characteristics that groups may have that, while important in and of themselves, are not (or are minimally) significant for purposes of identifying groups oriented to innovation and to which, therefore, no particular importance should be attached.

These characteristics are indicated below.

- Name of the group
- The type of group the group thinks it belongs to or is locally recognized as belonging (e.g., NGO, enterprise)
- Availability of equipment
- The group's ability to involve in a generic fashion its own members in group activities
- The group's affiliation with political or religious associations

Why maintain that these items constitute "false friends" for purposes of identifying groups to include in the Long List? Because, while it might seem simpler, more direct and even faster to look for the groups with the above-cited characteristics (for example, enterprises and groups of professions), this would not ensure the identification of innovative groups. CERFE research has shown rather clearly that the potential for innovation is found to varying degrees within almost all types of social aggregations, and not just a single type, or just organizations with the highest visibility, or those most involved in the development programmes run by international aid agencies (such as NGOs).

The process of consulting the sources will result in a **First Long List** of the names of groups active in the field of project together with the names of contact persons and/or other information needed to establish contact.

B. Distributing and filling out the forms

After formulating the first list of groups, some basic information about each group must be obtained. This may be achieved by following the procedure described below.

B.1. Preparation of the form

The first step is to prepare a form aimed at collecting information about the groups. An example of the form is shown in the Box at the end of this section.

B.2. First administration of the forms

Each of the groups on the First Long List must be provided with a form to be filled in by group representatives. The forms, therefore, are self-administered (that is, filled in directly by the representatives of the groups).

With regard to the administration procedure, we should remember that KPs, and especially the local authorities, if they are willing, may help distribute the forms to the groups known to them or with which they come into closest contact.

B.3. Analysis of the information in the first forms collected

When the filled-in forms have been collected, the process of checking the information collected may be started. This checking must involve the following procedures.

- Determine whether there are any errors in the forms; it may be a good idea to do this before all the forms have been returned so as to correct the form still being distributed.
- Verify that the groups which filled in the forms correspond to the criteria set out above (are "supra-local", are active in the field of interest to the project; and are still active) and discard those that do not correspond.
- Determine whether there are discrepancies between the information already available and what is reported in the forms.

The collected forms can be used to identify other groups not already inserted in the Long List. This is accomplished through one or more questions that ask the interviewee to name similar groups with which he or she has contact and/or knows about (see the proposed form).

The **main advantage** of this procedure is that of providing a mechanism for checking that the sources consulted were exhaustive. If, in fact, the forms contain information about a great many other groups to add to the Long List, one may conclude that the sources consulted were quantitatively or qualitatively inadequate.

A **second consultation with the KPs** may be useful for obtaining information on how to contact groups if this has not been provided in the forms from the consulted group representatives.

In addition, the so-called "doubtful cases" that emerged from verification of the forms must be submitted to the KPs (i.e., information and question about which a definite decision cannot be taken).

After consultation of the KPs, an updated First Long List may be prepared. This will entail identification of a set of:

- groups that filled in the forms and "passed" the check;
- new groups mentioned in the forms collected.

B.4. Second administration of the forms

At this point, the administration of the forms limited to the new groups mentioned in the forms collected is to be made (keeping in mind that, if the preceding operations were performed properly, there should be few groups remaining to contact in this phase).

B.5. Checking of the information obtained

Having collected the filled-in forms, it will be useful to implement the same procedure to verification the information used earlier.

After checking the new information, it is possible to prepared the **final Long List**.

The procedure described above may be abbreviated if it becomes evident that the information obtained, for example, after the first self-administering of the forms, is redundant (if, for example, snowballing does not generate the names of new groups or if the newly named groups turn out not to exist).

BOX - ITEMS TO INCLUDE IN THE FORM TO IDENTIFY THE GROUPS

- Date the form is filled in
- 1 Name of the group:
- 2 Type of group:
 - 2.1 Channel management group
 - 2.2 Koran school
 - 2.3 NGO
 - 2.4 Enterprise
 - 2.5 Trade association
 - 2.6 Self-help group
 - 2.7 Cultural group
 - 2.8 Sports group
 - 2.9 Water vendor
 - 2.10 Professional group
 - 2.11 Public administration group
 - 2.12 Women's group
 - 2.13 Community Based Group
 - 2.14 Association
 - 2.15 Other (specify)
- 3 Address in Somalia (location of facility) (Indicate village/city; district and region)
- 4 Place the group conducts its activities

5 Give the name of the person to contact in order to contact the group

Procedure for contacting such person (address and any other useful information)

6 In what fields of activity is your group active? (you may give more than one answer)

- 6.1 Management of agricultural infrastructures
- 6.2 Construction of agricultural infrastructures
- 6.3 Agricultural development
- 6.4 Other sectors connected to agriculture (specify)
- 6.5 Construction
- 6.6 Management of civil infrastructures
- 6.7 Other sectors connected with rural development (specify)
- 6.8 Education
- 6.9 Health
- 6.10 Culture
- 6.11 Sport
- 6.12 Supply of services
- 6.13 Supply of public services
- 6.14 Management of public property
- 6.15 Support of women
- 6.16 Support children
- 6.17 Religious activities
- 6.18 Solidarity
- 6.19 Aid to the poor
- 6.20 Trade
- 6.21 Raising livestock
- 6.22 Supply of veterinary services
- 6.23 Processing agricultural products
- 6.24 Crafts
- 6.25 Other (specify)

7 Describe the organization's activities in each of above-cited sectors, specifying the objectives of each of the activities

9 When was the group founded?

10 Is the group active at this time? Y N

11 How many people make up the group? Specify the number ___/___/___/

12 Group members are:

- 12.1 all men
- 12.2 all women
- 12.3 both men and women

13 Are any persons from other parts of Somalia members of the group? Y N
 If yes, how many? ___/___/

14 Does the group include people with a university degree? Y N
 If yes, how many? ___/___/

15 Does the group include people with university training? Y N
 If yes, how many? ___/___/

16 Does the group include people with a secondary school diploma? Y N
 If yes, how many? ___/___/

17 Does the group include people with specific technical skills (for example, plumbers, mechanics, electricians, etc.) Y N
 If yes, what skills?
 If yes, how many? ___/___/

18 Does the organization have any of the following:

- 18.1 Office/main office
- 18.2 Workshop
- 18.3 Storage facility
- 18.4 Office equipment
- 18.5 Automobile or other vehicles
- 18.6 Farming equipment
- 18.7 Industrial equipment
- 18.8 Other instruments
- 18.9 Radio transmitter
- 18.10 Telephone
- 18.11 Computer
- 18.12 Other equipment (specify)

19 Does the group have a formal organizational structure? Y N

19 2nd The organizational structure of the group provides for:

19 2nd 1	president	Y	N
19 2nd 2	secretary	Y	N
19 2nd 3	director	Y	N
19 2nd 4	executive board	Y	N
19 2nd 5	membership meeting	Y	N
19 2nd 6	other (specify)	Y	N

20 How are decisions made with in the group?

20.1	by chief/director	Y	N
20.2	by the executive board	Y	N
20.3	by consulting all group members	Y	N
20.4	by consulting local government authorities	Y	N
20.5	by consulting the elders	Y	N
20.6	by consulting other people (specify)	Y	N

21 Does the organization hold meetings of its members?

- 21.1 Yes, at least once a week
- 21.2 Yes, once a month
- 21.3 Yes, sometimes
- 21.4 No, never

22 The group is affiliated with

22.1	larger organizations	Y	N
22.2	national organizations or networks of organizations	Y	N
22.3	religious organizations	Y	N
22.4	political organizations	Y	N
22.5	international organizations or networks	Y	N
22.6	no type of organization	Y	N

23 Does the group maintain relations with the following kinds of organizations or groups?

23.1	local enterprises	Y	N
23.2	local NGOs	Y	N
23.3	local government authorities	Y	N
23.4	village groups	Y	N
23.5	clans or sub-clans	Y	N
23.6	international organizations and/or international NGOs	Y	N
23.7	local professionals	Y	N
23.8	professionals in other parts of Somalia	Y	N

24 Does the leader or other head of the group (leader, president, etc.) perform activities in other groups and/or organizations? Y N

25 What other groups of which you are aware are active in this area and conduct activities similar to yours?

- 25.1 Name of the group
- Activity
- Name of a contact person

25.2 Name of the group
Activity
Name of a contact person

SECOND PHASE: HOW TO SELECT THE GROUPS

Having compiled the Long List of all relevant groups in the area, it is time to proceed to the second phase in the group identification process, namely, the formulation of the so-called **short list** of only those groups that can be involved in rehabilitation programs.

We will use, as major selection criterion, the orientation to social innovation, but the procedure can be used also when other criteria are chosen.

To select from the Long List those groups that will end up on the Short List entails use of the self-administered forms in accordance with the procedure described in the next box.

The procedure consists in scoring, that is to say, the assignment of scores to all the groups, which will vary depending on whether they have or lack certain characteristics.

Using the orientation to innovation as the main criterion of selection, the following characteristics, chosen on the basis of the above-cited CERFE study (specifically, see Chapters 10 and 11 of the final report), are proposed:

- presence of qualified human resources;
- presence of female human resources;
- presence of human resources from different areas of Somalia;
- presence of leadership with membership in various networks;
- availability of communications equipment;
- presence of democratic decision-making mechanisms ;
- continuity of group life;
- affiliation with larger organizations and/or national and international networks;

- availability of social capital³;
- group involvement in different sectors with specific and general objectives.

It is important to note that there are some group characteristics that are not indicative of an orientation to social innovation and that, therefore, are not adjudged relevant for the selection of shorted-listed groups. Any group may have such characteristics, whether it is oriented to social innovation or not. Other characteristics (like access to credit) are so rare among Somali groups as not to be considered determining. Nonetheless, it seems like a good practice, even if it is just for purposes of description, to note other group characteristics which were indicated in the self-administered forms.

**BOX - WHAT IS NOT RELEVANT FOR PURPOSES OF
DEVELOPING THE SHORT LIST**

Preparing the Long List is the first step in preparing a list of groups with an actual orientation to social innovation.

Some characteristics that groups may have are not discriminating for purposes of the fact that they are, or are not, innovators. These characteristics are the following:

- Possession of a facility (office, workshop or storage facility)
- Availability of financial resources
- Capacity to interact with local government, village communities and clan structures
- Group's organizational complexity

We do not mean to say that these characteristics are not important for the life of the group. Nor do we mean to suggest that a group possessing them will not be facilitated in carrying out its activities. But CERFE's research has shown that the fact that a group possesses the above-cited characteristics does not indicate that it also has an orientation to social innovation. This is the reason these characteristics are excluded from the system of indicators for selecting groups to include on the Short List.

³ This concept refers to the entire set of social and economic ties an individual or a collective actor keeps and develops. In the framework of post-war Somalia, social capital seems to be particularly relevant, taking into account that conflict drastically reduce the available social capital (i.e. tend to dismantling the social fabric), so that its reconstruction becomes an important step in peace-keeping and rehabilitation process.

A Short List is generated once the responses from the various groups have been scored and those groups have been selected that exceed a given threshold.

In the Box below, the procedures to follow for calculating the score in order to select the innovative groups are presented. Similiar procedures can be used by adopting other criteria for selection.

BOX - HOW TO CALCULATE THE SCORES FOR THE SHORT LIST

Once the Long List has been prepared, it is possible calculate the scores to establish which of the identified groups constitute "Organized Groups" or "prima facie innovators".

The principle is as follows: we must establish whether or not the group possesses certain characteristics (revealed by CERFE's research). The characteristics number 10 in all; a group may be considered organized if it exceeds the indicated thresholds in at least 8 cases.

Presence of qualified human resources

The questions on the form that deal with this item are question 14 through 17. Award 1 point for a Y response to question 14, question 15 and question 16. The calculation of points for question 17 is a little more difficult in that the response must be assessed in qualitative terms, that is to say, whether was stated actually corresponds to technical skills of some importance. For example, if it turns out that the group includes, let us say, electricians or plumbers, that is to say, specialists who can perform specific work which are not present — to the best of our knowledge — in large numbers in rural Somalia, then 1 point may be awarded for question 17.

After awarding points for each of the questions, the scores of all are totaled together. If the total is > 2 , the group in question should be considered to have qualified human resources.

Presence of female human resources

Question 12 addresses this issue. If the response is 12.2 or 12.3, the group may be considered to have female human resources.

Presence of human resources from other parts of Somalia

Question 13 addresses this item. A response of Y indicates that the group has human resources from other parts of Somalia.

Leadership involved in other networks

Question 24 deals with this issue. A response of Y indicates that the group's leadership is involved in other networks.

Availability of communications equipment

Question 18 treats this subject and, more specifically, responses 18.5, 18.9, 18.10 and 18.11. If the group has at least one of these four kinds of equipment, the group may be said to possess communications equipment.

Presence of collegial decision-making processes

The questions addressing this issue are Question 19 2nd and 20. A score of 1 point is awarded for question 19 2nd if the response is 4 and/or 5. In the case of question 20, one point is awarded for 20.2 and/or 20.3. If the total score is > 2, it may be concluded that the group takes decisions collegially.

Continuity of group life

Question 21 on the form regards this question. If one of the first two methods is indicated in the response, the group may be considered to have continuity in its organizational life.

Affiliation with larger national or international groups

The question on this subject is Question 22. A response of at least 22.1, 22.2 or 22.5 indicates that the group is affiliated with larger national or international organizations.

Availability of social capital

This item is handled by Question 23. If the response to 23.1 is Y, 1 point is awarded. Likewise for responses to 23.2, 23.6, 23.7 and 23.8. If the score > 2, the group may be considered to possess social capital.

Group involvement in different intervention sectors with specific and not general objectives

Question 6 and Question 7 deal with this issue. If the response to Question 6 is Y and the (open) response to Question 7 confirms or, at least, does not contradict the fact that the group intervenes in a variety of sectors with non-generic objectives, it may be concluded that the group possesses a characteristic relevant for inclusion on the Short List.

At this point, it is simple to calculate each group's total score. Each time a group has one of the above-cited characteristics, it receives one point. If the group's total score > 8, it may be included on the Short List.

THIRD PHASE: HOW TO CONDUCT AN IN-DEPTH STUDY OF THE GROUPS

A. The Operating principles

Once the short list has been compiled, it may be necessary to do a **brief in-depth study** of the included groups in order to identify those with which to initiate a collaborative relationship.

What it seems to be important is the **identification of some principles or criteria** through which the final selection can be made. These principles can vary considerably from case to case. Often, a simple direct contact with the group's leaders could provide sufficient information for selecting the groups to involve.

However, in order to clarify how the in-depth study can be made, we present a procedure relying on the four "Operating Principles", to be used for selecting the groups open to innovation. Obviously, this procedure can be changed by using other principles.

In the four sub-paragraphs below, we will describe in detail the operating principles and the indicators that may be derived from using them. We should also remember that these principles are derived from CERFE's research and are, therefore, the product of observation of collective action in Somalia.

A.1. First Operating Principle: select the group already socially productive

Many of the groups now in Somalia frequently find themselves carrying out a wide variety of public functions: production and management of public goods and services, income generation, infrastructure operation and maintenance, reformulation of new rules

in various economic and social fields, etc. This suggests that the guiding criterion for selecting them is **social productivity**, meaning the potential or actual ability of the groups studied to have a significant impact on their environment. A group's social productivity has little to do with the commitment expressed by its leaders and much more with objective factors (available resources, position in local networks, ability to mobilize, the social status afforded the leaders, etc.). We might say that application of this principle primarily involves **further screening** of the groups on the basis of their objective social and economic "weight" locally. From an operational standpoint, information should be obtained on the aspects listed in the box below.

1. group involvement in different intervention sectors, with specific and not general objectives
2. existence of leadership involved in different networks;
3. the tendency to link group action to general objectives and principles that transcend the merely technical;
4. a regular group life;
5. affiliation with larger organizations and/or national and international networks
6. presence of qualified human resources
7. access to communications equipment (telephone, radio transmitter, automobile)

A.2. Second Operating Principle: select the group having a good "cognitive capital"

In general, when evaluating a collective entity, the tendency is to assess its material, technical and physical resources. To some extent, such resources can be seen as the principle factor in the success, independence, solidity and operating capacity of an aggregation.

However, as we mentioned, at least in Somalia, while access to such resources remains important, it is not at all a determining factor either

for judging a group's past or assessing its future prospects; and this is not solely because in post-war Somalia resources do not necessarily flow to the most active or capable subjects, but mainly because much of the groups' opportunity to have an effect revolves around their ability to innovate socially, which is much more tied to the educational level, technical skills and communication skills of group members (that is, its "cognitive capital") than to its physical and material resources.

On the basis of this principle, the indicators in the box below are highly significant in the selection of groups.

1. presence of university graduates in the group
2. presence of people with professional skills (technicians, specialized workers, etc.)
3. willingness/ability to mobilize outside collaborators; existence of stable or at least regular relations with individual professionals and/or networks of professionals; acquisition of new scientific knowledge by hiring personnel in the last 24 months; formation in the last 12 months of new relations with individual professionals or groups of professionals
4. existence of training activities within the group, acquisition of new scientific knowledge through training and/or updating activities in the last 24 months; participation of group members in outside scientific and/or technical training initiatives in the last 24 months
5. acquisition of new technical skills in the last 24 months
6. frequent acquisition in the course of the last 24 months of foreign scientific and technical journals
7. frequent acquisition in the course of the last 24 months of foreign scientific or technical books
8. regular acquisition of Somali magazines and/or newspapers
9. frequent acquisition of foreign magazines and/or newspapers

10. installation of communications tools (radio, telephone) frequently employed, in the course of the last 12 months to obtain information⁴
11. presence of persons who speak foreign languages; ability of management personnel to speak at least one foreign language
12. participation of group members in foreign language courses during the last 12 months
13. planning of scientific and technical training activities
14. planning for the acquisition of new sources of scientific and technical information

A.3. Third Operating Principle: select the most effective groups

CERFE's research has revealed that the potential for social innovation is, although to different degrees, **evident in almost every type of social aggregation** in Somalia, and not just in the most visible groups or those that are most involved in the development programmes of international aid agencies (such as NGOs). This led to the formulation of a third operating principle by which groups are evaluated not on the basis of their extrinsic characteristics, how they describe themselves or pre-set typologies, but rather **on the basis of what they do** and, above all, on the basis of the effectiveness of what they do.

The box below shows some of the criteria that may be useful in this regard.

1. presence of an actor in the organization with responsibility for making operational decisions
2. existence of formal decision-making processes; presence of democratic-style decision-making mechanisms
3. existence of direct management of natural resources and infrastructure

⁴ This indicator is also useful in applying the first principle.

4. activities aimed at raising funds (fund raising, commercial activities, etc.)
5. planning of medium- or long-term investments
6. formulation of action plans for the future
7. expression of opinions about current local conditions and the carrying out of concrete activities to change them
8. introduction of activities for the production of goods and/or services that were not previously present or known
9. implementation in the course of the last 24 months of new forms of organization not present/known locally; implementation in the course of the last 24 months of new organizational methods, even regarding forms that already exist (such as cooperatives), that are not locally present/known
10. participation in the definition/construction of public records (of companies, NGOs, land deeds, etc.); participation in the management of public records (of companies, of NGOs, of land deeds, etc.); participation in the formulation of agreements between actors regarding the functioning of productive and commercial activities (for example, new rules for the production and distribution of farming products)

A.4. Fourth Operating Principle: evaluate the groups on the bases, not only of the quality of the leadership, but also of the quality of its membership and partnership relationships

Organized groups with an inclination to social innovation not only have high-quality leadership but also **more women members, more subjects from different parts of Somalia and collegial methods of managing group life.**

In addition to leadership and membership, attention must be focused on the **extent, quality and intensity of the partnerships** the group maintains with other individual and collective subjects and that, in their entirety, represent its social capital.

Therefore, the following indicators may be used to select groups.

1. significant presence of women in the group (especially among its leadership)
2. presence of human resources from different parts of Somalia
3. large number of contracting agencies/clients (at least differentiation among numerous international development organizations and/or local bodies); existence of stable or in any event ongoing relations with numerous international development agencies (UN, NGOs, etc.)
4. willingness/ability to mobilize outside collaborators; existence of stable or at least regular relations with individual professionals and/or networks of professionals / formation in the last 12 months of new relations with individual professionals or groups of professionals⁵
5. effective ability to utilize equipment belonging to other actors

B. What sources, tools and procedures to use in studying the groups

In the preceding paragraph we looked at the information needed to evaluate whether short-listed groups are actually innovative. Now we will look at how to carry out this evaluation in practice.

For this purpose, three issues should be considered:

- what information sources to consult;
- who technical instruments to use in the consultation of these sources;
- what procedures to adopt in the search for such information.

B.1. Sources

Many different sources and kinds of information can be used in this phase.

⁵ These three indicators are also useful in applying the second principle.

Recourse to a variety of sources to obtain information on the same subject (the group) is essential, if for no other reason that each represents for the investigator a "different observation point" which allows the information collected to be verified through cross-checking.

In practice, the following sources will be used.

- **Members of the groups on the Short List.** They will provide information about themselves and the group they are part of. Obviously, they are aware of things that no one else knows and, for this reason, represent an irreplaceable source. For the same reason, however, there is a real possibility that they may omit or distort some information (if not provide false information). For this reason, even though it is critical, the information they furnish must be — to the extent possible — supplemented and compared with that from other sources.
- **The qualified informants (QIs).** We use the term QIs for referring to the key persons to contact in the in-depth study of the groups (while we use the term KPs for those to contact in their identification). As the KPs, also the QIs are those persons who, because of their activity or position within the community, know the group, its activity and history. QIs may be:
 - * elders;
 - * workers for international organizations or international NGOs;
 - * Representatives of the local authorities (regional commissioner, etc.);
 - * local professionals;
 - * other important persons at the local level.

As we see, as a result of the difference in subject on which they must be queried there is not a total correspondence between the KPs interviewed during the phase of group identification and the QIs to be consulted during the in-depth study phase.

- **Direct observation of the groups.** Direct observation of the groups is a very important information source in this phase. It must be accomplished using a "controlled" procedure to discern the presence of certain instruments, goods and equipment and to verify certain

phenomena and/or events (for example: the availability or lack of an office; whether or not there are technical structures; whether it is frequented by group members or not; the type of participation during group meetings; etc.).

B.2. Technical instruments

The technical instruments are the tools used to obtain from the chosen information sources the information needed for the study. The technical instruments comprise:

- questionnaires for group members;
- questionnaires for QIs;
- observation grids.

Each technical instrument is to be used on basis of its own set of rules.

The **questionnaires for group members and QIs** are administered during interviews. The questionnaires are "semi-open" and contain some "closed" questions (that is, questions with predefined answers) and some "open" questions (that is, questions with no predefined answers). The questions in both questionnaires are virtually identical since, in general, information on the same subjects is sought from both information sources.

However, there are two important differences between the questionnaire for group members and that for QIs:

- the first, and fairly obvious difference, is in the formulation of the questions; in one case, the questions are posed of persons who speak of a group of which they are a member; in the other, questions are addressed at persons who are speaking of a group to which they do not belong;
- the second difference is that QIs are asked fewer questions since some aspect of group life are, in all probability, unknown to non-members.

The **observation grids** appear to have the format of a questionnaire since they comprise questions that must be answered; however, they are filled in, not on the basis of an interviewee's responses, but on the basis of observation and, therefore, on the observer's objective observation (for example, if the group's office has office equipment, one must answer "yes" to the corresponding question only in the case that the observer has observed the existence of such material). In other words, the information is collected directly by the observer without passing through the "mediation" of individuals who, obviously, may have their own interests or viewpoints and, in any case, may not know about certain facts or events. Obviously, observation provides a more certain source than the other methods, but it also furnishes less information, since much information about the group escapes direct observation (such is the case regarding members' opinions of the groups or the date the group formed, to provide two examples).

In addition to providing detailed information on group characteristics, the questionnaires and observations allow verification of the accuracy of information provided by group representatives filling in the self-administered form we spoke of at the beginning of the chapter. When there are discrepancies in the information, obviously, the information obtained through interviews and direct observation.

BOX - WHAT TO ASK WHOM

The table at the end of the main text contains a synopsis of the operating principles, indicators, sources and technical instruments to use during the group study phase.

With regard to the preparation of the questionnaire, it is appropriate to provide some practical indications regarding certain minimum characteristics.

- a. Each questionnaire or observation grid must be referable to a specific group
- b. Each questionnaire or observation grid must be referable to who obtained the information
- c. Each questionnaire or observation grid must record when the interview took place

d. Every time information about events is requested (from actions realized by the group to the date the group was founded), care must be taken to specify the following information about such events:

- Who were the actors involved
- What happened
- Where did the events take place
- When did they occur
- What were the important steps that took place

B.3. Procedure

As we saw at the beginning of this paragraph, the reason for using various sources is that, in light of the type of study at hand, the information obtained must be cross-checked whenever possible.

The procedure for administering the technical instruments, therefore, must comply with this requirement. In this regard, we recommend:

- a. interviewing a member of every group on the Short List, using the apposite questionnaire;
- b. check the questionnaire to identify the information requiring confirmation or cross-checking;
- c. eventually interview a QI in order to verify the information obtained from interviews with group members;
- d. identify unclear questions, that is, those that are not clarified even after cross-checking;
- e. conduct the observation (in the course of which the questions that are still unclear may be considered).

BOX - WHO SHOULD CONDUCT THE SURVEY

The identification of the groups and study of the selected groups must be conducted by a team. It is important that the team leader be:

- involved in the project on behalf of the donors (or potential donors);
- a sociologist or, at least, have training in the social sciences field
- an expert in the rural setting.

All three of these characteristics are important. The fact of the team leader being involved in the project ensures that the study will be conducted keeping in mind the information that is being sought (to identify groups to involve in the project). Being a sociologist, or being knowledgeable in the field of social research, is also a fairly obvious condition, given that the criteria for the study of the groups are based on that discipline. Experience in the rural setting, obviously, is associated with the fact that both the contents and the logistical aspects of the study are dependent on the setting in which the study will be conducted. For example, as regards contents, we may consider the influence of an organization's rural origin on its effectiveness, on the way groups are organized, on the effect of organizational limitations that must be handled, and on the rationale of different farming systems. As regards logistical aspects, we may consider, on the other hand, what influence the rural setting has on the study as regards such matters as how interviews are conducted, the timing of operations, etc.

The other team members do not have to have the same characteristics as the leader, but other ones. It is advisable that they be persons from the area where the study is conducted. Obviously, they must be people who can communicate with local populations and project staff (who often include foreigners). In addition, these people must know how to read and write well in all the working languages (for example, Somali and Italian, or Somali and English). It is not strictly necessary that they have a university degree, even though the characteristics mentioned above are normally possessed by well-educated people (for example, with a secondary school education).

C. How to process and interpret the information obtained

Having collected information on the groups, it is now necessary to process and interpret it as part of the evaluation of the groups.

The question that must be answered in this phase is: "To what extent do organizations on the Short List correspond to the operating principles we choose?".

Therefore, the challenge is to establish criteria to measure the degree of correspondence.

To this end, it may be useful to summarize in a synoptic table the operating principles, sources and technical instruments used in the in-depth study. In this way, we can set up an ideal "model" of the groups to involve in our rehabilitation programs. The degree of correspondence of a given group on the Short List with the operating principles will thus be higher the more its characteristics resemble those in the model.

In order to explain the procedure, at the end of the main text of an ideal model of group, based on the selection criterium of social innovation) is provided.

As we can see, the group characteristics to consider, sources to consult and technical instruments to use in consulting such sources are specified for each operating principle.

The characteristics can be identified in the synoptic field using a code comprised of an identification number based on the number of the appropriate operating principle (I, II, III or IV) and a number corresponding to one of the characteristics of the group linked to the operating principle. For example, the 5th item of the IV operating principle that is called in the synoptic field "Effective ability to use equipment belonging to other subjects" may be indicated using the code "IV5".

On the whole, the items in the synoptic field are the ideal "model" of a group with an orientation to innovation.

We should note that not all the characteristics in the model have the same value: some, in fact, are more important than others.

For this reason, within the model, sets of characteristics must be distinguished on the basis of their importance.

The **first set** comprises the characteristics of the group previously obtained through the self-administered forms.

The **second set** of characteristics is composed of those that, in the synoptic field, correspond to the codes IV3 and IV5.

The remaining characteristics comprise the **third set**.

The first two sets are the most important; generally speaking, therefore, the characteristics included therein should be present in the groups selected for involvement in development programs. With regard to the third set of characteristics, they are less likely to be present in a group. It is obvious, however, that they have some importance and thus merit consideration in the selection of groups.

BOX - SUMMARY SCHEME OF THE PROCEDURE

- a Identification and consultation of local archives
- b Consultation of KPs
- c Preliminary Long List
- d 1st administration of the forms
- e (2nd administration "Snowballing")
- f Final Long List of Groups
- g Scoring of Groups on the Long List
- h Short List
- i Study of Groups on the Short List (through application of the 4 operating principles)

Synoptic Field of the Operating Principles, Phenomena/characteristics, Sources and Technical Instruments*

OPERATING PRINCIPLES	PHENOMENA/CHARACTERISTICS	SOURCES	Technical Instruments			
			QM	QIQ	GOBS	AUTO
I Operating Principle: select the group already socially productive	1. Group involvement in different intervention sectors, with specific and not general objectives	Members	X	X		X
	2. Existence of leadership involved in different networks	Members, IQ	X	X		X
	3. the tendency to link group action to general objectives and principles that transcend the merely technical	Members	X			
	4. A regular group life	Members	X			X
	5. Affiliation with larger organizations and/or national and international networks	Members, IQ	X	X		X
	6. Presence of qualified human resources	Members, IQ	X	X		X
	7. Access to communications equipment (telephone, radio transmitter, automobile)	Members, IQ, Obs	X	X	X	X
II Operating Principle: select the group having a good "cognitive capital"	1. Presence of university graduates in the group	Members, IQ	X	X		X
	2. Presence of people with professional skills (technicians, specialized workers, etc.)	Members, IQ	X	X		X
	3. Willingness/ability to mobilize outside collaborators; existence of stable or at least regular relations with individual professionals and/or networks of professionals; acquisition of new scientific knowledge by hiring personnel in the last 24 months; formation in the last 12 months of new relations with individual professionals or groups of professionals	Members, IQ	X	X		X

* Legend:

- Members - Groups' members
- IQ - Qualified Informants
- Obs - Direct observation
- QM - Questionnaire for groups' members
- QIQ - Questionnaire for Qualified Informants
- GOBS - Observation Grid
- AUTO - Self Administered Form

	9. Implementation in the course of the last 24 months of new forms of organization not present/known locally: implementation in the course of the last 24 months of new organizational methods, even regarding forms that already exist (such as cooperatives), that are not locally present/known	Members, IQ, Obs	X	X	X	X
	10. Participation in the definition/construction of public records (of companies, NGOs, land deeds, etc.); participation in the management of public records (of companies, of NGOs, of land deeds, etc.); participation in the formulation of agreements between actors regarding the functioning of production and commercial activities (for example, new rules for the production and distribution of farming products)	Members, IQ	X	X		X
IV Operating Principle: evaluate the groups on the bases, not only of the quality of the leadership, but also of the quality of its membership and partnership relationships	1. Significant presence of women in the group (especially among its leadership)	Members, IQ, Obs	X	X	X	X
	2. Presence of human resources from different parts of Somalia	Members, IQ	X	X		X
	3. Large number of contracting agencies/clients (at least differentiation among numerous international development organizations and/or local bodies); existence of stable or in any event ongoing relations with numerous international development agencies (UN, NGOs, etc.)	Members, IQ	X	X		X
	4. Willingness/ability to mobilize outside collaborators; existence of stable or at least regular relations with individual professionals and/or networks of professionals / formation in the last 12 months of new relations with individual professionals or groups of professionals ²	Members, IQ	X	X		X
	5. Effective ability to utilize equipment belonging to other actors	Members, IQ	X	X		

² These three indicators are also useful in applying the second principle.

APPENDIX 1

An example of the questionnaire to administer to QIs and group members

This appendix shows some examples of questions to ask QIs and group members in the framework of the in-depth study. The prospectus set out above gives an idea of what information on the groups will be obtained using the different technical instruments. In the first approximation the questions posed in the self-administered form are asked again in the same form also in the questionnaires for QIs and group members (we recall that asking the same question of different subjects, or in different contexts, serves to verify information). Thus, for the sake of brevity, we can include here only those questions on group characteristics about which there were no questions in the self-administered form (it is to stress that most of them refer to the first operating principle; this is the reason why no questions are listed here below under the heading "Operating principle I).

The questions are ordered according to the operating principle they refer to.

Generic questions

- Name of the organization
- Location of the organization (city/village; district)
- Name of the person interviewed
- Position and functions in the organization
- Age
- Gender
- Educational level
- Name of the interviewer

Operating principle II

Are there people who work for your organization without being members of it?

- Yes
- No
- I do not know

If yes, may you indicate how many are they and what is their charge?

Total number:

Number	Position	Charge/role	Education
(...)			

Has the number of external people working for your organization changed during the last two years?

- Yes
- No
- I do not know

Does your organization have any relationship with Somali professionals?

- Yes
- No
- I do not know

If yes, please specify if they are:

- individual professionals
- groups of associated professionals
- firm offering professional services
- Other (specify) _____

If yes, specify which kind of relations⁶, if they are in the framework of common projects or activities and if these relations have been acquired in the last 12 months

Professional or group of professionals	Origin of the professional or of the group	Kind of relations	Project or activity (common or not)	Place(s) where these activities were implemented	In the last 12 months Y/N

⁶e.g.: information, procurement of services and goods, financial, co-operation in the implementation of activities, etc.

Is any activity organized for training the members of your organization?

- Yes
- No
- I do not know

If yes, please specify

- "on the job" training
- apprenticeship period (on the job training with a tutor)
- specific activities for scientific and technical training of the organisation's members
- I do not know
- Other

Could you tell the number of the people who attended, in the last 24 months, courses for being trained on scientific and/or technical matters (also organised by international organisations or other organisations)? (A.8.8)

- Yes Number
- No
- I do not know

Does your organization foresee, in the next future, to organize, or to make its member participate in any training activities?

- Yes
- No
- I do not know

Has the organisation acquired, in the last 24 months, new technical skills and/or new scientific knowledge?

- Yes
- No
- I do not know

If yes, please specify how

- new personnel has been hired
- specific training activities have been held
- visits in other places have been organised
- by studying technical books and reviews
- Other (please, specify)

Does your organization have one or several of the following sources of information on Somalia or other countries? If yes, please specify also when they have been acquired

	Yes/No	Approximate date of the acquisition (month/year)	description (number of available items, further information)
foreign newspapers			
foreign magazines			
foreign books			
foreign scientific and technical books			
foreign scientific and technical reviews			
Somali newspapers			
Somali magazines			
Somali books			
transmitting radio			
radio			
television set			
Other (please, specify)			

These communication tools belong to:

- individual members
- the organization
- other groups/organizations (specify) _____
- I don't know

Does your organization have access to telephone set and/or transmitting radio systems?

Yes No

Does your organisation plan to acquire new books and reviews on scientific and technical issues?

- Yes
- No
- I do not know

If yes, could you make some example?

Are there members of your organization able to speak foreign languages?

Language	Position and charge of the person in the organization
English	
Italian	
Arabic	
Other (specify)	

How many members of the organisation began to learn foreign languages in the last 12 months?

Operating principle III

Who appoints your organization management?

Who is charged of taking decisions connected to the ordinary activities of your organization?

Apart from those already mentioned, are there other actors who have a say on decisions concerning your organization?

- other members of the organization
- all the members of the organization
- the clients
- the creditors (who provided the money for starting the activity)
- the local administration
- the local political groups
- the family of the person managing the organization
- important families in the places where activities are carried out
- the clan
- other _____

Could you say in which kind of decisions these external actors are somehow involved?

INFORMATION ON CURRENT ACTIVITIES (From these information on the ongoing activities could be taken some of the information needed about functions, innovative action and so on)

Which are the most important on going activities carried out by your organization?

Name/type of activity _____
Starting date _____
Duration (foreseen) _____
Place _____

Please specify the goals and actions of each of the above mentioned activities (following the specified order)?

Please specify for each activity the source and the amount of funding (if self-financed, if financed by other actors; by whom)?

Does your organization collaborate with any other local / national / international actors in carrying out these activities?

- Yes
- No
- I do not know

If yes, please specify the names of these organisations

Who are the beneficiaries of the activities?

May you tell what is the beneficiaries opinion about these activities?

To what extent the activities are achieving their defined goals?

What are the main outcomes of these activities?

What are the major problems emerged during the implementation of these activities?

Can you tell what is the general opinion of your organization about these activities?

INFORMATION ON PAST ACTIVITIES (they are very similar to the questions about on going activities)

Which were the 5 most important activities carried out by your organization in the past?

Starting date and duration _____

Place _____

(...)

Are there, at present or in a short time, financial resources available for your organization?

- Yes
- No
- I do not know

If yes, these financial resources consist of:

- cash
- bank accounts (abroad)
- bonds (abroad)
- shares (abroad)
- other resources (specify) _____

If yes, what are the sources of these financial resources?

- credit
- membership fees
- fund raising from international agencies/NGOs
- self-financing (specify the modalities) _____
- commercial activities
- other (specify) _____

Examples.

Has any activity been planned by your organization for the next future?

- Yes
- No
- I do not know

If yes, specify

Does your organization foresee to make investments in the medium and/or long term?

- Yes
- No
- I do not know

If yes, please specify type, dimension and goals of the investments

Does your organization have any specific idea or have defined any statement on the current situation of Somalia and on its perspectives? (e.g. ideas on what is necessary or should be done, which are the most important goals, what can be expected to happen, etc.) (- 5.4.)

- Yes
- No
- I do not know

If yes, please specify

Have these ideas and/or statements been expressed in a public way?

- Yes (please, specify how) _____
- No
- I do not know

In the last 12 months, have you started to carry out activities, actions and/or operations in places where you were not present before?

- Yes
- No
- I do not know

If yes, could you tell if these places were:

- in the same district in which you already operated
- in Somalia
- abroad
- I do not know

Are there in this territorial area (district) other organizations working in the same field or that are carrying out activities similar to those of your organization?

- Yes
- No
- I do not know

If yes, specify the organisation(s) (A.1.1)

When you began to operate in the district(s) in which you are currently present, were there other organisations already working in the same field(s), or carrying out activities similar to yours?

- Yes
- No
- I do not know

If yes, could you specify the organisations and their activities?

Has your organisation participated, in the last 24 months, in setting up some new local associations?

- Yes
- No
- I do not know

If yes, could you specify the type and the name of the association and who are its members?

Type	Name of the association	Who are the members
co-operatives		
consortium		
credit unions		
chambers of commerce		
Other (please, specify)		

(If yes) The above mentioned associations did not exist before because:

	Nobody had thought before to set up such associations	Although it was widespread the idea that such organisations were needed, nobody had begun to set up them yet	I do not know
co-operatives			
consortium			
credit unions			
chambers of commerce			
Other (please, specify:			

Does your organisation belong to some association/committee/consortium or similar groups?

- Yes
- No
- I do not know

If yes, please specify what organization and, if it is the case, when this organization was founded?

Has your organisation ever participated to the establishment and keeping of public registers, such as one of the following?

- land register
- register of firms
- register of NGOs
- register of local professionals
- others (specify) _____
- No
- I do not know

If yes, could you specify the register, the period in which registration activities began, and the role played by your organisation in the process?

Has your organisation ever participated in activities aimed at regulating particular sectors of economic, politic and social life , such as one or various of the following?

- setting up of electoral rules
- election of local authorities
- setting up and management of market places
- setting up of public security rules
- setting up of rules regarding the use of infrastructures
- setting up of rules regarding the production and marketing of goods
- setting up agreements for the regulation of commercial activities
- setting up agreements for the regulation of the production of goods and provision of services
- setting up agreements for the management of public services
- setting up agreements for the management of public services
- setting up agreements for the management of private services
- setting up agreements for the regulation of the relations with international organisations and NGOs
- other (specify) _____
- No
- I do not know

If your organisation did carry out such activities, could you describe them?

Has your organisation promoted activities aimed at establishing collaboration or other kind of relations between two (or more) of the following actors?

- local authorities
- national authorities
- international organisations
- women's groups
- technicians
- farmers
- Other (please, specify)

-
- No
 - I do not know

Were these kind of relations already existing when your organisation began to strengthen them?

- Yes
- No
- I do not know

Operating principle IV

Are there women in your organization?

Yes No I do not know

If yes, How many women are there in your organization?

How many are the clients which your organization serves?

Does your organization have any relationship with international agencies or NGOs?

- Yes
- No
- I do not know

If yes, specify which kind of relations⁷, if they are in the framework of common projects or activities and if these relations have been acquired in the last 24 months

Organisation	Kind of relations	project or activity (common or not)	Place(s) where these activities were implemented	In the last 24 months Y/N

Does your organization have any relationship with administrative authorities in this district or in other places in Somalia?

- Yes
- No
- I do not know

If yes, specify which kind of relations⁸, if they are in the framework of common projects or activities and if these relations have been acquired in the last 12 months

Administration	Kind of relations	project or activity (common or not)	Place(s) where these activities were implemented	In the last 12 months Y/N

Does your organization have any relationship with other Somali organizations/ groups/companies (in this district or other places in Somalia)?

- Yes
- No
- I do not know

⁷ e.g.: information, procurement of services and goods, financial, co-operation in the implementation of activities, etc.

⁸ e.g.: information, procurement of services and goods, financial, co-operation in the implementation of activities, etc.

If yes, specify which kind of relations⁹, if they are in the framework of common projects or activities and if these relations have been acquired in the last 12 months (-1.) (A.5.3; A.5.6)

Organisation	Kind of relations	project or activity (common or not)	Place(s) where these activities were implemented	In the last 12 months Y/N

Does your organization have any relationship/contact with the Elders' committees at local level (in this district or other places in Somalia) ?

- Yes
- No
- I do not know

If yes, where?

- in the district
- in other places (specify) _____

If yes, may you briefly describe these relationships and contacts (e.g.: object, frequency)?

Could you tell what is the number of people and what are the groups located in other parts of Somalia or in other countries with which your organisation has established contacts in the last 24 months ?

What are the main equipment and assets (including real estate) available for your organization in making its activities? (Please, specify also the ways in which the organization is entitled to these assets and equipment, and the location of the equipment)

Equipment/assets	Ownership or Utilization Title	Location	Provenance
(...)			

⁹e.g.: information, procurement of services and goods, financial, co-operation in the implementation of activities, etc.

In case of necessity, can your organisation rely on equipment and/or other assets provided by other organisations?

- Yes
- No
- I do not know

If yes, could you specify?

Equipment/assets	Provider	Modality of the provision (e.g. loan, rent, sharing, etc..)	Occasion in which the event occurred
(...)			

APPENDIX 2

An example of information to be collected through the observation grid

This appendix offer an example of information that could be collected through the observation grid used in the framework of the in-depth study.

- | | | |
|---|---------|----|
| • How many rooms the headquarters is composed of? | N. | |
| • Is the headquarters supplied with power | Yes | No |
| • Is there a fence enclosing the headquarters? | Yes | No |
| • Is there a meeting room? | Yes | No |
| • Are there rooms for office work? | Yes | No |
| • Are there tables? | N. | |
| • Are there chairs ? | N. | |
| • Are there shelves? | N. | |
| • Is there a telephone set? | Yes | No |
| • Is there a radio ? | Yes | No |
| • In the headquarters, are the following documents available: | | |
| - Somali newspaper | Yes | No |
| - Foreign newspapers | Yes | No |
| - Somali magazines | Yes | No |
| - Foreign magazines | Yes | No |
| - Somali books | Yes | No |
| - Foreign books | Yes | No |
| - Documents concerning other organisations | Yes | No |
| - Other (please, specify)..... | | |
| • In the headquarters, are there office equipment such as: | | |
| - typewriters | Yes | No |
| - Computers | Yes | No |
| - Files and file boxes | Yes | No |
| - stationery | Yes | No |
| - Blackboards | Yes | No |
| - bulletin board | Yes | No |
| - calendars | Yes | No |
| - wall clock | Yes | No |
| - phone book | Yes | No |
| - Other (please, specify)..... | | |

- Cars N. ...
- Bicycle N. ...
- Motorcycle N. ...
- Trucks N. ...

- Other means of transportation for people and/or goods
Please specify N. ...
- Working tools
Please specify N. ...
- Work animals
Please specify N. ...
- Storage area for tools
N. Location
- Storehouse for inputs (fuel, seeds, etc..)
N. Location
- Finished goods storehouse and/or goods-in-process storehouse
N. Location
- Generators
N. Location
- Repair shop
N. Location
- Garage
N. Location
- Workshops
N. Location
- Work in progress observed Yes No

- Are there others organisation real estate and structure (for instance,
the fields were cultivation is held)
Location..... Yes No

- Are there organisation's members who speak foreign languages? Yes No

- Automobile or other vehicle, farm machinery, industrial equipment,
other professional tools, radio telephone, computer, other equipment

ANNEX 2

**List of groups censused
in the area covered by the project
(Shabelle Valley)**

Number	1
CODE	BA034IT
Name of group	Black Smith Group of Balad
District	Balad
Type of group	Trade and craft association
Prima facie innovators	No
Gender	Male
Activity sector	Production
Number of members	17
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	2
CODE	BA038IT
Name of group	Somaltex safeguarding group of worker
District	Balad
Type of group	Trade and craft association
Prima facie innovators	Yes
Gender	Male
Activity sector	Safeguard of an industrial plant
Number of members	130
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ²	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

² Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	3
CODE	BA031IT
Name of group	Women Indigenous Hand-Craft Group
District	Balad
Type of group	Self-help group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Support to women
Number of members	30
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ³	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

³ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	*4
CODE	BA019IT
Name of group	Teacher's organization of Balad
District	Balad
Type of group	Professional group
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Education
Number of members	43
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁴	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁴ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	5
CODE	BA0371T
Name of group	Agronomy professional group of Balad District
District	Balad
Type of group	Professional group
Prima facie innovators	Yes
Gender	Male
Activity sector	Counseling in agricultural development
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁵	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

⁵ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	*6
CODE	BA002IT
Name of group	Somali Community Development Association (SOCDA)
District	Balad
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Rehabilitation and construction of agricultural and productive infrastructure
Number of members	3
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁶	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

⁶ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	7
CODE	BA003IT
Name of group	Amaana Multi-Purpose Development Association
District	Balad
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Agricultural development, rehabilitation of infrastructure
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁷	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁷ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	8
CODE	BA005IT
Name of group	Globe Voluntary Organization Balad
District	Balad
Type of group	NGO
Prima facie innovators	Yes
Gender	n.s.
Activity sector	Rehabilitation and construction of infrastructure; peace-keeping
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁸	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁸ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	9
CODE	BA010IT
Name of group	General Promotion, Balad
District	Balad
Type of group	NGO
Prima facie innovators	No
Gender	n.s.
Activity sector	Agricultural rehabilitation
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁹	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

⁹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	10
CODE	BA011IT
Name of group	OPSG Organizzazione per lo sviluppo generale GORGOR
District	Balad
Type of group	NGO
Prima facie innovators	Yes
Gender	Male
Activity sector	Rehabilitation and construction of infrastructure
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁰	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

¹⁰ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	11
CODE	BA016IT
Name of group	Taytaley Development Organization
District	Balad
Type of group	NGO
Prima facie innovators	No
Gender	Male and Female
Activity sector	Rehabilitation and construction of infrastructure
Number of members	8
People coming from other parts of Somalia	No
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹¹	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

¹¹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	12
CODE	BA018IT
Name of group	Al Helal General Development Organization
District	Balad
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Support to local development
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹²	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

¹² Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	13
CODE	BA020IT
Name of group	Gurmad Relief and Development Association
District	Balad
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Rehabilitation and construction of agricultural and productive infrastructure; health education
Number of members	6
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹³	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

¹³ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	14
CODE	BA021IT
Name of group	ABI-Djana Relief Organization
District	Balad
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Social services
Number of members	25
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹⁴	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

¹⁴ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	15
CODE	BA027IT
Name of group	Nasri Welfare
District	Balad
Type of group	NGO
Prima facie innovators	No
Gender	Male and Female
Activity sector	Education; social services
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁵	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹⁵ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	16
CODE	BA028IT
Name of group	IIDA (north and south) - women development organization
District	Balad
Type of group	NGO
Prima facie innovators	No
Gender	Female
Activity sector	Support to women
Number of members	
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁶	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	yes
Group that maintains relations with non-local professionals	No

¹⁶ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	17
CODE	BA029IT
Name of group	General Assistance Promotion Agency
District	Balad
Type of group	NGO
Prima facie innovators	Yes
Gender	Male
Activity sector	Support to local development
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹⁷	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

¹⁷ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	18
CODE	BA030IT
Name of group	Riyaa Relief and Development Organization (RIREDO)
District	Balad
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Rural development projects and water supply
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁸	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

¹⁸ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	19
CODE	BA032IT
Name of group	Balow Rehabilitation and agricultural development
District	Balad
Type of group	NGO
Prima facie innovators	No
Gender	Male
Activity sector	Rehabilitation and construction of rural infrastructure
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁹	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹⁹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	20
CODE	BA049IT
Name of group	Yahasow Canal group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male
Activity sector	Maintenance of irrigation canals
Number of members	10
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ²⁰	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

²⁰ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	21
CODE	BA050IT
Name of group	Walamoy Land-Lamale Canal Group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male
Activity sector	Maintenance of irrigation canals and water management
Number of members	11
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ²¹	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

²¹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	22
CODE	BA052IT
Name of group	Walamoy Yersin group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male
Activity sector	Maintenance of irrigation canals and water management
Number of members	7
People coming from other parts of Somalia	
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ²²	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

²² Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	23
CODE	BA053IT
Name of group	Shirbaye Canal group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male
Activity sector	Maintenance of irrigation canals and water management
Number of members	11
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ²³	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

²³ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	24
CODE	BA054IT
Name of group	Balad Irrigation Project Main Canal Group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	Yes
Gender	Male
Activity sector	Maintenance of irrigation canals and water management
Number of members	5
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ²⁴	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

²⁴ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	25
CODE	BA055IT
Name of group	Shikhe Canal Group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	n.s.
Activity sector	Maintenance of irrigation canals and water management
Number of members	18
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ²⁵	No
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

²⁵ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	26
CODE	BA056IT
Name of group	Shamo Canal Group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	25
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ²⁶	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

²⁶ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	27
CODE	BA057IT
Name of group	Xijab Deyr Canal Group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	50
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ²⁷	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

²⁷ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	28
CODE	BA058IT
Name of group	Abtiyow Canal Group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	n.s.
Activity sector	Maintenance of irrigation canals and water management
Number of members	50
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ²⁸	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

²⁸ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	29
CODE	BA059IT
Name of group	Raho Canal Group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	n.s.
Activity sector	Maintenance of irrigation canals and water management
Number of members	20
People coming from other parts of Somalia	
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ²⁹	No
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

²⁹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	30
CODE	BA060IT
Name of group	Shooshe Canal group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	100
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ³⁰	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

³⁰ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	31
CODE	BA061IT
Name of group	Keliweyne Canal Group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	n.s.
Activity sector	Maintenance of irrigation canals and water management
Number of members	13
People coming from other parts of Somalia	
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ³¹	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

³¹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	32
CODE	BA063IT
Name of group	Nuur Hayle Canal Group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	11
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ³²	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

³² Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	33
CODE	BA064IT
Name of group	Ogaden Canal Group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male
Activity sector	Maintenance of irrigation canals and water management
Number of members	15
People coming from other parts of Somalia	
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ³³	No
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

³³ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	34
CODE	BA065IT
Name of group	Ahmedey Canal Group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	n.s.
Activity sector	Maintenance of irrigation canals and water management
Number of members	35
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ³⁴	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

³⁴ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	35
CODE	BA066IT
Name of group	Jabuun Canal Group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male
Activity sector	Maintenance of irrigation canals and water management
Number of members	33
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ³⁵	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

³⁵ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	36
CODE	BA067IT
Name of group	Adde Calan Gropu
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male
Activity sector	Maintenance of irrigation canals and water management
Number of members	30
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ³⁶	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

³⁶ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	37
CODE	BA068IT
Name of group	Mhle Buraash Canal Group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male
Activity sector	Maintenance of irrigation canals and water management
Number of members	15
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ³⁷	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

³⁷ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	38
CODE	BA069IT
Name of group	Malable canal Group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	38
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ³⁸	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

³⁸ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	39
CODE	BA071IT
Name of group	Wardheere Canal Group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male
Activity sector	Maintenance of irrigation canals and water management
Number of members	7
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ³⁹	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

³⁹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	40
CODE	BA072IT
Name of group	Iltire canal Group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male
Activity sector	Maintenance of irrigation canals and water management
Number of members	7
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁴⁰	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

⁴⁰ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	41
CODE	BA074IT
Name of group	Busle Canal Group
District	Balad
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	5
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁴¹	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

⁴¹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	42
CODE	BA004IT
Name of group	Youth Organization Balad
District	Balad
Type of group	Group of the public administration
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Supporto to local development
Number of members	123
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁴²	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

⁴² Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	43
CODE	BA008IT
Name of group	Women Organization of Balad
District	Balad
Type of group	Group of the public administration
Prima facie innovators	No
Gender	Female
Activity sector	Support to women
Number of members	8
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁴³	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

⁴³ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	*44
CODE	BA007IT
Name of group	JIMCO
District	Balad
Type of group	Firm
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Rehabilitation and construction of agricultural and productive infrastructure
Number of members	3
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁴⁴	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

⁴⁴ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	45
CODE	BA009IT
Name of group	Horn of Africa Construction and Trading Company
District	Balad
Type of group	Firm
Prima facie innovators	Yes
Gender	Male
Activity sector	Rehabilitation of infrastructure
Number of members	8
People coming from other parts of Somalia	No
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁴⁵	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

⁴⁵ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	*46
CODE	BA012IT
Name of group	HUBAL Construction and Water Well Drilling CO
District	Balad
Type of group	Firm
Prima facie innovators	Yes
Gender	Male
Activity sector	Rehabilitation and construction of water infrastructure
Number of members	6
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁴⁶	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁴⁶ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	47
CODE	BA014IT
Name of group	Al-Naliim Drugs Co.
District	Balad
Type of group	Firm
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Trade of drugs
Number of members	4
People coming from other parts of Somalia	No
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁴⁷	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

⁴⁷ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	48
CODE	BA015IT
Name of group	Shirkadda Ganacsiga El Tawfiig
District	Balad
Type of group	Firm
Prima facie innovators	Yes
Gender	Male
Activity sector	Trade in agricultural inputs and tools
Number of members	6
People coming from other parts of Somalia	No
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁴⁸	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

⁴⁸ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	49
CODE	BA017IT
Name of group	Talarabbi Co.
District	Balad
Type of group	Firm
Prima facie innovators	No
Gender	Male
Activity sector	Rehabilitation and construction of agricultural and productive infrastructure
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁴⁹	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

⁴⁹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	50
CODE	BA025IT
Name of group	Bakow Construction Company
District	Balad
Type of group	Firm
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Construction
Number of members	18
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁵⁰	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

⁵⁰ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	51
CODE	BA040IT
Name of group	Shirkadda Ladagaalanka Cayayaanka Beerah Maxyeela - ee "Geed Faqay"
District	Balad
Type of group	Firm
Prima facie innovators	No
Gender	Male and Female
Activity sector	Counseling of farms in pest control
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁵¹	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

⁵¹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	52
CODE	BA022IT
Name of group	Religious Chanting group
District	Balad
Type of group	Cultural and sports group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Organization of religious celebrations
Number of members	20
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁵²	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

⁵² Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	53
CODE	BA023IT
Name of group	Balad Sports club
District	Balad
Type of group	Cultural and sports group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Sport activities
Number of members	78
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁵³	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

⁵³ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	54
CODE	BA026IT
Name of group	Walamoy Football Club
District	Balad
Type of group	Cultural and sports group
Prima facie innovators	No
Gender	Male
Activity sector	Sport activities
Number of members	30
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁵⁴	No
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

⁵⁴ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	55
CODE	BA045IT
Name of group	Hilal football club Muxidheer
District	Balad
Type of group	Cultural and sports group
Prima facie innovators	No
Gender	Male
Activity sector	Sport activities
Number of members	39
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁵⁵	No
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

⁵⁵ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	56
CODE	BA013IT
Name of group	Tawakal
District	Balad
Type of group	Cooperative
Prima facie innovators	No
Gender	Male
Activity sector	Training of farmers; support to agricultural market
Number of members	12
People coming from other parts of Somalia	No
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁵⁶	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

⁵⁶ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	57
CODE	BA035IT
Name of group	Wanag Badan Agricultural Co-operative
District	Balad
Type of group	Cooperative
Prima facie innovators	No
Gender	Male and Female
Activity sector	Training of farmers; maintenance of canals; distribution of agricultural inputs
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁵⁷	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

⁵⁷ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment*

Number	58
CODE	BA042IT
Name of group	Oil press machines and mill machines of Balad
District	Balad
Type of group	Cooperative
Prima facie innovators	No
Gender	Male and Female
Activity sector	Transformation of agricultural products
Number of members	26
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁵⁸	Yes
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

⁵⁸ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	59
CODE	BW010IT
Name of group	Hiran Region Women Association
District	Belet Weyne
Type of group	Self-help group
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Support to women
Number of members	110
People coming from other parts of Somalia	No
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁵⁹	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

⁵⁹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	60
CODE	BW008IT
Name of group	Hiran Veterinarian Association
District	Belet Weyne
Type of group	Professional group
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Veterinary services
Number of members	85
People coming from other parts of Somalia	No
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁶⁰	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

⁶⁰ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	61
CODE	BW001IT
Name of group	National Concern (NGO)
District	Belet Weyne
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Support to agriculture and livestock
Number of members	17
People coming from other parts of Somalia	No
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁶¹	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁶¹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	62
CODE	BW003IT
Name of group	COESC
District	Belet Weyne
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Assistance to and co-ordination of local organizations
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁶²	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	yes
Group that maintains relations with non-local professionals	No

⁶² Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	63
CODE	BW004IT
Name of group	Somali association of relief, for agriculture and construction; (SA
District	Belet Weyne
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Training; support to rural development
Number of members	31
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁶³	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	
Group that maintains relations with international agencies and NGOs	yes
Group that maintains relations with non-local professionals	Yes

⁶³ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	64
CODE	BW005IT
Name of group	Nasri Women development centre
District	Belet Weyne
Type of group	NGO
Prima facie innovators	Yes
Gender	Female
Activity sector	Support to women
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁶⁴	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁶⁴ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	65
CODE	BW006IT
Name of group	East & West NGO. Hiran Regional Umbrella NGO
District	Belet Weyne
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Co-ordination of local organizations
Number of members	52 local NGOs
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁶⁵	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁶⁵ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	66
CODE	BW007IT
Name of group	Amaan Vol. Rel. & Dev. Org.
District	Belet Weyne
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Education; agricultural development; health
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁶⁶	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

⁶⁶ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	67
CODE	BW011IT
Name of group	Bilan School of home Economy and developmen of women G/Hiran
District	Belet Weyne
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Support to women
Number of members	57
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁶⁷	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

⁶⁷ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	68
CODE	BW002IT
Name of group	Construction company
District	Belet Weyne
Type of group	Firm
Prima facie innovators	No
Gender	n.s.
Activity sector	Construction of agricultural and productive infrastructure
Number of members	
People coming from other parts of Somalia	
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁶⁸	No
Group with a facility / an office and/or storage facility and/or workshop	No
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁶⁸ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	69
CODE	BW009IT
Name of group	Indian Ocean Comp.
District	Belet Weyne
Type of group	Firm
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Construction of infrastructure
Number of members	9
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁶⁹	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

⁶⁹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	70
CODE	BW012IT
Name of group	Civil engineering consulting office (CECO)
District	Belet Weyne
Type of group	Firm
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Construction of infrastructure
Number of members	11
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁷⁰	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	yes
Group that maintains relations with non-local professionals	No

⁷⁰ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	71
CODE	BW013IT
Name of group	Horn of Africa Supply and Service (HASS)
District	Belet Weyne
Type of group	Firm
Prima facie innovators	Yes
Gender	Male
Activity sector	Construction
Number of members	2
People coming from other parts of Somalia	No
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁷¹	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁷¹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	72
CODE	BW014IT
Name of group	Somali Scouts Association (SSA) G/Hiran
District	Belet Weyne
Type of group	Cultural and sports group
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Support to local development
Number of members	11
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁷²	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

⁷² Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	73
CODE	JO0029IT
Name of group	Horsed water vendor
District	Jowhar
Type of group	Water vendor
Prima facie innovators	Yes
Gender	Male
Activity sector	Water supply
Number of members	n.s.
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁷³	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁷³ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	74
CODE	JO0031IT
Name of group	Hiirey water vendor Co.
District	Jowhar
Type of group	Water vendor
Prima facie innovators	No
Gender	Male
Activity sector	Water supply
Number of members	3
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁷⁴	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

⁷⁴ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	75
CODE	JO0033IT
Name of group	Jowhar Traders group
District	Jowhar
Type of group	Trade and craft association
Prima facie innovators	No
Gender	Male
Activity sector	Trade
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁷⁵	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

⁷⁵ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	76
CODE	JO059IT
Name of group	Truck & Buses Group
District	Jowhar
Type of group	Trade and craft association
Prima facie innovators	No
Gender	Male
Activity sector	Transportation
Number of members	50
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁷⁶	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

⁷⁶ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	77
CODE	JO063IT
Name of group	Tractors group
District	Jowhar
Type of group	Trade and craft association
Prima facie innovators	No
Gender	Male
Activity sector	Rent of agricultural machineries
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁷⁷	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

⁷⁷ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	78
CODE	JO064IT
Name of group	Sesame group traders
District	Jowhar
Type of group	Trade and craft association
Prima facie innovators	No
Gender	Female
Activity sector	Trade
Number of members	7
People coming from other parts of Somalia	
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁷⁸	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁷⁸ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	79
CODE	JO068IT
Name of group	Money Exchange group
District	Jowhar
Type of group	Trade and craft association
Prima facie innovators	No
Gender	Male and Female
Activity sector	Money exchange
Number of members	25
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁷⁹	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

⁷⁹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	80
CODE	JO070IT
Name of group	Taxi Group
District	Jowhar
Type of group	Trade and craft association
Prima facie innovators	No
Gender	Male
Activity sector	Transportation
Number of members	45
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁸⁰	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

⁸⁰ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	81
CODE	JO048IT
Name of group	Women traders Association
District	Jowhar
Type of group	Self-help group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Trade; support to women
Number of members	18
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁸¹	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁸¹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	82
CODE	JO057IT
Name of group	Maynum Agricultural Women Organization
District	Jowhar
Type of group	Self-help group
Prima facie innovators	Yes
Gender	Female
Activity sector	Support to women
Number of members	15
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁸²	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	yes
Group that maintains relations with non-local professionals	No

⁸² Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	83
CODE	JO058IT
Name of group	Alla Magan Organization
District	Jowhar
Type of group	Self-help group
Prima facie innovators	Yes
Gender	Female
Activity sector	Support to local development
Number of members	9
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁸³	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁸³ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	*84
CODE	JO0028IT
Name of group	Veterinary professional association (middle shabelle region)
District	Jowhar
Type of group	Professional group
Prima facie innovators	Yes
Gender	Male
Activity sector	Conuseling in livestock development
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁸⁴	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁸⁴ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	85
CODE	JO0034IT
Name of group	Livestock Health Concern Association
District	Jowhar
Type of group	Professional group
Prima facie innovators	Yes
Gender	Male
Activity sector	Counseling in livestock development
Number of members	7
People coming from other parts of Somalia	No
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁸⁵	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

⁸⁵ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	86
CODE	JO0002IT
Name of group	Amin Women and Child Care Organization
District	Jowhar
Type of group	NGO
Prima facie innovators	Yes
Gender	Female
Activity sector	Support to women
Number of members	15
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁸⁶	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

⁸⁶ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	*87
CODE	JO0004IT
Name of group	Home Economic Midwife and Child Care - HEMCCO
District	Jowhar
Type of group	NGO
Prima facie innovators	Yes
Gender	Female
Activity sector	Support to women
Number of members	10
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁸⁷	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	YES
Group that maintains relations with non-local professionals	Yes

⁸⁷ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	88
CODE	JO0010IT
Name of group	Doon Relief Organization
District	Jowhar
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Implementation of development projects
Number of members	9
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁸⁸	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁸⁸ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	89
CODE	JO0011IT
Name of group	SOWDA Somali Agriculture & Works Development Agency
District	Jowhar
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Implementation of development projects
Number of members	11
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁸⁹	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁸⁹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	90
CODE	JO0012IT
Name of group	Somali Islamic Relief & Social Development Organization
District	Jowhar
Type of group	NGO
Prima facie innovators	No
Gender	Male and Female
Activity sector	Implementation of development projects
Number of members	15
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ⁹⁰	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	yes
Group that maintains relations with non-local professionals	No

⁹⁰ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	91
CODE	JO0013IT
Name of group	AI-HARAMEYN NGO
District	Jowhar
Type of group	NGO
Prima facie innovators	Yes
Gender	Female
Activity sector	Support to women
Number of members	9
People coming from other parts of Somalia	No
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁹¹	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁹¹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	92
CODE	JO0014IT
Name of group	Technical Development & rehabilitation Organization
District	Jowhar
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Rehabilitation and construction of agricultural and productive infrastructure
Number of members	33
People coming from other parts of Somalia	No
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁹²	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	yes
Group that maintains relations with non-local professionals	Yes

⁹² Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	93
CODE	JO0020IT
Name of group	Juned Relief Rehabilitation and Development Organization
District	Jowhar
Type of group	NGO
Prima facie innovators	No
Gender	Male
Activity sector	Support to local development
Number of members	
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁹³	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	yes
Group that maintains relations with non-local professionals	Yes

⁹³ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	94
CODE	JO0021IT
Name of group	USAO
District	Jowhar
Type of group	NGO
Prima facie innovators	No
Gender	Male
Activity sector	Implementation of development projects
Number of members	
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁹⁴	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁹⁴ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	95
CODE	JO0023IT
Name of group	Horsed construction & relief organization
District	Jowhar
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Support to local development
Number of members	11
People coming from other parts of Somalia	
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁹⁵	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁹⁵ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	96
CODE	JO0024IT
Name of group	MAUDO Voluntary Development Organization
District	Jowhar
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Support to local development
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁹⁶	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁹⁶ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	97
CODE	JO0026IT
Name of group	Agricultural livestock development organization
District	Jowhar
Type of group	NGO
Prima facie innovators	Yes
Gender	Male
Activity sector	Agricultural development
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁹⁷	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁹⁷ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	98
CODE	JO061IT
Name of group	IIDA
District	Jowhar
Type of group	NGO
Prima facie innovators	Yes
Gender	Female
Activity sector	Support to women
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁹⁸	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

⁹⁸ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	99
CODE	JO062IT
Name of group	SASEDA - Somali Agricultural Socio-Economic Development Agency
District	Jowhar
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Rehabilitation and construction of agricultural infrastructure
Number of members	27
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ⁹⁹	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

⁹⁹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	100
CODE	JO065IT
Name of group	Women Care Developing Middle Shabelli Region Jowhar
District	Jowhar
Type of group	NGO
Prima facie innovators	Yes
Gender	Female
Activity sector	Support to women
Number of members	9
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁰⁰	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

¹⁰⁰ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	101
CODE	JO088IT
Name of group	UDH
District	Jowhar
Type of group	NGO
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Support to local development
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁰¹	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

¹⁰¹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	102
CODE	JO094IT
Name of group	Rahma Dev. Organization
District	Jowhar
Type of group	NGO
Prima facie innovators	Yes
Gender	Male
Activity sector	Rehabilitation and construction of agricultural and productive infrastructure; support to agriculture
Number of members	12
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁰²	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

¹⁰² Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	103
CODE	JO095IT
Name of group	Ramadan Relief & Development Organization
District	Jowhar
Type of group	NGO
Prima facie innovators	Yes
Gender	Male
Activity sector	Rehabilitation and construction of agricultural and productive infrastructure
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹⁰³	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

¹⁰³ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	104
CODE	JO0035IT
Name of group	Sh. Muse Koranic School
District	Jowhar
Type of group	Koran School
Prima facie innovators	No
Gender	Male and Female
Activity sector	Religious education
Number of members	8
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹⁰⁴	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

¹⁰⁴ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	105
CODE	JO036IT
Name of group	Moalin Abukar Koranic
District	Jowhar
Type of group	Koran School
Prima facie innovators	No
Gender	n.s.
Activity sector	Religious education
Number of members	15
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹⁰⁵	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹⁰⁵ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	106
CODE	JO037IT
Name of group	Sh. Ibrahim Koranic School
District	Jowhar
Type of group	Koran School
Prima facie innovators	No
Gender	Male and Female
Activity sector	Religious education
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹⁰⁶	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹⁰⁶ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	107
CODE	JO038IT
Name of group	Al-Joba Koranic School
District	Jowhar
Type of group	Koran School
Prima facie innovators	No
Gender	Male and Female
Activity sector	Religious education
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁰⁷	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹⁰⁷ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	108
CODE	JO039IT
Name of group	Moalm Mohanmed Koranic school
District	Jowhar
Type of group	Koran School
Prima facie innovators	No
Gender	Male and Female
Activity sector	Religious education
Number of members	8
People coming from other parts of Somalia	
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹⁰⁸	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹⁰⁸ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	109
CODE	JO040IT
Name of group	M. abdi Koranic school
District	Jowhar
Type of group	Koran School
Prima facie innovators	No
Gender	Male and Female
Activity sector	Religious education
Number of members	101
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹⁰⁹	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹⁰⁹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	110
CODE	JO041IT
Name of group	Moalin Nor Koranic School
District	Jowhar
Type of group	Koran School
Prima facie innovators	No
Gender	Male and Female
Activity sector	Religious education
Number of members	77
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹¹⁰	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹¹⁰ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	111
CODE	JO042IT
Name of group	Sh. Abdullahi Koranic school
District	Jowhar
Type of group	Koran School
Prima facie innovators	No
Gender	Male
Activity sector	Religious education
Number of members	7
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹¹¹	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹¹¹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	112
CODE	JO043IT
Name of group	M. Hassan Koranic school
District	Jowhar
Type of group	Koran School
Prima facie innovators	No
Gender	Male
Activity sector	Religious education
Number of members	7
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹¹²	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

¹¹² Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	113
CODE	JO044IT
Name of group	Fanole Koranic School
District	Jowhar
Type of group	Koran School
Prima facie innovators	No
Gender	Male
Activity sector	Religious education
Number of members	7
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹¹³	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

¹¹³ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	114
CODE	JO045IT
Name of group	Moalin Mohamed Koranic School
District	Jowhar
Type of group	Koran School
Prima facie innovators	No
Gender	Male and Female
Activity sector	Religious education
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹¹⁴	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹¹⁴ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	115
CODE	JO046IT
Name of group	M. Ibrahim Koranic school
District	Jowhar
Type of group	Koran School
Prima facie innovators	No
Gender	Male and Female
Activity sector	Religious education
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹¹⁵	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

¹¹⁵ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	116
CODE	JO047IT
Name of group	Moalin Mohamed Koranic School
District	Jowhar
Type of group	Koran School
Prima facie innovators	No
Gender	Female
Activity sector	Religious education
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹¹⁶	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

¹¹⁶ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	117
CODE	JO066IT
Name of group	Koranic school of M. Abdullahi
District	Jowhar
Type of group	Koran School
Prima facie innovators	No
Gender	Male
Activity sector	Religious education
Number of members	7
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹¹⁷	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹¹⁷ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	118
CODE	JO067IT
Name of group	Sh. Moh. Koranic School
District	Jowhar
Type of group	Koran School
Prima facie innovators	No
Gender	n.s.
Activity sector	Religious education
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹¹⁸	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹¹⁸ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	119
CODE	JO071IT
Name of group	M. Hibrahim Koranic school
District	Jowhar
Type of group	Koran School
Prima facie innovators	No
Gender	Male
Activity sector	Religious education
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹¹⁹	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹¹⁹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	120
CODE	JO072IT
Name of group	M. Ibrahim Koranic School
District	Jowhar
Type of group	Koran School
Prima facie innovators	No
Gender	Male
Activity sector	Religious education
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹²⁰	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	Yes

¹²⁰ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	121
CODE	JO073IT
Name of group	M. Abdullahi Koranic School
District	Jowhar
Type of group	Koran School
Prima facie innovators	No
Gender	n.s.
Activity sector	Religious education
Number of members	1
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹²¹	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹²¹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	122
CODE	JO0030IT
Name of group	Gomey Canal Farmers Gr.
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	Yes
Gender	Male
Activity sector	Maintenance of irrigation canals and water management
Number of members	17
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹²²	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹²² Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	123
CODE	JO053IT
Name of group	Water supplies for second part of colundi canal
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male
Activity sector	Maintenance of irrigation canals and water management
Number of members	
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹²³	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹²³ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	124
CODE	JO054IT
Name of group	Water suppliers for first port of Calundi Canal
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male
Activity sector	Maintenance of irrigation canals and water management
Number of members	585
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹²⁴	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

¹²⁴ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	125
CODE	JO055IT
Name of group	Water supplier Dibi Dile Columdi Canal
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male
Activity sector	Maintenance of irrigation canals and water management
Number of members	
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹²⁵	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹²⁵ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	126
CODE	JO056IT
Name of group	Water suppliers of third part Calumdi Canal
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹²⁶	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	yes
Group that maintains relations with non-local professionals	No

¹²⁶ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	*127
CODE	JO074IT
Name of group	Buray Canal Group Committee
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	Yes
Gender	Male
Activity sector	Maintenance of irrigation canals and water management
Number of members	21
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹²⁷	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹²⁷ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	128
CODE	JO075IT
Name of group	Irrigation Group Comittee of Buray canal - Section of fruit plant
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	3
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹²⁸	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹²⁸ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	129
CODE	JO076IT
Name of group	Irrigation Group Committee of Buray Canal First division of rice
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹²⁹	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	yes
Group that maintains relations with non-local professionals	No

¹²⁹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	130
CODE	JO077IT
Name of group	Irrigation Group Committee of Barey Canal
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	171
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹³⁰	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹³⁰ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	131
CODE	JO078IT
Name of group	Irrigation group committee of Buray Canal -
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹³¹	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹³¹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	132
CODE	JO079IT
Name of group	Irrigation group committee of Buray Canal
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹³²	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹³² Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	133
CODE	JO080IT
Name of group	Irrigation Group Committee of Buray Canal
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	165
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹³³	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹³³ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	134
CODE	JO081IT
Name of group	Irrigation group committee of Buray Canal
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹³⁴	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹³⁴ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	135
CODE	JO082IT
Name of group	Irrigation group committee of Buray Canal
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	168
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹³⁵	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹³⁵ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	136
CODE	JO083IT
Name of group	Irrigation group committee of Buray Canal
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹³⁶	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹³⁶ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	137
CODE	JO084IT
Name of group	Irrigation Group Committee of Buray canal
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	455
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹³⁷	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹³⁷ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	138
CODE	JO085IT
Name of group	Irrigation Group Committee of Buray Canal
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	850
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹³⁸	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹³⁸ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	139
CODE	JO086IT
Name of group	YRQ irrigation Group Committee of Buray
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹³⁹	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹³⁹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	140
CODE	JO087IT
Name of group	Irrigation group committee of Buray Canal
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹⁴⁰	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹⁴⁰ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	141
CODE	JO090IT
Name of group	Canal group commitee
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	15
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹⁴¹	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹⁴¹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	142
CODE	JO091IT
Name of group	Canal group committee
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	n.s.
Activity sector	Maintenance of irrigation canals and water management
Number of members	101
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹⁴²	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹⁴² Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	143
CODE	JO092IT
Name of group	Canal group committee
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹⁴³	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹⁴³ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	144
CODE	JO093IT
Name of group	Canal group committee
District	Jowhar
Type of group	Irrigation canal management group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Maintenance of irrigation canals and water management
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹⁴⁴	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹⁴⁴ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	*145
CODE	JO0003IT
Name of group	Women Organization Jowhar District
District	Jowhar
Type of group	Group of the public administration
Prima facie innovators	Yes
Gender	Female
Activity sector	Support to women
Number of members	23
People coming from other parts of Somalia	No
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹⁴⁵	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹⁴⁵ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	*146
CODE	JO00105IT
Name of group	Rice Grower Association
District	Jowhar
Type of group	Group of the public administration
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Support to rice cultivation
Number of members	15
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁴⁶	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹⁴⁶ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	147
CODE	JO0001IT
Name of group	Rajo Company
District	Jowhar
Type of group	Firm
Prima facie innovators	No
Gender	n.s.
Activity sector	Construction
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁴⁷	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	T
Group that maintains relations with non-local professionals	No

¹⁴⁷ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	148
CODE	JO0005IT
Name of group	KA AH OIL Company
District	Jowhar
Type of group	Firm
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Rent of agricultural machineries and inputs
Number of members	12
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁴⁸	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	yes
Group that maintains relations with non-local professionals	Yes

¹⁴⁸ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	*149
CODE	JO0006IT
Name of group	AACC Agro-Action Construction Company
District	Jowhar
Type of group	Firm
Prima facie innovators	Yes
Gender	Male
Activity sector	Rehabilitation and construction of agricultural and productive infrastructure
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁴⁹	No
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹⁴⁹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	150
CODE	JO0007IT
Name of group	Agro-Action Rehabilitation Agency
District	Jowhar
Type of group	Firm
Prima facie innovators	No
Gender	Male and Female
Activity sector	Rehabilitation and construction of agricultural and productive infrastructure
Number of members	7
People coming from other parts of Somalia	No
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁵⁰	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	YES
Group that maintains relations with non-local professionals	No

¹⁵⁰ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	151
CODE	JO0008IT
Name of group	Bund Brava Company
District	Jowhar
Type of group	Firm
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Rehabilitation and construction of agricultural and productive infrastructure
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁵¹	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

¹⁵¹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	152
CODE	JO0009IT
Name of group	Dhaqan Construction Company & General Services
District	Jowhar
Type of group	Firm
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Rehabilitation and construction of agricultural and productive infrastructure
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁵²	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

¹⁵² Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	153
CODE	JO0015IT
Name of group	General Service & Security Co.
District	Jowhar
Type of group	Firm
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Development projects
Number of members	43
People coming from other parts of Somalia	
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁵³	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	yes
Group that maintains relations with non-local professionals	Yes

¹⁵³ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	154
CODE	JO0016IT
Name of group	AARAN Construction, trading and general service Co.
District	Jowhar
Type of group	Firm
Prima facie innovators	Yes
Gender	Male
Activity sector	Development projects
Number of members	
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁵⁴	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	yes
Group that maintains relations with non-local professionals	No

¹⁵⁴ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	155
CODE	JO0017IT
Name of group	Sunshine Company
District	Jowhar
Type of group	Firm
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Development projects
Number of members	5
People coming from other parts of Somalia	No
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁵⁵	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹⁵⁵ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	156
CODE	JO0018IT
Name of group	Tawakal General Service Company
District	Jowhar
Type of group	Firm
Prima facie innovators	Yes
Gender	Male
Activity sector	Development projects
Number of members	3
People coming from other parts of Somalia	
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁵⁶	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹⁵⁶ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	157
CODE	JO0019IT
Name of group	Haatful Company
District	Jowhar
Type of group	Firm
Prima facie innovators	No
Gender	Male
Activity sector	Support to local development
Number of members	
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁵⁷	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹⁵⁷ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	158
CODE	JO0022IT
Name of group	Kalsan Trading CO.
District	Jowhar
Type of group	Firm
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Support to local development
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁵⁸	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

¹⁵⁸ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	159
CODE	JO0025IT
Name of group	Horn General Service & Supplies Co
District	Jowhar
Type of group	Firm
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Rehabilitation and construction of agricultural and productive infrastructure
Number of members	7
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁵⁹	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	No

¹⁵⁹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	160
CODE	JO0027IT
Name of group	I.P.E.CO.
District	Jowhar
Type of group	Firm
Prima facie innovators	Yes
Gender	Male
Activity sector	Rehabilitation and construction of agricultural and productive infrastructure
Number of members	5
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁶⁰	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

¹⁶⁰ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	161
CODE	JO089IT
Name of group	Rice Mill Factory Co.
District	Jowhar
Type of group	Firm
Prima facie innovators	Yes
Gender	Male and Female
Activity sector	Transformation of agricultural products
Number of members	
People coming from other parts of Somalia	No
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁶¹	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	Yes
Group that maintains relations with local enterprises	Yes
Group that maintains relations with local NGOs	Yes
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	Yes
Group that maintains relations with non-local professionals	Yes

¹⁶¹ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	162
CODE	JO049IT
Name of group	District sport Group
District	Jowhar
Type of group	Cultural and sports group
Prima facie innovators	No
Gender	Male
Activity sector	Sport activities
Number of members	11
People coming from other parts of Somalia	Yes
Presence of college graduates	Yes
Groups with at least one of the following kinds of material resources ¹⁶²	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹⁶² Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	163
CODE	JO060IT
Name of group	Mushtrahad Band
District	Jowhar
Type of group	Cultural and sports group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Cultural activities
Number of members	20
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹⁶³	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	Yes
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹⁶³ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

Number	164
CODE	JO069IT
Name of group	Yogol Band
District	Jowhar
Type of group	Cultural and sports group
Prima facie innovators	No
Gender	Male and Female
Activity sector	Cultural activities
Number of members	24
People coming from other parts of Somalia	Yes
Presence of college graduates	No
Groups with at least one of the following kinds of material resources ¹⁶⁴	Yes
Group with a facility / an office and/or storage facility and/or workshop	Yes
Group with access to a telephone and/or automobile and/or radio	No
Group that maintains relations with local enterprises	No
Group that maintains relations with local NGOs	No
Group that maintains relations with local professionals	No
Group that maintains relations with international agencies and NGOs	No
Group that maintains relations with non-local professionals	No

¹⁶⁴ Automobile or other vehicle, farm machinery, industrial equipment, other professional tools, radio telephone, computer, other equipment

ANNEX 3
Cards of the 78 “organised groups” ¹

¹ The asterisks refer to the 10 groups that were studied in depth.

Progressive Number	* 1
CODE	BA007IT
Name of the Group	JIMCO
District	Balad
Type of Group	Firm
Gender	Male and Female
Number of Members	3
Number of Graduates	0

Progressive Number	2
CODE	BA009IT
Name of the Group	Horn of Africa Construction and Trading Company
District	Balad
Type of Group	Firm
Gender	Male
Number of Members	8
Number of Graduates	3

Progressive Number	* 3
CODE	BA012IT
Name of the Group	Hubal Construction and Water Well Drilling CO
District	Balad
Type of Group	Firm
Gender	Male
Number of Members	6
Number of Graduates	1

Progressive Number	4
CODE	BA014IT
Name of the Group	Al-Naliim Drugs Co.
District	Balad
Type of Group	Firm
Gender	Male and Female
Number of Members	4
Number of Graduates	4

Progressive Number	5
CODE	BA015IT
Name of the Group	Shirkadda Ganacsiga EE Tawfiiq
District	Balad
Type of Group	Firm
Gender	Male
Number of Members	6
Number of Graduates	2

Progressive Number	6
CODE	BA025IT
Name of the Group	Bakow Construction Company
District	Balad
Type of Group	Firm
Gender	Male and Female
Number of Members	18
Number of Graduates	3

Progressive Number	* 7
CODE	BA002IT
Name of the Group	Somali Community Development Association (SOCDA)
District	Balad
Type of Group	NGO
Gender	Male and Female
Number of Members	3
Number of Graduates	1

Progressive Number	8
CODE	BA003IT
Name of the Group	Amaana Multi-Purpose Development Association
District	Balad
Type of Group	NGO
Gender	Male and Female
Number of Members	7
Number of Graduates	2

Progressive Number	9
CODE	BA005IT
Name of the Group	Globe Voluntary Organization Balad
District	Balad
Type of Group	NGO
Gender	n.s.
Number of Members	7
Number of Graduates	2

Progressive Number	10
CODE	BA011IT
Name of the Group	OPSG Organizzazione per lo sviluppo generale GORGOR
District	Balad
Type of Group	NGO
Gender	Male
Number of Members	7
Number of Graduates	3

Progressive Number	11
CODE	BA018IT
Name of the Group	Al Helal General Development Organization
District	Balad
Type of Group	NGO
Gender	Male and Female
Number of Members	7
Number of Graduates	3

Progressive Number	12
CODE	BA020IT
Name of the Group	Gurmad Relief and Development Association
District	Balad
Type of Group	NGO
Gender	Male and Female
Number of Members	6
Number of Graduates	1

Progressive Number	13
CODE	BA021IT
Name of the Group	ABI-Djana relief Org.
District	Balad
Type of Group	NGO
Gender	Male and Female
Number of Members	25
Number of Graduates	10

Progressive Number	14
CODE	BA029IT
Name of the Group	General assistance promotion agency - GAPA, Balad
District	Balad
Type of Group	NGO
Gender	Male
Number of Members	5
Number of Graduates	0

Progressive Number	15
CODE	BA030IT
Name of the Group	Riyaa Relief and Development Organization (RIREDO)
District	Balad
Type of Group	NGO
Gender	Male and Female
Number of Members	5
Number of Graduates	2

Progressive Number	16
CODE	BA054IT
Name of the Group	Balad Irrigation Project Main Canal Group
District	Balad
Type of Group	Irrigation canal management group
Gender	Male
Number of Members	5
Number of Graduates	0

Progressive Number	17
CODE	BA063IT
Name of the Group	Nuur Hayle Canal Group
District	Balad
Type of Group	Irrigation canal management group
Gender	Male
Number of Members	11
Number of Graduates	0

Progressive Number	18
CODE	BA038IT
Name of the Group	Somaltex Safeguarding Group of Worker
District	Balad
Type of Group	Trade and Craft Association
Gender	Male
Number of Members	130
Number of Graduates	2

Progressive Number	* 19
CODE	BA019IT
Name of the Group	Teachers Organization
District	Balad
Type of Group	Professional Group
Gender	Male and Female
Number of Members	43
Number of Graduates	3

Progressive Number	20
CODE	BA037IT
Name of the Group	Agronomy Professional Group of Balad District
District	Balad
Type of Group	Professional Group
Gender	Male
Number of Members	5
Number of Graduates	2

Progressive Number	21
CODE	BA004IT
Name of the Group	Youth Organization Balad
District	Balad
Type of Group	Group of the Public Administration
Gender	Male and Female
Number of Members	123
Number of Graduates	3

Progressive Number	22
CODE	BW009IT
Name of the Group	Indian Ocean Company
District	Belet Weyne
Type of Group	Firm
Gender	Male and Female
Number of Members	9
Number of Graduates	9

Progressive Number	23
CODE	BW012IT
Name of the Group	Civil Engineering Consulting Office (CECO)
District	Belet Weyne
Type of Group	Firm
Gender	Male and Female
Number of Members	11
Number of Graduates	11

Progressive Number	24
CODE	BW013IT
Name of the Group	Horn of Africa Supply and Service (HASS)
District	Belet Weyne
Type of Group	Firm
Gender	Male
Number of Members	2
Number of Graduates	1

Progressive Number	25
CODE	BW001IT
Name of the Group	National Concern
District	Belet Weyne
Type of Group	NGO
Gender	Male and Female
Number of Members	17
Number of Graduates	4

Progressive Number	26
CODE	BW003IT
Name of the Group	COESC
District	Belet Weyne
Type of Group	NGO
Gender	Male and Female
Number of Members	5
Number of Graduates	1

Progressive Number	27
CODE	BW004IT
Name of the Group	Somali association of relief, for agriculture and construction (SA)
District	Belet Weyne
Type of Group	NGO
Gender	Male and Female
Number of Members	31
Number of Graduates	6

Progressive Number	28
CODE	BW005IT
Name of the Group	Nasri Women development centre
District	Belet Weyne
Type of Group	NGO
Gender	Female
Number of Members	5
Number of Graduates	2

Progressive Number	29
CODE	BW006IT
Name of the Group	East & West - Hiran Regional Umbrella NGO
District	Belet Weyne
Type of Group	NGO
Gender	Male and Female
Number of Members	52
Number of Graduates	26

Progressive Number	30
CODE	BW007IT
Name of the Group	Amaan Voluntary Relief & Development Organization
District	Belet Weyne
Type of Group	NGO
Gender	Male and Female
Number of Members	7
Number of Graduates	2

Progressive Number	31
CODE	BW011IT
Name of the Group	Bilan School of Home Economy and Developmen of Women G/Hiran
District	Belet Weyne
Type of Group	NGO
Gender	Male
Number of Members	57
Number of Graduates	2

Progressive Number	32
CODE	BW010IT
Name of the Group	Hiran Region Women Association
District	Belet Weyne
Type of Group	Self-help group
Gender	Male
Number of Members	110
Number of Graduates	10

Progressive Number	33
CODE	BW014IT
Name of the Group	Somali Scouts Association (SSA) G/Hiran
District	Belet Weyne
Type of Group	Cultural and sport group
Gender	Male and Female
Number of Members	11
Number of Graduates	4

Progressive Number	34
CODE	BW008IT
Name of the Group	Hiran Veterinarian Association
District	Belet Weyne
Type of Group	Professional Group
Gender	Male and Female
Number of Members	85
Number of Graduates	8

Progressive Number	35
CODE	JO0005IT
Name of the Group	Kaah Oil Company
District	Jowhar
Type of Group	Firm
Gender	Male and Female
Number of Members	12
Number of Graduates	3

Progressive Number	* 36
CODE	JO0006IT
Name of the Group	AACC Agro-Action Construction Company
District	Jowhar
Type of Group	Firm
Gender	Male
Number of Members	5
Number of Graduates	4

Progressive Number	37
CODE	JO0008IT
Name of the Group	Bund Brava Company
District	Jowhar
Type of Group	Firm
Gender	Male and Female
Number of Members	7
Number of Graduates	1

Progressive Number	38
CODE	JO0009IT
Name of the Group	Dhaqan Construction Company & General Services
District	Jowhar
Type of Group	Firm
Gender	n.s.
Number of Members	7
Number of Graduates	3

Progressive Number	39
CODE	JO0015IT
Name of the Group	General Service & Security Co.
District	Jowhar
Type of Group	Firm
Gender	Male and Female
Number of Members	43
Number of Graduates	15

Progressive Number	40
CODE	JO0016IT
Name of the Group	AARAN Construction, Trading and General Service Co.
District	Jowhar
Type of Group	Firm
Gender	Male
Number of Members	n.s.
Number of Graduates	2

Progressive Number	41
CODE	JO0017IT
Name of the Group	Sunshine Company
District	Jowhar
Type of Group	Firm
Gender	Male
Number of Members	5
Number of Graduates	3

Progressive Number	42
CODE	JO0018IT
Name of the Group	Tawakal General Service Company
District	Jowhar
Type of Group	Firm
Gender	Male
Number of Members	3
Number of Graduates	2

Progressive Number	43
CODE	JO0022IT
Name of the Group	Kalsan Trading CO.
District	Jowhar
Type of Group	Firm
Gender	Male
Number of Members	7
Number of Graduates	7

Progressive Number	44
CODE	JO0025IT
Name of the Group	Horn General Service & Supplies Co
District	Jowhar
Type of Group	Firm
Gender	Male and Female
Number of Members	7
Number of Graduates	3

Progressive Number	45
CODE	JO0027IT
Name of the Group	I.P.E.CO.
District	Jowhar
Type of Group	Firm
Gender	Male
Number of Members	5
Number of Graduates	3

Progressive Number	46
CODE	JO089IT
Name of the Group	Rice Mill Factory Co.
District	Jowhar
Type of Group	Firm
Gender	Female
Number of Members	n.s.
Number of Graduates	4

Progressive Number	47
CODE	JO0002IT
Name of the Group	Amin Women and Child Care Organization
District	Jowhar
Type of Group	NGO
Gender	n.s.
Number of Members	15
Number of Graduates	2

Progressive Number	* 48
CODE	JO0004IT
Name of the Group	Home Economic midwife and ChildCare NGO - HEMCCO
District	Jowhar
Type of Group	NGO
Gender	Female
Number of Members	10
Number of Graduates	1

Progressive Number	49
CODE	JO0010IT
Name of the Group	Doon Relief Organization
District	Jowhar
Type of Group	NGO
Gender	Male and Female
Number of Members	9
Number of Graduates	2

Progressive Number	50
CODE	JO0011IT
Name of the Group	SOWDA Somali Agriculture & Works Development Agency
District	Jowhar
Type of Group	NGO
Gender	Male and Female
Number of Members	11
Number of Graduates	2

Progressive Number	51
CODE	JO0013IT
Name of the Group	Al-Harameyn NGO
District	Jowhar
Type of Group	NGO
Gender	Female
Number of Members	9
Number of Graduates	1

Progressive Number	52
CODE	JO0014IT
Name of the Group	Technical Development & Rehabilitation Organization
District	Jowhar
Type of Group	NGO
Gender	Male and Female
Number of Members	33
Number of Graduates	12

Progressive Number	53
CODE	JO0023IT
Name of the Group	Horsed Construction & Relief Organization
District	Jowhar
Type of Group	NGO
Gender	Male and Female
Number of Members	11
Number of Graduates	5

Progressive Number	54
CODE	JO0024IT
Name of the Group	MAUDO Voluntary Development Organization
District	Jowhar
Type of Group	NGO
Gender	Male and Female
Number of Members	7
Number of Graduates	4

Progressive Number	55
CODE	JO0026IT
Name of the Group	Agricultural Livestock Development Organization
District	Jowhar
Type of Group	NGO
Gender	Male
Number of Members	5
Number of Graduates	3

Progressive Number	56
CODE	JO061IT
Name of the Group	IIDA
District	Jowhar
Type of Group	NGO
Gender	Female
Number of Members	5
Number of Graduates	7

Progressive Number	57
CODE	JO062IT
Name of the Group	SASEDA - Somali Agricultural Socio-Economic Development Agency
District	Jowhar
Type of Group	NGO
Gender	Male and Female
Number of Members	27
Number of Graduates	6

Progressive Number	58
CODE	JO065IT
Name of the Group	Women Care Developing Middle Shabelli Region Jowhar
District	Jowhar
Type of Group	NGO
Gender	Female
Number of Members	9
Number of Graduates	1

Progressive Number	59
CODE	JO088IT
Name of the Group	UDH
District	Jowhar
Type of Group	NGO
Gender	Male
Number of Members	7
Number of Graduates	7

Progressive Number	60
CODE	JO094IT
Name of the Group	Rahma Development Organization
District	Jowhar
Type of Group	NGO
Gender	Male
Number of Members	12
Number of Graduates	3

Progressive Number	61
CODE	JO095IT
Name of the Group	Ramadan Relief & Development Organization
District	Jowhar
Type of Group	NGO
Gender	Male
Number of Members	5
Number of Graduates	0

Progressive Number	62
CODE	JO0030IT
Name of the Group	Gomey Canal Farmers Group
District	Jowhar
Type of Group	Irrigation canal management group
Gender	Male
Number of Members	17
Number of Graduates	0

Progressive Number	63
CODE	JO056IT
Name of the Group	Water suppliers of third part Calundi Canal
District	Jowhar
Type of Group	Irrigation canal management group
Gender	Male
Number of Members	n.s.
Number of Graduates	0

Progressive Number	*64
CODE	JO074IT
Name of the Group	Buray Canal Group Committee
District	Jowhar
Type of Group	Irrigation canal management group
Gender	Male
Number of Members	21
Number of Graduates	0

Progressive Number	65
CODE	JO079IT
Name of the Group	Irrigation Group Committee of Buray Canal
District	Jowhar
Type of Group	Irrigation canal management group
Gender	Male and Female
Number of Members	7
Number of Graduates	0

Progressive Number	66
CODE	JO081IT
Name of the Group	Irrigation Group Committee of Buray Canal
District	Jowhar
Type of Group	Irrigation canal management group
Gender	Male and Female
Number of Members	5
Number of Graduates	0

Progressive Number	67
CODE	JO082IT
Name of the Group	Irrigation Group Committee of Buray Canal
District	Jowhar
Type of Group	Irrigation canal management group
Gender	Male and Female
Number of Members	168
Number of Graduates	0

Progressive Number	68
CODE	JO083IT
Name of the Group	Irrigation Group Committee of Buray Canal
District	Jowhar
Type of Group	Irrigation canal management group
Gender	Male and Female
Number of Members	7
Number of Graduates	0

Progressive Number	69
CODE	JO084IT
Name of the Group	Irrigation Group Committee of Buray Canal
District	Jowhar
Type of Group	Irrigation canal management group
Gender	Male and Female
Number of Members	455
Number of Graduates	0

Progressive Number	70
CODE	JO085IT
Name of the Group	Irrigation Group Committee of Buray Canal
District	Jowhar
Type of Group	Irrigation canal management group
Gender	Male and Female
Number of Members	850
Number of Graduates	0

Progressive Number	71
CODE	JO087IT
Name of the Group	Irrigation Group Committee of Buray Canal
District	Jowhar
Type of Group	Irrigation canal management group
Gender	Male and Female
Number of Members	7
Number of Graduates	0

Progressive Number	72
CODE	JO057IT
Name of the Group	Maynum Agricultural Women Organization
District	Jowhar
Type of Group	Self-help group
Gender	Female
Number of Members	15
Number of Graduates	0

Progressive Number	73
CODE	JO058IT
Name of the Group	Alla Magan Organization
District	Jowhar
Type of Group	Self-help group
Gender	Female
Number of Members	9
Number of Graduates	0

Progressive Number	*74
CODE	JO0028IT
Name of the Group	Veterinary Professional Association
District	Jowhar
Type of Group	Professional Group
Gender	Male
Number of Members	5
Number of Graduates	1

Progressive Number	75
CODE	JO0034IT
Name of the Group	Livestock Health Concern Association
District	Jowhar
Type of Group	Professional Group
Gender	Male
Number of Members	7
Number of Graduates	1

Progressive Number	76
CODE	JO0029IT
Name of the Group	Horseed Water Vendor
District	Jowhar
Type of Group	Water vendor
Gender	Male
Number of Members	n.s.
Number of Graduates	1

Progressive Number	*77
CODE	JO0003IT
Name of the Group	Women Organization Jowhar District
District	Jowhar
Type of Group	Group of the Public Administration
Gender	Female
Number of Members	23
Number of Graduates	0

Progressive Number	*78
CODE	JO00105IT
Name of the Group	Rice Grower Association
District	Jowhar
Type of Group	Group of the Public Administration
Gender	Male and Female
Number of Members	15
Number of Graduates	1

ANNEX 4

Ten organised groups in the Shabelle Valley

In the pages that follow, we will look at ten boxes with key information about each of the ten groups that can be used to assess their innovative social action.

The boxes were prepared to describe the real situations of the groups, but also because each of the actors studied in depth may exemplify types of collective aggregations or situations that may be encountered in other parts of Somalia. Thus, the boxes can be viewed as the result of ten **case studies** aimed at providing more general information on organised citizenship in Somalia.

Each chart is divided into three sections:

- the first section provides information on the **quality of the actor** (its culture, identity, agency and activities) and the **quality of the action** (relevance, efficiency, effectiveness, impact and sustainability);
- the second section is devoted to a study of the **innovative action** performed by the actor;
- lastly, the third section contains some elements **useful in a general interpretation** of the actor.

BOX 1

Teachers' Organisation of Balaad - TOB

QUALITY OF THE ACTOR AND QUALITY OF THE ACTION

The **Teachers' Organisation** of Balaad is an organisation that designs and provides scholastic services and educational initiatives.

In the early 1980s, on the initiative of a group of "intellectuals" seeking to address professional issues associated with teaching, the TOP was mainly involved with managing the Evergreen School of Balaad (nursery school and elementary school) and, secondarily, offering language courses and refresher courses for teachers, as well as other educational experiences in various villages. In addition, the group was involved locally in public initiatives, especially of a political/cultural nature, aimed at promoting the institution of a new local government, to raise the awareness of international development co-operation agencies in the district and facilitate conflict resolution and reconciliation.

The **funds** to undertake these activities, especially those connected to the Evergreen school, were provided by international co-operation agencies (food for work projects of the World Food Programme; the international NGO Hubal), while routine management was guaranteed mainly by the tuition paid by the families of the children.

The group seems to have a degree of **autonomy**, both on the basis of its formal constitution and in terms of effective decision-making autonomy (which also involved the parents of the children). This autonomy, moreover, is facilitated by its **tendency to be financially self-sufficient** as regards routine activities of the school.

The TOB also shows considerable **access to human resources**. Working in the group are 3 graduates and another 40 people with

higher education, authorised to carry out teaching or associated activities.

The availability of physical structures and equipment is also good: the TOB, in fact, has a facility, library, teaching materials (purchased mainly with the help of international organisations). There are, however, serious difficulties in locating financial resources in addition to those provided by tuition, a situation that limits the group's investment potential.

In addition to numerous relationships with both local and international actors, the TOB has considerable "social capital" as shown by the participation of its members in many local public initiatives. In addition, though without any religious affiliation, the members of the TOB participate in religious ceremonies.

Associative life seems intense, with numerous meetings and a number of initiatives (information meetings, information posted on bulletin boards, etc.) geared to promote internal circulation of information.

The group's agency is closely associated with the issue of the quality of teaching, which is the focus of the members' commitment, achieved through acquiring new information, conducting updating activities and planning new initiatives in the field of teaching.

The activities of this group seem very relevant to the local problems, especially with the interruption of core services caused by the war. The problems encountered in their past and present activities have had mainly to do with lack of funds and/or access to technical resources. These difficulties have certainly detracted, first, from the effectiveness of the activities performed, not just because not all the goals set were achieved, but also because the lack of financial resources seems to have caused a drop in morale among teachers, who are paid poorly and irregularly. The insufficiency of the resources also poses the problem of inefficiency, here mainly having to do with the relationship between the cost of actions and the funds actually available to do them (see also below).

The TOB's educational activities seem to have a positive impact, especially when the opinions of people outside the organisation are

taken into account, who judge their activities very positively. This judgement, moreover, is also shared by the families of the beneficiaries. The totality of actions carried out, in addition, notwithstanding the financial problems discussed above, seem sustainable, especially in light of the many local actors involved either directly or indirectly. Further evidence of a good level of sustainability is the fact that, despite its problem, the TOB has managed to provide its activities with a certain consistency over time.

INNOVATIVE SOCIAL ACTION

Entering into the merits of TOB's innovative social action, we cannot help but note that it is **the promoter of a new system of providing scholastic services in Somalia**. In effect, everything the Evergreen School does is self-managed by the heads of the TOB and the teaching faculty, in collaboration with the parents. These scholastic programs - in the absence of a presiding administrative authority - are defined autonomously from time to time. Even the simultaneous recourse to tuition from students' families and to international sources of funding is exceptional in this setting. These are, in sum, **practices** that may be considered innovative.

The group makes serious efforts to acquire **new knowledge**. In this regard, we note the many initiatives in the field of training teachers in new techniques and new teaching methods, as well as the organisation and implementation of studies on certain social and environmental problems in the area (risk of flooding, the health status of the population, etc.)

Another element that contributes to this group's capacity for innovation is its ability to form **new relationships**, especially with international NGOs, local authorities and local professionals, mainly for the purpose exchanging information, and with the elders.

Two other aspects that help complete our picture of the Teachers Organisation of Balaad are the tendency to **obtain new information** and the ability to **use foreign languages**. In fact, the organisation has a fairly well-stocked library used mainly for educational purposes. In addition, many members of the association, and especially the managers, speak

foreign languages and 10 people are currently taking foreign language courses.

SOME INTERPRETATIVE ELEMENTS

The TOB was founded in 1980 when the educational system was regulated and managed by the government. After the collapse of the Somali public administration, the association **found that it had to step in for the state**, having become virtually the only supplier of educational services in the Balaad area (if we exclude the Koran schools).

This transition involved **increased group effort in certain fields**. For example, personnel recruitment intensified (in the past 24 months, 17 new employees have begun working for the TOB) and there has been a necessary increase in efforts in the field of fund raising, which however remains a problem (it is not uncommon for the TOB to have problems paying its staff). At the same time, having to rely on support from the local community more now than in the past, the association has strengthened its ties with the social and collective actors in the area.

For this transformation, the TOB has mainly relied on its identity as a **"social enterprise"** and framed its action in the field of education within a **more general vision of its mandate**, tied with the issue of increasing the district population's level of wellbeing.

BOX 2

Hubal Construction and Water Well Drilling Co.

QUALITY OF THE ACTOR AND QUALITY OF THE ACTION

The **Hubal Construction and Water Well Drilling Co.** is a private business founded in 1996 which operates in the water supply and water infrastructure sector. It has mainly focused on repairing wells, maintaining water sources and rehabilitating the distribution networks for electric power.

Hubal's staff comprises a core of 10 people (of which 6 are partners and 4 are employees) that work regularly for the company and unskilled workers hired as needed and paid by the day. The members of the organisation include a university graduate (in telecommunications) and at least four specialised technicians (a surveyor, a telecommunications technician and a qualified geologist).

The company enjoys full **decision-making and operational autonomy** and owns a variety of **equipment** (especially what it takes to drill wells) and, when necessary, rents additional equipment. It also has a facility in Balaad equipped with the main equipment.

Like most of the collective organisations, Hubal lacks access to credit and has no financial resources of its own, even in small amounts. It maintains **stable relations** of collaboration with local actors as well as less important relations with international organisations. Although it has no political or religious affiliations, the members of the company are involved in religious activities that constitute, even if informally, an opportunity for meeting and interchange.

The **agency** underlying Hubal's activities is a commitment to reconstruct the country and government of Somalia, and to achieve

normalcy, which the company's leaders evoke as an important goal to be achieved by work to rehabilitate infrastructure and services.

It is not a coincidence that the members of the organisation display a strong orientation to **know the local situation**, which is manifest especially in Hubal's investigations into certain local issues, like the absence of sanitation services. A chronic lack of funds frustrates this willingness to intervene locally, expressed in the formulation of intervention plans - especially in the field of obtaining water resources.

Hubal's activities, mainly in the field of water supply and sanitation, seem very relevant to the local situation (where there is a serious lack of water supply and sanitation). Moreover, Hubal also seems fairly effective as both its members and the key informants interviewed maintain that the actions undertaken have basically achieved all their set goals. There are problems, as we will see later, having to do with the efficiency of the action. The lack of equipment and funds, in fact, create barriers to achieving the planned works. The good opinion of people outside the organisation and the equally positive opinion of the beneficiaries (as reported by the outside subjects) suggests that Hubal's actions have had a considerable impact on the local social situation. Lastly, we note that Hubal's actions seem to show a considerable degree of sustainability in light of the high degree of involvement of local people in their implementation. In fact, the beneficiaries are consulted and participate in the activities by, for example, providing their labour during implementation, and also help to a varying extent and by different methods, to supporting costs (Hubal does not receive funding from international organisations).

INNOVATIVE SOCIAL ACTION

Even though they do not employ new technologies, Hubal undoubtedly tries new practices. As in the case of the Teachers Organisation of Balaad, it has been forced to function as a private business in a sector - that of repairing and maintaining wells - that was once mainly paid for with public funds and has had to develop new operating methods and funding methods.

The lack of a public actor to turn to has also obliged Hubal to form new relations, especially with the local authorities and elders, mainly for the purpose of planning activities.

The company has also helped establish a new regulatory structure by helping create a register of NGOs, businesses and professionals operating locally to promote standards in the construction field.

Additional, if incomplete, elements showing capacity for innovation are the skill of the company management in using at least one foreign language and the attention of its staff to updating and acquiring new information through the purchase of books, magazine and newspapers.

Hubal is also fairly mobile geographically and shows a tendency to expand its area of intervention, both within and outside the district.

SOME INTERPRETATIVE ELEMENTS

Hubal is the fruit of the initiative of a local group of intellectuals whose specific intent was to provide support for a service provided by government agencies in certain sectors (i.e., the water sector) until civil war broke out. Members of the company, therefore, have consciously assumed a public-type agency that has led them to develop into a sort of public utility operating in the construction field and is well integrated into the local fabric through a dense network of relations with local actors (local authorities, women's groups, peasants, technicians, etc.). In this case too, the main barrier to the group's action is lack of funds.

BOX 3

**Somali Community Development Association
SOCDA**

QUALITY OF THE ACTOR AND QUALITY OF THE ACTION

The SOCDA is an NGO in operation since 1993 in a number of fields, including sanitation, construction and management of irrigation systems, and implementing rural projects.

There are 3 permanent members of the organisation, but another 21 people, of whom 17 are clan leaders and 4 are university graduates, collaborate with the SOCDA as advisors. Occasionally, the NGO uses outside manpower and professionals (for example, entomologists and agronomists in agricultural projects). The permanent staff does not include university graduates, although all have secondary school diploma.

The organisation has mainly operated in the context of development projects funded by international agencies, a fact that can limit its operational and decision-making autonomy. Lacking its own equipment - other than an office with desks, chairs, office supplies, etc. - it has to rent the machinery it needs from large farms or landowners in order to carry out its activities.

The SOCDA's local ties seem solid and extensive, especially as regards grassroots groups (like groups of farmers) and trades people. They also have close relations with other Somali organisations, and not just ones based in Balaad, but also ones operating in Mogadishu and Afgooye. These extra-local relations are also a result of the fact that the SOCDA initially operated in both Balaad and Mogadishu. It also maintains a sizeable number of relations with certain Somali organisations with offices in Kenya.

The SOCDA is not affiliated with any political or religious bodies (even though religious holidays constitute an opportunity for the entire association to meet). The group's agency seems oriented toward a somewhat political objective, to help rebuild a national government through closer ties with international development organisations.

The SOCDA plans to keep working in the future, even if its current **lack of funds** greatly limits its operating capacity. In any case, they are in the process of developing some projects (specifically, research on some of the area's social and economic problems) and are conducting **training activities** for its personnel.

The SOCDA's activities seem responsive to the problems and social risks found in the Balaad district, which include the lack of water supply and sanitation services, with resulting sanitation problems and poor agricultural productivity (especially that of the farmers). Thus, activities aimed, for example, at development of irrigation systems or digging wells make the action of this actor highly relevant. The group seems to achieve with its actions the goals it has set itself, although sometimes lack of funds or equipment or, even more often, lack of security, prevent their completion.

The fact that there have been problems with inadequate financial and material resources, moreover, indicates a certain disjuncture between the cost of the actions and the resources available. We could say, although only indirect information is available on this, that the actions have had a certain impact, not just in terms of the results which have been generally good, but also in terms of the degree of satisfaction expressed by the beneficiaries. The latter, moreover, are also involved in the works essentially by providing their own labour. It appears that this way of operating, combined with SOCDA's tendency to form relations with many local actors in addition to funding sources, makes the actions sustainable, at least from the social point of view.

INNOVATIVE SOCIAL ACTION

SOCDA, too, has recently found itself providing services that were once provided by the state, here mainly in field of sanitation and farm

land preparation. We can therefore speak of the introduction of **new practices**, even though this has mainly occurred within the framework of international development programs and thus at the urging of outside actors.

The group has acted more decisively and evidently to acquire **new knowledge**, as shown by their extensive commitment to personnel training, especially, but not exclusively, in the field of agricultural methods.

SOCDA has also made a significant contribution to trying **new organisational forms**. In effect, this NGO has organised a number of new bodies, especially farmers' co-operatives (a type of institution already existing in the area) and consortia of agricultural producers (a kind of organisation new to the area, instead).

In carrying out its programs, the SOCDA has also formed a set of **new relations** in the last two years with all the important kinds of local actors: international NGOs, local authorities, professionals, local Somali organisations and elders.

We also note SOCDA's work in the field of establishing **new rules**, especially as regards regulation of the market for agricultural products, which it has pursued through agreements with local farmers.

Lastly, the NGOs displays a certain openness to **processing new information** through the purchase of books and the participation of personnel in training courses.

The **ability to speak foreign languages** is fairly widespread among the group's members (English, Italian and Arabic) and has increased in recent months as a number of members have started language courses.

SOME INTERPRETATIVE ELEMENTS

Formed by a group of local intellectuals, the SOCDA used to operate mainly with international support, which permitted the organisation to develop original types of interventions, especially as a supplement to the public administration in the field of agricultural services.

Working for development agencies limited its independence, since it sometimes had to serve as merely an implementing agency.

Currently, the lack of outside funds has resulted in a significant slowdown in the group's activities. However, we found that SOCDA is making an effort to keep some of its projects alive, to keep networking and to keep training its staff, which constitutes an important sign of the existence of an identity and strong motivation underlying the group's efforts.

BOX 4

Jirow Multi-Purpose Company - JIMCO

QUALITY OF THE ACTOR AND QUALITY OF THE ACTION

JIMCO is a family business in Balaad composed of 3 people. In its activities, the company makes frequent use of the collaboration of more than 30 people, including an electrical engineer and other skilled personnel (a mechanic, secretary and two plumbers).

Its main sector of intervention is water supply for the city. The costs of the service are covered by local funding and proceeds from the sale of water. The company also operates in other fields, particularly in that of agricultural development (supplying seeds to farmers and brokerage between farmers and local wholesalers). Although the company began operating in 1991, its official date of founding was in 1997.

The family character of the company makes it a **highly autonomous actor**, since the family that runs it makes the decisions. The company's diversification of activities and clients also gives the group a freedom of action that few others enjoy.

JIMCO has its own **equipment**. It will turn to the outside for anything missing. The group also has offices, although they are not well equipped. Though it has some capital, **JIMCO** has significant cash flow problems.

Another asset of the company is the set of **social relations** it maintains with local subjects (professionals, elders, local authorities, farmers and local associations). Among other things, the president is a member of an NGO that operates in conjunction with international organisations.

JIMCO is also involved in organising joint programs with certain small local farms with the aim of increasing productivity. It plans to continue these activities.

We should note the attention the company pays to **staff training**, which is evidenced by on-the-job-training and apprenticeships (especially on how to use and drive farm machinery). JIMCO has plans to increase its investment in new technical publications and to undertake a program to collect information on the local socio-economic situation.

The agency of the group seems based on an understanding of the company as an actor that, while being for-profit, is required to perform activities of public utility that inevitably lead it to take on specific responsibilities for the community. It is not a coincidence that JIMCO's president is also a member of a local NGO.

JIMCO's activities are relevant to the economy and society in the Balaad district. Indeed, it operates in both the water supply and sanitation sectors and in the farming sector, which is the area's main economic sector. The interviewed members of the organisation do not report particular problems in carrying out their tasks; they do report that project objectives are not fully achieved and that the major problem in the area (as in all of Somalia) is disorder and insecurity (which results in "anarchy").

Thus, JIMCO seems to view itself as a company that, even though it manages to achieve its goals, encounters a number of practical problems whose solutions are to some extent outside its control. In addition, JIMCO seems efficient in its actions (at least in the local setting), mainly because its funding is local and market-based. For this reason, the impact of JIMCO's action is substantial given its apparent "market success," even given all the caveats that must be associated with this concept in the Somali reality, that certainly corresponds to some measure of customer satisfaction. Lastly, sustainability seems substantial mainly because JIMCO is firmly integrated in the local economic and social fabric and works in collaboration with many actors, adapting its type of collaboration to the needs of the situation.

INNOVATIVE SOCIAL ACTION

It is hard to judge whether this organisation's activities yield **new practices**, even though there is no doubt that the company's role is that of a public utility in the field of water supply and sanitation outside the regulatory framework and control of state bodies.

JIMCO seems to be strongly oriented to increasing its **relations**. The company has lately been developing its collaboration with local professionals and strengthening its ties with farmers.

The company cares about **acquiring new information** as shown mainly by the availability of certain technical books and publications concerning its area of specialisation. As we said, the company's leaders plan to buy more books on farming methods and water purification. In the last two years, on the other hand, the group's investment in **staff training** has declined. And the staff has poor skills in **foreign languages**.

SOME INTERPRETATIVE ELEMENTS

JIMCO seems well integrated in the local social fabric, especially in light of the service it provides. While not denying that the company is for profit, JIMCO's leadership emphasises the social value of the services it provides and the function it performs directly or indirectly to support growth in trade, farming and local industry and to improve welfare services (it is interesting to note, in this case, that the company provides water for free to services of public utility such as schools and mosques). Thus, this company operates with wide scope, as its choice of name indicates, and tends to reconcile a business approach with a strong social culture.

BOX 5

Women's Organisation of Jowhar - WOJ

QUALITY OF THE ACTOR AND QUALITY OF THE ACTION

The Women's Organisation of Jowhar was founded in 1995 by 23 women from the district to **promote the advancement of women** by providing support in childcare, improved health care services, job creation for women, educational development, modernisation of agriculture and, last but not least, political reconciliation.

We could define it as a **government workers group** since the leadership includes people with strong ties to local and regional authorities (members of the district and regional councils), although it is a non-profit organisation whose members are the beneficiaries of its actions. In addition, it works very closely with the local authorities. WOJ has undertaken both self-funded programs (from the proceeds of some commercial activities) and projects funded by international organisations (UNICEF and UNDP).

An **autonomous** organisation in terms of decision making, WOJ **does not have personnel with university degrees**, but we would note that the membership includes some persons with professional qualifications (traders, artisans) and others with a medium level of education; the group can also seek assistance from local professionals. The membership also includes some representatives of local and regional advisory bodies.

The group has its own facilities, storage facility and some equipment, even of some financial worth (presses, mills, etc.)

The agency of WOJ is mainly tied to the issue of promoting a new political role for Somali women in the framework of a more general

vision of the reconstruction of the country and rebuilding of the national government.

The **group identity** is particularly strong, and is reinforced by certain symbols (for example, the association flag), formalised in some documents of a constitutional nature and strengthened by an intense program of activities (meetings, membership meetings, etc.)

It is not currently planning specific investments, but is studying the expansion of its programs in the fields of business and agricultural development.

WOJ's activities are unquestionably relevant to the area's social problems (we note that their type varies from providing help to the displaced to providing support for women). The organisation, moreover, shows a high degree of consistency between the objectives set and the objectives it achieves, since its members view unemployment and the lack of health and educational services to be the major social risks in the area. The actions effectively performed seem moreover consistent with the objectives that are pursued through them. In this regard, we note that, like other organisations, they encounter problems due to inadequate structures, which suggests a degree of disjuncture between available funds and activities effectively achieved. This despite the fact that the group's work elicits a measure of satisfaction and approval from both beneficiaries and others. Lastly, the actions seem sustainable from the social standpoint since, during their implementation, various local actors are usually involved (see below, the issue of promoting new organisational forms).

INNOVATIVE SOCIAL ACTION

WOJ has introduced many **new practices** in recent years (help for displaced people, training for women and a campaign against infibulation, and actions supporting women and their involvement in public life). Some of these practices were undertaken with support from international development agencies.

The group pays special attention to training its members (12 members went to training courses in the last two years), which indicates a willingness to acquire **new knowledge**. More recently, there has been a concerted effort to acquire language skills (4 members of the organisation are taking courses).

A typical feature of this organisation is its capacity to create **new organisational forms**. In particular, WOJ helped found an association of women traders, though with the stimulus of the international organisations with which it collaborates.

The organisation **maintains relations** with international agencies, local government and elders. In each case, the connections are oriented toward the carrying out of its activities. A recent and important development is the development of relations with local women's organisations.

WOJ is present in **different parts of the district** and its personnel shows a certain **willingness to be mobile**, which includes trips abroad.

SOME INTERPRETIVE ELEMENTS

The Women's Organisation of Jowhar is a type of network the main purpose of which is probably to provide international funding agencies with access to women's groups. It also displays an unusual ability to raise funds which has provided the group with relative stability. The group also tries a good number of new practices.

BOX 6

Agro Action and Construction Company - AACC

QUALITY OF THE ACTOR AND QUALITY OF THE ACTION

The AACC was founded in 1993, in Jowhar, by a group of 5 intellectuals (this is a very common way of describing oneself in the questionnaires), all with top scholastic and academic qualifications (economist, civil engineer, agronomist, chemist and manager). The company **mission** is to help rehabilitate the agricultural sector help develop civil infrastructure such as bridges, buildings and roads.

The AACC's projects include important construction works where it served as the contractor for international agencies (water distribution systems especially) and international NGOs. The **personnel** carrying out current activities can expand to as many as 30 individuals.

The AACC has complete **autonomy**, with all decisions taken by the company's five partners. The company seems have the ability to operate in different parts of the Middle Shabelle region, even though to date it has done its most important works in Jowhar.

Currently the company is working on several projects for international agencies that are active in the region. Contracts are scarce. Unlike the other organisations, it has **access to liquidity**, though in very limited amounts, both in the form of credit and the creation of an internal cash fund.

We should note however that the company **does not have its own equipment**. It rents equipment as needed.

The group's **agency** is closely tied to the business culture and the professional culture, making issues like professional updating

especially important (even though we note little investment in the training of company personnel) and a market orientation.

AACC's activities are locally relevant as there is a marked need to build basic civil infrastructure. Taking part in these activities, the company seem to be in line with its purpose, which is to join in the reconstruction of the country as an economic agent. The AACC also appears effective since there is basic consistency between the objectives set for its actions and the actual actions performed. The AACC has carried out a certain number of works after bidding on and being awarded certain contracts. The propriety of the bidding procedure and the substantial respect of the terms of the agreements suggest that the organisation achieves a good level operational efficiency. In addition, this propriety suggests a positive impact, since the methods of performing the works have satisfied the beneficiaries.

INNOVATIVE ACTION

While we found a certain tendency to acquire **new knowledge** on the part of the technicians and leaders in the organisation, it was more difficult to assess the company's orientation to trying **new technologies**, since the AACC usually implements projects designed by other agencies.

On the other hand, the company has a strong tendency to form **new relations at the local level** (for example, with the international agencies operating in Jowhar, with the local authorities and with the elders).

Two additional elements that will help us determine this company's capacity for innovation are its **openness to new information**, which distinguishes this company's personnel (they make much use of tools like radios and radio telephones) and the widespread ability of its personnel to speak **foreign languages** (including German, in addition to the more common English and Italian).

SOME INTERPRETATIVE ELEMENS

The company is comprised of a group of experts in designing and building infrastructures. Thus its existence would seem to be based on the human and social capital contributed by its members (2 of whom have studied at foreign universities). In this regard, we should recall that the AACC does not have its own capital or assets (except its offices). This fact has not prevented the company from doing work of considerable complexity and exhibiting levels of efficiency and quality that are impressive locally, a fact which makes the company highly competitive.

BOX 7

**Home Economic Midwife
and Child Care Organisation - HEMCCO**

QUALITY OF THE ACTOR AND QUALITY OF THE ACTION

HEMCCO is an NGO of women in Jowhar founded in 1995 by 10 women (who work there regularly for pay when funding allows) to help women by supporting health care services, doing small projects involving crafts, by training midwives and providing a rural extension service.

Their main projects include the chlorination of wells in villages plus some sanitation education work with residents of villages in the vicinity of Jowhar.

HEMCCO's **operating autonomy** is limited by the fact that it relies on a single source of foreign funding, UNICEF.

The group has **skilled personnel**: one person with a degree (lawyer) is a member of the organisation; other members have technical specialisations in different fields (health, education, etc.). The average educational level of the members is also fairly high.

The **equipment** that HEMCCO has, on the other hand, is very limited, even though, given its activities, it has little need for technical resources. The organisation has a well-equipped facility.

This lack of resources, indicating little past and current investment, has not resulted in future investment plans. Now, moreover, the organisation's activities have been much reduced because of lack of funding.

HEMCCO's work is clearly relevant given the problems in the Jowhar district (health, lack of infrastructure and essential services) and given the objectives the organisation pursues through its actions. The actions seem to be fairly effective, in that the objectives have been met. There do not seem to be particular financial problems and, thus, even in consideration of the general scarcity of resources that this and other organisations must endure, it would seem that HEMCCO has been efficient in its achievements. Outside actors judge the organisation's work quite positively. They also report considerable satisfaction on the part of the beneficiaries. There are no clear indications, however, of a special effort to involve other local actors.

INNOVATIVE ACTION

Not unlike the other women's organisation studied carefully (the WOJ), HEMMCO is open to trying **new practices**, supported, in this case, by UNICEF. HEMCCO pays special attention to acquiring **new information** which is expressed mainly in its tendency to hire personnel with specific expertise not available locally. There is also a tendency to focus on updating and the **acquisition of new information** by buying books and subscribing to domestic and foreign publications.

HEMCCO also promotes **new relations** in its own activities, mainly with international agencies, the elders and local authorities. In certain instances, the organisation has formed new relations between different local actors and between them and some international organisations. These relations are probably facilitated by a certain propensity to use **foreign languages** which various members of this NGO speak (including, among others, the chairwoman).

SOME INTERPRETIVE ELEMENTS

Compared with WJO, HEMCCO exhibits much less of a capacity for initiative, which puts its stability and continued activity at risk (and this, despite being partly able to fund itself). But we do note a certain willingness to try new methods of intervention in support of women, even in sectors where women's organisations tend not to get involved

frequently (such as training midwives and the agricultural extension service).

BOX 8

Veterinary Professional Association - VPA

QUALITY OF THE ACTOR AND QUALITY OF THE ACTION

The Veterinary Professional Association is an association of 5 professionals (only one of which has a degree; the others are technicians and skilled staff) that operates without using outside human resources. The association was created in 1983 to provide for the care of animals and vaccinations, as well as to help develop exportation of livestock. The VPA's main activities were realised in 1993 and 1996, when they were included in programs organised by some international agencies (UNOSOM and EU).

The VPA has a high degree of decision-making and operational **autonomy**, that is helped by the fact that it functions in a market (that of nomad herders) that is potentially sizeable and organised. The organisation does not have any particular **technical resources**, which are limited to the few motorcycles needed to move around the area.

Like many other organisations, the VPA has no **access to credit** and suffers from a lack of liquidity. Nor have there been many **investments** made in the past and none are scheduled over the medium-long term, although new programs for the near future are being formulated.

Given the importance of livestock in the economy of the Jowhar district, the association's action, aimed as it is at promoting the sector and exports, is certainly relevant. In addition, the VPA's main actions seem to have achieved their primary purpose, namely caring for and vaccinating cattle. We in any case note that, according to interviews with members of the organisation, the beneficiaries of the actions do not yet have a good appreciation of the need for the actions. This, on the one hand, raises some questions about the effectiveness of the

action and, on the other, makes its sustainability problematical, since even the involvement of the beneficiaries may not be sufficient.

INNOVATIVE SOCIAL ACTION

Like other organisations, the Veterinary Professional Association originally operated in a sector that was under the jurisdiction of the government, and then continued on when the situation changed and there was no longer a public actor to refer to. This meant the VPA had to define **new practices** and new methods to provide veterinary services.

The VPA is also willing to acquire **new information** (vaccination programs require research and the collection of information on the treated animals).

In addition, in the context of its activities, the VPA forms **new relations** with many actors operating locally (international NGOs, professionals, elders, etc.). And we note the association's role in keeping a record of vaccinated animals which helps **regulate** the livestock sector.

The **openness to acquiring new information** is further evidenced by the VPA's purchase of magazines and technical publications.

Knowledge of languages is rather widespread among association members; in addition, one member is currently taking language courses.

SOME INTERPRETATIVE ELEMENTS

Given the service it provides (which is especially important in an area with so many herders), the VPA has become quite well known, both locally and to a certain extent among the international development agencies as a successful example of a private organisation taking over functions previously handled by the government. In addition to confirming the success of the association's work, the in-depth study also revealed some of its weak points. Indeed, it seems

threatened by various factors such as the lack of adequate financial input, little cash flow from potential purchasers of veterinary services, scarcity of technical tools and the lack of access to credit. In many cases, these risk factors are not attributable to the VPA, but reflect instead objective obstacles and the black-out of the banking system.

BOX 9

Rice Growers' Association - RGA

QUALITY OF THE ACTOR AND QUALITY OF THE ACTION

Founded by the government in 1985, after a period of little activity, the **Rice Growers' Association** is today coming back to life on a new basis while maintaining its original mission to assemble and organise rice producers so as to improve production methods. The RGA is composed of 15 individuals, only 7 of whom work regularly without pay (of which one has university training the field of agronomy).

The RGA often uses outside consultants in its activities (on issues associated with agriculture). The association does not directly handle **training** of its members. Some members however have taken part in recent EU training initiatives (on plant protection).

The RGA currently is **not conducting many activities** even though, because of the many relations its members have with different international NGOs, it remains involved in various seminars, training sessions and some canal rehabilitation problems. It does however plan to expand its activities in the future.

The RGA has no **technical resources** of any kind, except for a radio transmitter, nor does it have any financial resources.

One the association's strengths is the **density of its relations** with international NGOs (ADRA and CEFA), international agencies (UNDP/UNV and, in the past, with FAO), administrative authorities, professionals and with elders, as well as, obviously, the rice growers (approximately 150 maintain regular relations with the association). It also has ties with animal feed suppliers and with the owner of a large rice processing facility.

The RGA's agency is strongly oriented to agricultural development and solving rice growers' problems. The approach used tends to be based on an appreciation of the key role of markets and agents operating on them.

RGA's actions seem relevant to the main local agricultural problems and to the orientation of its own organisation. It is hard to say how effective it is, since recently its activities have generally focused on providing support or are still in progress. In addition, the RGA's operating methods, which are, basically, to keep in contact with rice growers, contribute substantially to the social sustainability of its actions.

INNOVATIVE ACTION

In recent years, the association has worked to redefine its operating methods, having been created as a government initiative and now finding itself without any public actor to turn to. This has pushed it to try **new practices** in an effort to provide through the private sector (or private-social sector) an agricultural information service once provided by the state. Support in rehabilitating canals, done as part of the projects of the NGO ADRA, was also once a government task.

In its activities, the RGA has also demonstrate a marked willingness to acquire **new expertise**, which is demonstrated, among other things, by the participation in seminars held by Prof. Franco Beccari and Prof. Mohamed A. Farah on plant protection and other issues associated with rice cultivation. One of the most typical aspects of this organisation, in any event, is the ability of its members to form **new relations** (recently with international agencies and NGOs). Even at the local level, the network of relations the association maintains is rather vast (specifically, relations with traditional groups such as the elders, village communities and traders).

Association members, on the other hand, show little propensity for **acquiring new information**, while they pay much attention to knowing **foreign languages** (five members are now taking language courses) and they exhibit a **willingness to be mobile**.

SOME INTERPRETIVE ELEMENTS

The RGA is an association for which innovation is a goal, since its mission is to promote the dissemination of new farming techniques and plant protection - techniques, however, that are not incorporated into specific equipment, but rather in some new farming practices.

To achieve this mission, the association relies mainly on its social capital, comprising a very broad and well-defined network of relations that make it possible to transmit information and implement innovations and acquire resources (not for its own sake, but to serve the growers).

Thus, it is a flexible organisation, involved in a transition process, whose main difficulty is locating the kind of financial resources that will give it stability over time (in this regard, we recall that the personnel receives no form of compensation).

BOX 10

Buray Canal Committee - BCC

QUALITY OF THE ACTOR AND QUALITY OF THE ACTION

The **Buray Canal Committee** is an organisation of farmers who till the land in the vicinity of the canal of the same name. The association dates from 1964. Its main activities are to control the canal's water levels (by using an organisation structure based on a network of groups managing secondary canals) and to help with the rehabilitation process undertaken with an EU project carried out in conjunction with the local NGO SAACID and the international NGO ADRA. In addition, the BCC is seeking funds from other international NGOs in the field of rice growing.

The **members** of the association number 21 and when needed various professionals work for the association, all of them agronomists or agriculture experts (obviously, the farmers they serve are obviously much more numerous). Like many farmers' associations, and especially those that have been in existence for a certain number of years (before and/or during the period of Siad Barre), it performs the function of protecting land rights.

The association does not have its own **technical resources** (even though, given its mission, that would not seem to be necessary). And like many other organisations it has no access to **financial resources**.

As in the case of the RGA, BCC's **relations** with local actors (women, groups, technicians, farmers, local authorities) constitute the organisation's strength. The BCC has functional ties with national NGOs (SAACID) and international NGOs (ADRA), with professional, farmers' groups and elders. According to information provided, approximately 3,200 farmers have either direct or indirect dealings

with the BCC (this number, although only estimated, witnesses the density of BCC,s relations at the local level).

Supporting training of farmers is a key part of the organisation's mission.

BBC's work is undoubtedly relevant both with respect to the area's agricultural problems and with respect to the organisation's own objectives. It is hard to judge the effectiveness of its work, since the management of the projects that BBC has been involved in recently has not been its direct responsibility. With regard to canal management, BCC complains of a lack of funds for extraordinary maintenance work. Other activities, basically connected with the extension, are the most recent and are still in progress. Like the RGA, the BCC's work seems sustainable, as it succeeds in involving its beneficiaries and their smaller organisations.

INNOVATIVE SOCIAL ACTION

It is hard to assess the level of innovation of the **practices** of BCC, even though it has undoubtedly contributed to trying new ways of mobilising local resources.

A fundamental aspect of this organisation's action is the fact that it has formed **new relations** (above all with international and local NGOs and local professionals).

We also note that the BCC once played a regulatory role, even though not recently, when in 1985 it helped create a register of the land owners in the area.

There is some **use of languages**, although it is very limited.

SOME INTERPRETATIVE ELEMENTS

The BBC constitutes the most advanced form of one type of organisation - the canal management groups - that is very widespread throughout the area, even though, as we saw, only a minority of them exhibit a marked orientation to innovation.

In this case, the association's activity was made possible, on the one hand, by close contact with international development agencies and with local actors (there is a close relationship with the RGA, for example) and, on the other hand, by a continuing expansion of the Committee's mission to take on increasingly broad responsibilities even beyond the simple routine maintenance of canals and the control of waters.

ANNEX 5

Thermes of references

ANNEX A

TERMS OF REFERENCE:

TECHNICAL ASSISTANCE TO EC SOMALIA UNIT - GUIDELINES FOR TARGETING REHABILITATION PROJECTS IN RURAL AREAS IN THE SHABELLE VALLEY.

(Nairobi, November 18th, 1996)

Introduction

The EC having allocated considerable financial resources for rehabilitation programmes in Somalia (rural sector included), the EC Somalia Unit estimates that a better knowledge is required as concerning social actors and dynamics related to the access and to the management of the natural and economic resources. This is particularly relevant in order to understand the possible effects and impacts on the final beneficiaries of the various rehabilitation projects in rural areas.

Aims and scope

To this end, the Consultant will provide to the EC Somalia Unit technical assistance through:

- a) the identification of relevant actors and their networks involved in the management and control of natural and economic resources in those Shabelle Valley areas where the EC is supporting rehabilitation/development rural projects.
- b) the analysis of the local actors and the issues related with the access to natural and economic resources;
- c) the publication of operational guidelines for improving project design and implementation in relation to targeting.

Activities description

The technical assistance will consist of a study focused on the following main topics:

- the processes activated by EC projects in the considered areas, taking into consideration the relations between projects and local actors;
- the territorial areas considered, mapping the actors involved in the management and control of natural and economic resources (land, water, infrastructures, market, etc.);
- the functioning and structure of identified actors;
- the networks in which identified actors are involved;
- the role assumed by identified actors in controlling and managing resources;
- the design of a proposal for guidelines to improve project targeting and participation.

The activities will be organized in four phases:

First phase: definition of methodological framework and preparatory activities:

- documentary analysis of projects and research-studies carried out in the Shabelle Valley;
- field visit to projects in the Shebelle Valley;
- meetings with relevant actors both in the considered area and in Nairobi;
- operational design of methodological and technical tools for the implementation of the field study (including the identification of samples).

Second phase: field study on relevant actors involved in resource management in the considered area:

- field study on the projects and their territorial areas.

Third phase: production and dissemination of operational guidelines for improving projects' design and implementation in relation to targeting:

- analysis of collected information;
- drafting of the report of the field study;
- definition of the operational guidelines;
- dissemination of the operational guidelines through seminars with EC Somalia Unit and implementing agencies staff.

Timetable

The above mentioned activities will be implemented according to the following chronogramme:

Activities	1st month	2nd month	3rd month	4th month
First phase:				
• documentary analysis of projects and of research-studies	X X			
• field visit to projects in the Shebelle Valley	X X			
• meetings with relevant actors in the area and in Nairobi	X X X			
• operational design of the field study	X X	X		
Second phase:				
• field study		X X X	X X X X	X
Third phase:				
• analysis of collected information			X	X
• drafting of the report of the field study				X X
• definition of the operational guidelines				X X X
• dissemination of the operational guidelines				X
Interim report		X		
Final report				X X

ANNEX 6
Activities

On January 19, 1997 CERFE began providing technical assistance to the EC - Somalia Unit pursuant to its brief to brief establish "Guidelines for targeting rehabilitation projects in rural areas of the Shabelle Valley". The field work was carried out by Gianfrancesco Costantini from 19 January to 19 February 1997. The mission was held in Nairobi and included some field visits in Somalia.

Before setting out on the mission, some preparatory work was carried out in Italy. This included consultation of a number of qualified informants (e.g., Giovanni Livi, former head of the East Africa department of EC - DG 8; Pietro Petrucci, ECHO, Brussels; Loretta Peschi, CERFE, Rome; Paolo Dieci, CISP, Rome) and documentary sources (e.g., the libraries of CERFE, FAO and the IIAO (Italian Institute for Africa and the East)).

The field work in Somalia was carried out in the following periods:

- from 21 to 23 January 1997 in Jowhar (Middle Shabelle);
- from 4 to 10 February 1997 in Jowhar, Balad, Adale (Middle Shabelle) and Mogadishu.

The activities carried out in Nairobi and in Somalia included:

- interviews with key informants and actors;
- field visits to EC rural development project areas;
- collection and analysis of documents;
- meetings with the EC - Somalia Unit and the NGOs involved in the implementation of EC projects in Somalia.

Specifically, these key informants and actors were interviewed during the first mission in Nairobi:

- Abdulatif Ali - SOMDEC
- Alex Forbes, IUCN
- Alexandros Yannis, PA/SACB TA, EC - Somalia Unit
- Anne Mulcahy, Save the Children

- Edmond Boyle, Food Security TA, EC - Somalia Unit
- Emmanuel Deisser, Food Security TA, EC - Somalia Unit
- Franco Beccari, Università di Firenze
- Frederick B. Henning, CARE - Umbrella Grant Programme
- Flavio Lovisolo, Italian Cooperation
- Gianpaolo Aloi, UNDOS
- Giorgio Sartori, UNDOS
- Hodan A.A.Addou, UNIFEM
- Imanol Berekoetxec, Health Sector Coordinator - SACB, EC - Somalia Unit
- Karl Loehr, Livestock TA, EC - Somalia Unit
- Letitia Clij, International Federation of Red Cross and Red Crescent Societies
- Marcello Ottaviani, Fisheries Consultant, EC - Somalia Unit
- Michael O'Leary, Planning & rehabilitation TA, EC - Somalia Unit
- Renato Marai, WFP
- Ricardo Cueva, WFP
- Roberto Fedeli, UNDOS
- Rocco Borgia e Giuseppe Incandela, CINS
- Stefania Pace, CISP
- Stevanie Hall, SMEs TA, EC - Somalia Unit
- Tsa Tsa Zelleke, UNDOS - Documentation Unit
- Vasilis Petrides, Civil Engineering TA, EC - Somalia Unit

These key informants were interviewed in Somalia:

- Abdullahi Dirih, Al Sabaax, Agricultural Company, Balad
- Abdulle Mohamed, Distric Commissioner, Balad
- Ahmed Mohamud, Mogadishu Office T.A., EC - Somalia Unit
- Alberto Rognoni, CEFA, Jowhar
- Ali Musa Abdi, France Press - ANSA, Mogadishu
- Carlo
- El Safi M. ElMahdi, UNDP, Jowhar
- Gedi Mohamood, Secretary of the District Tax Office, Jowhar
- Habiba Hassan, Regional Council of the Middle Shabelle, Jowhar Women's Organization
- Hassan Nur, District Commissary, Jowhar
- Iolanda, INTERSOS, Jowhar
- Isha Osman Hassan, IIDA - CEFA, Jowhar
- John Ladlow, ADRA, Adale

- Mariam Ali, Vice Chairperson of the Jowhar Women's Organization
- Massimo Amorosi, CISP, Mogadishu
- Mohamed Ahmed Iverò, Deputy District Commissioner, Adale
- Mohamed Farah, Agrotech
- Muktar Hussein Musse, Member of the District Council, Adale
- Nur Mohamed Mohamud, Governor, Middle Shabelle Region
- Osman Mohammed (Julius), Allilal - Evergreen School, Balad
- Sheik Mohamed Hasan, Islamic Court, Jowhar
- Sheik Mohamed Mohamed, Islamic Court, Balad
- Sherif Ussuf, Head of the village of Walimoy
- UNICEF, Jowhar

Field visits in Somalia included:

- ADRA demonstration plots and canal, Jowhar
- ADRA health post, Adale
- Agrotech Seminar on Pest Control, Jowhar
- Al Sabaax Agricultural Company, Balad
- CEFA demonstration plots and canal, Jowhar (Barrey and Motko)
- Evergreen School, Balad
- INTERSOS Agricultural Extension Project, Deganley and Walimoy
- INTERSOS hospital, Jowhar
- INTERSOS School in Motko (Jowhar)
- Markets, in Jowhar, Balad, Adale
- Somali Red Crescent health post, Balad
- UNDP Income generating activities, Jowhar
- Water Supply Infrastructure, Jowhar (Horsed)

Documents were consulted through the following main sources:

- the Information Bank on Somalia set up by CERFE for UNDO, Nairobi;
- the documentation available at EC - Somalia Unit, in Nairobi;
- the UNDO Documentation Centre, in Nairobi.

The activities carried out after the first Mission of Gianfrancesco Costantini are reported below. It includes office work and writing reports in Rome and the activities carried out during the second

mission of CERFE's researchers, Gianfrancesco Costantini and Andrea Declich to Nairobi and Somalia.

1.03.1997-20.4.1997	Drafting of the interim report; documentary studies on relevant issues emerged during the first mission; design of the field studies.
20.04.1997	Departure from Rome of Mr. Gianfrancesco Costantini and Mr. Andrea Declich.
21.04.1997	Arrival in Nairobi. Briefing with EC Rural Development Assistant.
22.04.1997-28.04.1997	Office work in Nairobi. Preparation and planning of the first mission in Somalia. Meetings of the Subcommittee of the SACB-SCORD on public and private sector in Somalia and on stakeholders. Translation of the research tools in Somali language. Reproduction of the questionnaires to be used in Somalia Office work in Nairobi.
29.04.1997-1.05.1997	Mission to Jowhar for hiring the consultants and organising the work in Jowhar, Balad and Adale. Return of Mr. G. Costantini in Italy. Office work in Nairobi (review of documentation collected; database set-up; control of the work of the consultants in the field via radio; contacts with people working in Belet Weyne. During the week Mr. Declich fell ill and a medical visit and treatment were needed. Meeting of SACB-SCORD attended by Mr. Andrea Declich. Departure from Nairobi to Rome of Mr. Andrea Declich.
10.05.1997-15.05.1997	Mr. Andrea Declich sojourn in Rome.
16.05.1997-19.05.1997	Departure from Rome to Nairobi of Mr. Andrea Declich. Office and logistic work in Nairobi.
20.05.1997-22.05.1997	Mission to Jowhar. (Failed for security reasons; stayed in Mogadishu North at CISP headquarters).
23.05.1997-25.05.1997	Office work in Nairobi and preparation of documents for the EU-IUCN Workshop.
26.05.1997-28.05.1997	EU-IUCN Workshop ("Workshop to develop a strategic framework for natural resource management and agriculture under the 2nd EC Rehabilitation Programme for Somalia") in Naivasha.
29.05.1997	Meeting of all the people involved in the EC-Rural Rehabilitation Projects at the EC Somalia Unit Headquarters in Nairobi; logistic work in Nairobi.
30.05.1997	Preparation of the second mission to Jowhar.

31.05.1997-5.06.1997	Mission to Jowhar: - collection of questionnaires; preliminary analysis of collected data; - interviews with key persons (Mohamed Nur, district commissioner; Isha Osman Hassan, head of the local NGO IIDA in Jowhar; CEFA local agronomist, Mr. Mohamed Ahmed Shaik; Ms Habiba Nur Hassim, head of the activities for women in the regional council); - start up of further collection of questionnaire.
6.06.1997-9.06.1997	Office work in Nairobi and further analysis of the questionnaires collected.
10.06.1997	Meeting SACB-SCORD.
11.06.1997	Meeting SACB-SCORD/ Departure for Rome of Mr. Andrea Declich.
12.06.1997-18.06.1997	Stay in Rome: meetings with CERFE staff on the preliminary results of the study and on the planning of the following steps of the Work; on Wednesday 18th arrival in Nairobi from Rome.
19.06.1997-20.06.1997	Office and logistics work in Nairobi.
21.06.1997-26.06.1997	Mission to Jowhar: - collection of the remaining questionnaires; - streamlining the collection operation; - interviews with key persons (Carmen Garrigos; UNICEF Health Officer in Jowhar; Douglass Booth; Project Manager of UNICEF Water Supply Rehabilitation Project); - interviews with some members of a peasants co-operative.
27.06.1997-30.06.1997	Office and logistics work in Nairobi.
7.07.1997-10.07.1997	Mission to Balad, to organise the second phase of the questionnaire collection and interviews with key persons.
11.07.1997	Office and logistics work in Nairobi.
12.07.1997-14.07.1997	Mission to Jowhar for the collection of the remaining questionnaires.
15.07.1997-18.07.1997	Office and logistic work in Nairobi.
19.07.1997-22.07.1997	Mission to Balad for the re-collection of questionnaires and for interviews with key persons (Mohamed Abshir, vice governor of Middle Shabelle Region).
23.07.1997-27.07.1997	Office and logistics work in Nairobi; collection of the remaining questionnaires from Jowhar and some questionnaires from Belet Weyne; drafting on the preliminary results of the research; departure from Nairobi.

During the field visits and during the time spent in Nairobi in the second mission, some members of international NGOs and international organisations were also contacted, interviewed and asked for information and documentation. Within the framework of the activities carried out in Nairobi, the following people were met.

- Abdullatif M. Abdi, UNDOS
- Alberto Fait, CEFA
- Alessio Colussi, CEFA
- Alex Forbes, IUCN
- Abdi Aden Ibrahim, Secretary RGA, Jowhar
- Carmen Garrigos, UNICEF, Jowhar
- Douglass Booth, UNICEF, Jowhar
- Flavio Lovisolo, Italian Co-operation
- Frank, Region Co-ordinator, ADRA
- Gian Paolo Aloï, UNDOS
- Giorgio Sartori, UNDOS
- Habiba Hassan, Regional Council of the Middle Shabelle, Jowhar Women Organisation
- Hassan Nur, District Commissary, Jowhar
- Karl Loehr, Livestock TA, EC - Somalia Unit
- Marcello Ottaviani, Fisheries Consultant, EC - Somalia Unit
- Mario Porchetta, CINS
- Mohamed Abshir Nor, Vice Governor of Middle Shabelle Region,
- Mohamed Farah, Agrotech
- Mohamed Ahmed Shaikh, Consulting Agronomist CEFA, Jowhar
- Pierpaolo Biagi, CINS
- Franco Beccari, University of Florence
- Renato Marai, WFP
- Ricardo Cueva, WFP
- Roberto Fedeli, UNDOS
- Stefania Pace, CISP
- Tsa Tsa Zelleke, UNDOS - Documentation Unit.

From the end of the second mission until the 3rd of October some further activities were also carried out at CERFE headquarters in Rome. Particularly, the collected data were processed, the final studies were carried out and the final report was written.

ANNEX 7

**Technical Assistance To Ec - Somalia Unit
Guidelines for Targeting Rehabilitation Projects in
Rural Areas in the Shabelle Valley**

Interim Report - Revised Version

(April 1997)

CERFE

EC - SOMALIA UNIT

Technical Assistance To Ec - Somalia Unit
Guidelines for Targeting Rehabilitation
Projects in Rural Areas
in the Shabelle Valley

Interim Report

Revised Version

Nairobi, April 1997

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1. Institutional Framework

CERFE has been involved since 1995 in a set of activities concerning rehabilitation in Somalia. In the November 1996, following to a set of meetings with EC - Somalia Unit and with the NGOs involved in the implementation of EC funded projects in Somalia, the terms of reference for a technical assistance activity focused on the targeting of rehabilitation projects in the Shabelle Valley have been defined. At the beginning of December 1996 a contract regarding the implementation of this technical assistance was signed by EC and by CERFE.

The technical assistance is carried out under the control of the Rural Development Adviser of the EC - Somalia Unit (Ms. Laura Garagnani) and his technical assistant (Ms. Cristina Amaral) according to the indications provided by the Terms of Reference defined in Nairobi on November 18, 1996 and annexed to the contract.

On January 19, 1997 CERFE started the activities of technical assistance to the EC - Somalia Unit on "Guidelines for targeting rehabilitation projects in rural areas in the Shabelle Valley". These activities are expected to be completed in the month of May 1997.

This document is the interim report of the activities carried out by CERFE in the framework of the first phase of the technical assistance, through a mission carried out by Gianfrancesco Costantini in Nairobi and various places in Somalia, from January 19 to February 19.

The main elements of the Terms of Reference of the technical assistance activities are reported below.

1.1. *The aims and scope*

The technical assistance is aimed at providing a better knowledge on social actors and the dynamics related to the access and to the management of natural and economic resources in Somalia, in order to make possible a better understanding of possible effects and impacts on the final beneficiaries of the various rehabilitation projects in rural areas.

To this end, CERFE is required to provide to the EC Somalia Unit technical assistance through:

- a) the identification of relevant actors and their networks involved in the management and control of natural and economic resources in those Shabelle Valley areas where the EC is supporting rehabilitation/development rural projects;
- b) the analysis of the local actors and the issues related with the access to natural and economic resources;
- c) the publication of operational guidelines for improving project design and implementation, particularly as regarding the targeting of aid and rehabilitation projects.

1.2. The activities

According to the Terms of Reference the technical assistance will consist of a study focused on the following main topics:

- the processes activated by EC projects in the considered areas, taking into consideration the relations between projects and local actors;
- the territorial areas considered, mapping the actors involved in the management and control of natural and economic resources (land, water, infrastructures, market, etc.)
- the functioning and structure of identified actors;
- the networks in which identified actors are involved;
- the role played by the identified actors in controlling and managing resources;
- the design of a proposal for guidelines to improve project targeting and participation in project design and implementation.

The Terms of reference also provide a definition of the phases of the technical assistance, which include:

- a first phase, aimed at defining the methodological framework and at carrying out the preparatory activities (which constitute the matter of this report);

- a second phase, including the field work;
- a third phase, focused on the production and dissemination of operational guidelines.

According to the timetable included in the TORs, the technical assistance will cover 4 months of activity carried out in Nairobi and various places of Somalia.

The identification of the activities to be included in the technical assistance has been partially re-defined during the mission to Nairobi and Somalia carried out in the framework of the first phase of the study implementation. The activities to be carried out have been therefore defined as it follows:

- a study on local actors aimed at defining guidelines and methodological tools for their identification, analysis and involvement in EC projects, particularly at district level;
- the review of the EC - Somalia Unit rural development projects in the pipeline;
- the "on the spot" assistance to NGOs currently collaborating with EC - Somalia Unit in the implementation of rural development projects.

1.3. The institutional context

The context of the technical assistance activities on targeting rural rehabilitation projects in the Shabelle Valley is characterized by a shift in the policies of the international aid to Somalia, from a relief oriented approach to a rehabilitation oriented approach¹.

The passage to a rehabilitation approach requires a main focus on the issues related to the long-term sustainability of the activities carried out, through a better involvement of local actors in their identification, implementation and management, and through a greater consideration of the local social, economic and political

¹ The 2nd Rehabilitation Programme is in its starting phase, while an approach oriented at least partially towards rehabilitation & development was also a feature of the 1st Rehabilitation Programme 1994- 96.

processes. Currently, a greater attention given to these issues induced the EC - Somalia Unit to launch a set of activities (studies and projects) concerning - among other issues:

- the local administrative structures and the issue of institutional capacity building;
- the credit system and the SMEs;
- local entrepreneurs and the business sector;
- democratization and the strengthening of civil society;
- the rehabilitation, and the management and operation of infrastructures;
- the economic activities in sectors other than agriculture and livestock;
- the management, restoration and defense of environmental resources;
- the urban management.

In this framework, while assuming as its specific domain that of rural development, the present technical assistance needs to be relevant in front of the more general issue of the improvement of the sustainability of rehabilitation activities, also out of the rural development sector. Thus, it will not focus solely on the actors directly involved in the agricultural production and market, but also on different kinds of actors, and it will coordinate with the activities carried out on the above mentioned issues.

The EC Rehabilitation Programmes for Somalia

EC is currently the main donor involved in supporting the rehabilitation and reconstruction in Somalia. A fund of about 47 millions ECU was allocated to the "Second Rehabilitation Programme for Somalia", that is following the "First Rehabilitation Programme", launched in 1994 with a fund of about 38 millions ECU.

In the framework of the "First Rehabilitation Programme" 125 projects and studies have been implemented in collaboration with NGOs, UN agencies and consultants. These are distributed as follows:

• Livestock	24
• Water Supply & Sanitation	19
• Health	17
• Education	11
• Agriculture	10
• Infrastructure	9
• SME	3
• Women issues	1
• Institution Building	1
• Environment	1
• Food Security	1
• Income generation	1
• Fisheries	1

The Second Rehabilitation Programme will be focused in territorial areas where security conditions and working local authorities exist, and will include activities in the following sectors:

- humanitarian assistance and food security
- social sector: health, water and education
- productive sector: livestock, agriculture and fisheries
- private sector: income generation, SMEs and job creation
- infrastructures: ports and roads
- local and Regional administrations' institution building
- administrative decentralisation and power sharing mechanisms
- civil society, peace culture, human rights

The present technical assistance refers to the geographical area of the Shabelle Valley, where currently the EC is supporting the activities presented in the following box, which can be considered as the specific context of the technical assistance activities.

Current EC Activities in the Shabelle Valley (January 1997)

<i>Sector</i>	<i>Place</i>	<i>Agency</i>	<i>Actions</i>
Agriculture	Hiraan, Bakool Middle Shabelle	OXFAM Quebec CEFA	Agr. Extension Rehabilitation of Irrigation Schemes
	- Shabelle Valley	WFP IPGRI - CINS	Food security assessment Recovery of Agricultural Productivity
	Balad	CINS	Agricultural services
Livestock	Middle Shabelle	CEFA	Privatization of Veterinary Service
Environment Management	Awdal -	COOPI IUCN	Land reclamation Environment
Water Supply	Middle Shabelle	ADRA	Wells rehabilitation
	Middle Shabelle	UNICEF	WSS in urban areas
Health	Middle Shabelle	INTERSOS	Jowhar Hospital

A further element to be considered as institutional framework for the technical assistance activities is the SACB - Somalia Aid Coordinating Body which defined a *Code of Conduct for international aid to rehabilitation and development in Somalia*, and that is currently working as a forum for policy coordination among the various donors supporting relief, rehabilitation and development in Somalia.

2. The activities carried out

As it was told, this report concerns the activities carried out by Gianfrancesco Costantini in his mission from 19 January to 19 February 1997. The mission was held in Nairobi and included some field visits in Somalia.

- Mohammed Abshir, Vice Governor, Middle Shabelle Region
- Muktar Hussein Musse, Member of the District Council, Adale
- Nur Mohamed Mohamud, Governor, Middle Shabelle Region
- Osman Mohammed (Julius), Allilal - Evergreen School, Balad
- Sheik Mohamed Hasan, Islamic Court, Johar
- Sheik Mohamed Mohamed, Islamic Court, Balad
- Sherif Ussuf, Head of the village of Walimoy
- UNICEF, Johar

2.3. *Field visits*

- ADRA demonstration plots and canal, Johar
- ADRA health post, Adale
- Agrotech Seminar on Pest Control, Johar
- Al Sabaax Agricultural Company, Balad
- CEFA demonstration plots and canal, Johar (Barrey and Motko)
- Evergreen School, Balad
- INTERSOS Agricultural Extension Project, Deganley and Walimoy
- INTERSOS hospital, Johar
- INTERSOS School in Motko (Johar)
- Markets, in Johar, Balad, Adale
- Somali Red Crescent health post, Balad
- UNDP Income generation activities, Johar
- Water Supply Infrastructures, Johar (Horsed)

2.4. *Analysis of documents*

Documents have been consulted by acceding to the following main sources:

- the Information Bank on Somalia set up by CERFE for UNDOS, Nairobi;
- the documentation available at EC - Somalia Unit, in Nairobi;
- the UNDOS Documentation Centre, in Nairobi.

A bibliography is reported in Annex 1.

2.5. Meetings with EC - Somalia Unit and EC supported NGOs

During the mission to Nairobi a set of meetings was carried out with EC - Somalia Unit and with representatives of the NGOs involved in the implementation of EC funded projects in Somalia. The meetings have been aimed at supporting EC - Somalia Unit in the improvement of projects' design and implementation:

- Sigurd Illing, Special Envoy of the European Union to Somalia
- Laura Garagnani, EC - Somalia Unit
- Cristina Amaral, Agriculture TA, EC - Somalia Unit
- Pier Paolo Biagi, CINS
- Riccardo Biancalani, COOPI
- Wess Ugule, OXFAM Quebec
- Stefania Pace, CISP
- Vittorio Cagnolati, Terra Nuova

3. Outcomes of the preparatory mission

3.1. Review of the international aid to Somalia in the post-Barre period

A first relevant set of experience to be considered as regarding the definition of viable ways for involving local actors into the project of EC in Somalia can be identified in the wide set of activities launched in the post-Barre period by international and bi-lateral aid agencies working in Somalia. It is obviously not possible to take into consideration in this report all the activities that were carried out since 1992 by a quite large range of actors - the Information Bank on Somalia set up by CERFE for UNDOCS include information on more than 500 collective actors, and a good deal of them were involved also in the cooperation activities carried out after 1992 - however, it can be useful to consider a set of activities that, because of their relevance or impact or because of the close relation with current EC projects, can provide useful information.

Regarding the topic of project targeting and the involvement of local actors, the following experiences emerged as relevant in the

framework of the documentary analysis and of the preparatory studies carried out:

- the setting up of District and Regional Councils, and the further activity carried out for strengthening local administrative structures;
- the activities based on supporting local NGOs or grassroots organizations;
- some health emergency and rehabilitation programmes;
- food security and agricultural development projects;
- livestock supporting programmes;
- infrastructure rehabilitation projects;
- projects focused on the support to disadvantaged groups.

**the setting up of District and Regional Councils, and
the strengthening of local administrations**

One of the actions carried out by UNOSOM during its controversial activity has been the setting up of local administrations (the District Councils) to be involved as counter-parts of the international agencies in the definition of programmes and to work as a first basis for the reconstruction of the Somali state.

While the process of constitution of the District councils cannot be considered as a "best practice" in institutional development (B. Helander reports that UNOSOM officers often arrived to the different places by helicopter, asked to the "local population" to set up a council, and then returned back to register the constituted council, without caring very much of the actual process happening on the field) it is to be observed that it was able to facilitate a process of re-emergence of local authorities:

- in fact, most of councils still exist, playing different roles, from the one of mediation with international agencies to the one of management of public services;
- often "district councils" provided the foundation for setting up Regional councils;
- in most cases they still are a relevant counter-part for international agencies willing to work in Somalia.

It is to be noticed, as well, that the strengthening of the administrative structures set by UNOSOM still is the focus of the institutional capacity building activities, that are carried out mainly under the UNDOS, by using resources coming from various donors (i.e. Italy, USA, EU, etc.).

Some points regarding the District and Regional Councils can be highlighted:

- the local administrative structures are not legitimated by the process of constitution or by the fact to be representative structures, mainly they seem to find their legitimacy in the fact that they act as a "facilitator" in the relationships among external actors (as those of the international cooperation) and other kinds of aggregation and authorities at the local level, such as the clans' elders committees, the big economic actors (big merchants, etc.), the political sub-factions;
- the lack of autonomous legitimacy make the local administrative structures not reliable as places where resources (i.e. financial resources) are directly managed, so that very often other bodies - provided of a greater legitimacy and authority - are involved in playing administrative roles, such as the Islamic courts;
- the lack of legitimacy and authority make the local administrative structures also weak as regarding the capacity to mediate/solve conflicts, so that most serious conflicts needs the intervention of other bodies (i.e. elders) to be solved;
- weakness is a feature of local administrative structures also regarding the capacity to represent a "warranty source" for local actors in front of the international agencies; especially for what concerns economic matters they are not able to control the single actors in their territory²;

² Two elements that can be considered and explained in this framework are the difficulties in establishing tax system and the actual inability to recover credits that have been made under their authority.

- the political lack of autonomy of local administrative structures is reflected as well in their capacity to fulfil administrative tasks: out of the function of facilitating and organising the communication with international actors, the local administrations are mainly involved in the management of public security in their area,³ while all other functions related to the administration (i.e. demographic registrations, territorial planning, etc.) are not played at all;
- having the role of facilitating the communication with international agencies the local administrations actually detains an important power, which is often a reason for conflicts (for instance, conflicts can easily arise among the regional council members and the district council - or among the district commissioner and the regional governor/deputy governor for what regards the localization of projects);
- moreover - mainly because of the role assumed in relation to foreign aid - the district and regional councils can be considered as highly visible places for people willing to assume a political role (or actually having it into the various political groups); this makes local administrative structures still more subject to emergence of conflicts.

In addition to these observations, some more points regarding the lack of capacity of the local administrative structures have to be stressed:

- the first concerns the lack of capacity related to the lack of equipment;
- the second concerns the lack of capacity related to the lack of qualified human resources (very few people in the local administrative structures are professionals)
- the third is the relation with the Islamic courts, that needs to be seen at least as potentially controversial (a lay and an Islamic leaderships tend easily to enter in conflict).

³ However, when security problems happen, the local administrations need to be supported by elders or by political factions.

These points, as those presented above, very often have been underestimated by the action of international aid, which has been very often focused on the district and regional councils without considering their limits, and that has been very often oriented towards the strengthening of the local authorities from a functional point of view (providing equipment and - in the better cases - technical assistance) but that mostly did not consider the problems related to lack of legitimacy and authority.

It is to be observed, however, that some actions functional to an actual strengthening of local authorities have been carried out, such as:

- their involvement into the decision making process related to the tenders for the identification of local contractors in infrastructural activities;
- the support in the definition of taxation and fiscal policies;
- the legitimation through their actual recognition by SACB.

Perhaps these actions - that in fact increase the power, authority and degree of legitimacy of the local administrative structures - if are not integrated into a strategy for dealing with other relevant political actors, risk to produce new conflicts or increase the existing ones.

Constraints and obstacles

- the weakness of the local administrative structures was not considered as a relevant issue for projects, which resulted in the amplification of existing conflicts or in the ineffectiveness of actions carried out in collaboration with regional/district councils
- the existing qualified human resources active at local level have been seldom recognised and supported/mobilised in the framework of aid actions for strengthening of local authorities
- the political/institutional framework of the district and regional councils was seldom considered as relevant in the institutional capacity building actions
- often the various district councils, elders' councils, regional councils and commissioners and governors, have been considered as cohesive and coherent actors, without considering differences and conflicts existing among local bodies as well as among local and regional bodies.

**the support to local NGOs
or grassroots organizations**

According to reports dating to the UNOSOM period, Somalia has been a country where the lack of a State and of a national government produced an "explosion" of civil society, through the activation of thousands of so called NGOs and grassroots groups for providing services. However, the fact that many of these organizations proved to be not reliable or just to be "temporary groups" led most international agencies to consider NGOs as a "false" and "artificial" phenomenon.

Despite the debate on the existence of Somali NGOs some activities have been carried out during these years and are to be considered: the first was the support to local organizations by UNOSOM (for implementing any kind of actions); the second was the use of local organizations by the WFP for distributing food aid or for carrying out relief project under the formula of "food for work"; the third - that is currently still on course - is the USAID/CARE Umbrella Grant, supporting local development actions carried out by local NGOs.

Moreover, it is not difficult to identify other collaborations among international organizations and local groups (i.e. ADRA/SAACID, CEFA/IIDA, the "Evergreen School" in Balad, etc.).

The availability of support for activities carried out by local organizations by UNOSOM and WFP can be recognised as the main factor causing the explosion of NGO phenomenon in Somalia: thousands of people created "names" that often were only on the paper and registered them with the local councils or with international agencies only to access funds. Because of the lack of adequate monitoring & evaluation in most cases it was not possible to distinguish among "true" or "false" NGOs and most of the resources have been misappropriated or misused because of lack of ability to discriminate by the implementing agencies. Nevertheless some grassroots organizations really were existing and really utilised the available resources for carrying out relief actions.

Among the many organizations created for accessing to UNOSOM and WFP funds two categories seem to be particularly interesting, namely the NGOs composed by groups of professionals and/or businessmen and the Women's' groups.

These two groups of organizations have been often "accused" of not being real NGOs but groups of businessmen/women trying to use resources from international agencies.

In fact the common definition of NGO as "charities" appears to be of particularly difficult utilisation in Somalia: very often the "non-profit" motivation lacks, very often the organizations function much more as "self-help" groups than as groups supporting others, the distance/overlapping with business sector is not defined; the distance/overlapping with family and clan/sub-clan structures is not defined; institutional capacity is very weak, professional capacity is low, voluntary work is difficult to be found/detected, etc.

Nevertheless, many of these groups of "business people" and "professionals" have been involved in the USAID/CARE Umbrella Grant Programme and proved to be effective in producing local development initiatives.

The "Umbrella Grant Programme" has been since 1995 the only large programme supporting projects identified and implemented by local organizations in Somalia. Under this programme projects are identified and proposed by Somali organizations (so called NGOs), then are selected and supported through finance and technical assistance by CARE.

After a first phase which suffered of most of the problems suffered by actions carried out by UNOSOM and WFP (i.e. misallocation of financial resources, lack of accountability of local NGOs, inappropriate targeting of aid, inappropriate implementation of projects), the "Umbrella Grant Programme" improved its effectiveness. This seems to be due mainly to an improvement of the selection process and of the monitoring and assistance to local organizations, through the following steps:

- once received a proposal it is re-processed together with the proposing Organization in order to make it suitable for financing, in most cases the re-definition of the proposal is a long and challenging process, that can take up to one year, and this produce an effective selection of local proposing NGOs (the ones which are

not really interested in implementing something meaningful soon disappear);

- after its re-design, the project is financed but the disbursement of money is conditioned by the respect of time table in production of outcomes and by the possibility for the donor to visit at anytime the project (the disbursement are stopped if for security reason the project place cannot be visited);
- during the implementation the project is monitored with continuity by a field team also providing technical assistance to the local NGOs.

The demands are not selected according to the kind of proposing organisation: all organizations (profit, non profit, etc.) are eligible for financing if accept to participate in the process of re-design and if accept the conditions for the monitoring and technical support and for the disbursement of financial resources (it is to be stressed that according to CARE the organizations which proved to be more effective are those featuring a greater business orientation).

According to CARE a problem that is still relevant for the "Umbrella Grant" supported projects is the one of "community participation": in fact, most of NGOs are composed by professionals having little relationship with target people and often the introduction of participatory methodologies appears to be difficult.

**A sample of projects supported under
the CARE Umbrella Grant Programme**

- Green Valley Community Development Organization, Organic Farming Project, Aybutey (Lower Shabelle), 1994 (\$ 16,861)
- Lower Shabelle Relief and Development Organization, Refurbishment of 12 Water Points (Agoi, Audegle, Qorioley Districts), 1994 (\$ 188,194)
- Women Care, Bee Keeping for Women Farmers, Middle and Lower Shabelle, 1994 (\$ 77,498)

- SAACID Voluntary Organization, Health Education, Agricultural Extension and Canal Rehabilitation, Mahadey (Middle Shabelle), 1994 (\$ 243,918)
- Aigrette, Rehabilitation and Improvement of Rural Water Points, Bull Brute e Belet Weyne (Hiran), 1994 (\$ 185,832)
- Bulo Burti Reconciliation and Development Corps, Bulo Burti (Hiran), 1994-95, (\$ 301,620)

The (relative) good functioning of the current approach of CARE "Umbrella Grant" could suggest to promote and support the establishment of "tutorship" relations among international NGOs and local organizations in the identification, design and implementation of projects.

Actually, according to CARE, international NGOs are refusing to assume a tutorship role - often considered to be too risky. Nevertheless some other relations exist among local and international NGOs: often international NGOs refer to local organizations (or individual actors, as businessmen/ entrepreneurs) attributing them a mediating or facilitating role in the relationship with local social/political and economic environment: this seems largely to be the case of ADRA with SAACID (which perhaps is a relatively older organization, being registered in Somalia in 1989) and the case of CEFA with IIDA (a women association with antennas in the Benadir, in the Middle Shabelle and out of Somalia). This kind of relationship is often useful but it is not without risks: the international NGO gets in fact involved in all conflicts in which the local organization is involved, and in some cases the action of the international NGO can be conditioned by the local organization (i.e. in the targeting of aid, in the identification of local workers, etc.). All that without attributing an "actor" status to the local organization, not in front of international donors, nor in front of local authorities.

Another set of experiences which can be considered in looking at the issues of targeting aid and of the involvement of local actors in the management of public services, such as health or education.

In fact, in this field the international NGOs always utilized local professionals.

- The first kind of relationship with local actors in this framework was particularly evident in the field of health and can be defined as "the conflict related to competition in delivering services": in most of urban areas of Somalia medical doctors practice on a commercial basis, often also utilising relatively sophisticated equipment, if an international agency establish an health service which risks to modify currently existing competition conditions (for instance, by providing free a service which is already available on commercial basis) this risks to be sabotated in a short time.

- A second kind of relationship is the attribution to local actors a responsibility in the management of services provided by international agencies. This is, for instance, the case of "Mogadishu Joint Health Authority" that was established by local professionals in order to coordinate and manage health services. The authority was recognized and composed by all the parties in conflict in the city and is playing a central role in the provision of personnel to the NGOs projects and in the planning/implementation of health activities.

The experience proved to be relatively successful especially for the solution of possible conflicts (that in Somalia are very often related to job recruitment and to the phasing out of projects using local man-power).

The JHA constitutes as well a relevant experience in overcoming the conflict related divisions on the basis of the setting a professional relationship among people which have been working together before the conflict and that are living in areas which are closely connected and inter-dependent by the point of view of a certain dynamic (in this case that of health and epidemiological phenomenon)⁴.

- A third experience to be mentioned is that of the "Committees" set in some projects for managing all matters related to personnel.

⁴ A similar inter-dependency can be found, for instance, regarding the water resources of the Shabelle River, while a similar relationship among professional can be found among agronomists, veterinarians, etc. (and can be actually found among businessmen).

These committees seem currently to be effective in solving all problems related to the work, however they have no role in managing resources. The utilization of similar "committees" for managing services - that is needed for assuring service sustainability - would have to face the problems related to legitimacy to manage public resources (the same which exist for district councils).

- Another experience to be mentioned for what concerns the international support to local organizations, is that of the Somali Red Crescent. The Somali Red Crescent is a quasi-NGO organization existing in Somalia since the Siad Barre Regime period, and that never stopped to function in the conflict and post-conflict period. The Somali Red Crescent is working through a countrywide network of health posts held by local nursing personnell mainly on a voluntary basis, supported with small incentives, WHO pharmaceutical kits, training and technical assistance by the International Red Crescent and Red Cross Federation, through the National Committee of the Red Crescent.
- Also in education some experiences have to be considered, because they contribute information useful in the framework of rural development. Most of the efforts of international aid have been oriented toward the support to primary education, by providing schools of equipment and by supporting teachers with salaries or incentives. Although, despite the lack of programmes by international cooperation aimed at supporting secondary education and "vocational training", especially in urban areas a number of private schools have been constituted, as well as of centre for education in specific fields: this can be considered as an indicator of the existence of active subjects not only in the traditional economic sector but also in public services, requiring support as regarding coordination, access to information, strengthening of institutional capacity, etc.

Constraints and obstacles

- reference to a pre-conceived ideas on grass-roots actors and of NGOs
- lack of traditional NGOs
- lack of adequate selection of involved local actors and of their projects
- lack of monitoring and evaluation of local actors' projects
- lack of consideration of problems and needs related to lack of capacity
- reference to inappropriate financing systems and disbursement procedures
- lack of conditionality in the terms of the relationship among the financing agency and the local organization
- unclear relationship among international agencies and local organizations
- presence of strong competition on the provision of services
- lack of authority of committees composed by professionals on public resources
- lack of continuity of committees established at grass-root and district level
- lack of definition of ownership framework for projects, equipments and materials
- lack of adequate definition of the cost-recovery issue

Facilitating and success features

- demand orientation of support to local organizations
- selection process based on the re-design of the project through a collaboration between proposer and donor
- continuous monitoring and evaluation
- continuous technical assistance to the local organizations
- conditionality of financial resource disbursement to the effective implementation of expected actions
- utilization of a field staff involved continuously in monitoring & assistance
- presence of long-term relationships among professionals that can be a resource for networking
- attribution of responsibilities on controversial matters (i.e. personnel) to local actors
- existence of professional networks cross-cutting political/clanic divisions
- support to existing networks, which maintain autonomy

Agricultural development and food security have been the object of a great number of projects. Most of these project assumed as main focus the support of local producers in a relief framework, and thus did not consider the issue of sustainability, nor that of the one of "technology transfer". The first generation of food security and agricultural projects was therefore largely featuring the free distribution of agricultural input and the lack of true targeting procedure or methods: the idea was to help farmers returning to the "pre-conflict" situation by facilitating access to input.

It was not adequately considered, for instance, in this framework, the way of functioning of "pre-conflict" agricultural sector in relationship with occurred changes (e.g. how changes interacted with a diversified agriculture, including quasi-subsistence farms, modern fruit crops farms for export, modern collective state farms for feeding industrial production, etc., the presence of an agricultural extension system, the presence of cooperative credit and marketing etc.).

With the approach to a rehabilitation strategy, the policy guiding agricultural and food security projects changed: the focus has been posed on the rehabilitation of infrastructures and services supporting the production (irrigation, extension services, small industry, etc.) and on the improvement of agricultural techniques. This policy can be identified as underlying not only projects such as those of CEFA, CINS, ADRA, OXFAM, etc. - supported by the EC - but also as guiding projects as the one of UNDP-UNV in Jowhar.

The same Food and Monetization Programme, to be started soon, can be included under this general rehabilitation policy.

The relevance of the issue of sustainability in this framework is clear, as well as the importance that the involvement of local actors has. However, in designing and implementing the various projects these issues and the various connected problems have been faced in different ways.

**Facilitating elements and constraints
in a Rural Development Project in the Jowhar area**

facilitating elements

- the choice of mainly mono-ethnic villages
- the lack of relevant differences inside village wealth conditions
- the fact that activities have been closely monitored and assisted by project personnel

constraints

- the lack of control on economic processes
- the lack of control at a level higher than that of the village (particularly the lack of control on what happens in the urban area)
- the lack of local referents, out of regional administration and of village head/elders

A first issue to be considered is that of participation (involvement of local actors and community participation):

- at village level community participation has been sometimes promoted - on the one side - through the creation of "agriculture committee" or other kinds of committees (i.e. water, canal, etc.) and - on the other side - through the consultation of the head of the village and elders in the identification of the areas where the project actions should be carried out; other times community participation was promoted by asking to the expected beneficiaries to participate by providing man-power to the rehabilitation of infrastructures (in some cases the work was compensated with food or other incentives);
- at an higher level (district, village cluster, region) participation mainly consisted in the negotiation with district and/or regional authorities (often only with one of the two).

In addition to these main ways to "implement" participation, another way was the utilization of local businessmen/companies as mediating agencies for activities like those of agricultural credit or the dissemination of seeds, or as implementing agencies for infrastructure building/rehabilitation.

In most cases "participation" has been only concerning the implementation of project activities (also if many projects report the demands of intervention by the local "communities", represented by district authorities or the village heads and elders).

The effectiveness and the impact of participation have been not always the same: while at village level "agricultural committees" seem to have worked in most of the cases during the making of actions, at higher level the involvement of local authorities and of local economic actors often produced un-expected effects, such as conflicts among district/region councils, the unappropriate distribution of input and the failure of credit schemes, the inadequate implementation of works and the emergence of conflicts among economical actors.

If the issue of participation is connected with that of sustainability the results of activities carried out until now appear to be not always satisfactory also at the village level: often "agricultural committees" or the village elders have been unable to solve problems related to land. Committees worked adequately mainly when they were attributed functions related to the dissemination of information and to the management of specific and time defined activities.

Collective activities in Somalia

Some kinds of collective activities exist in the traditional management of agriculture and natural resources in Somalia, namely:

- the Gob, that is a modality for carrying out in a collective way agricultural works at village and sub-village level, according to a "sharing the labour" arrangement;
- the water and irrigation committees, which are constituted at village level for carrying out the maintenance and repair work for irrigation and water supply structures when the need emerges.

These collective activities are not related to the existence of a permanent organization, but to the presence of a recognized authority at village level (the head and the elders committee) that has the capacity to temporarily mobilitate the local population. However, these local authorities normally co-ordinate only activities that require utilizing a limited amount of resources. Moreover, these activities normally are not carried out if a situation of competition on the available labour exists among households.

Another issue to be considered in this framework is that of aid targeting. Two main approaches can be reported: one has been focused on the identification of specific beneficiary groups (i.e. poor women), the other has been focused on the identification of land plots with adequate agronomical and physical features (the second approach has been used as well for selecting villages where actions were to be carried out).

As concerning the first approach, it proved to be at least partially ineffective, because of at least three causes:

- the difficulty in verifying the actual existence/dimension of the beneficiary groups indicated by the local authority;
- the risk of creating conflicts among the various "potential" beneficiaries;
- the fact that often "beneficiaries", if are really the "weaker" or the "poor", lack of the resources needed for carrying out development actions.

In this framework, it would be more effective to "target" a territory, identifying actions having impact on different groups rather than trying targeting single beneficiaries.

As concerning the second approach, also it proved to be partially ineffective, because of various reasons:

- the use of only "physical" criteria often resulted in the selection of areas not suitable for "extension activities", because of their geographical location;
- the little consideration of issues related to ownership, property and appartenance to different groups can easily produce conflicts (among local actors, or with the international supporting agency);
- the little consideration of the issue related to social and economic features of the selected area often results in a limitation in the sustainability and impact of the actions carried out.

Despite these problems, it seems important to stress that many of the actions carried out by EC supported projects have been mainly

concerning villages and areas with a Bantu majority, without producing conflicts⁵.

The fact that mainly Bantu villages have been targeted by projects means as well that mainly small farmers have been targeted. By looking at the dynamics of Somali agriculture - exporting farms accessing credit and technical assistance, large and medium farms accessing to a wide set of services (including mechanization), and small farmers without any access to services, and with little access to input market - the fact that actions were addressed to small farmers has the consequence of a greater difficulty in setting sustainable service systems⁶.

The effectiveness of "technology transfer" and technological innovation activities carried out is another point under question. It depends in fact in a heavy way by the different kinds of involvement and targeting of local actors. Activities for "agricultural extension" in the projects include:

- the use of demonstration plots and experimental fields;
- the use of extension agents depending by the projects;
- the distribution of input (as gift);
- the activation of credit schemes (revolving funds);
- the setting of committees.

The supporting through training and equipment procurement of artisans (blacksmiths, etc.) for the production of tools seems not to be included here because of the fact that tools do not present innovations.

Most of the activities mentioned above proved to be not fully effective because of the fact that while most of the actions were carried

⁵ A factor that might have been relevant in this framework is the fact that the territorial areas considered in the projects were already irrigated before the actions. At present, information on what did happen in newly irrigated areas is not available.

⁶ The identification of small farmers as beneficiary of the agricultural credit managed by traders in the framework of the CEFA Jowhar project, can be one factor explaining the fact that part of the available resources have been mis-allocated by traders, and that no any loan returned. Small farmers in fact are not considered safe enough by traders, which cannot control their actual level of risk, so traders chose other real clients.

by "project staff" seen as external (being totally dependent by the project) the risk of innovation was not taken by local actors, that were involved only as "peripheral actors" (as in the committees which were not responsible of anything) or as beneficiary of gifts. It is to be stressed in this framework that also the activation of credit scheme, lacking of effective modalities for reclaiming back the loans and having a relatively large lapse of time before repayment, was perceived not so differently than a gift.

Constraints and obstacles

- lack of transparency of actors at levels higher than the village level
- lack of continuity in the functioning of village committees
- limitation of participation in the implementation of activities
- targeting of weak groups
- little consideration of issues related to conflicts on land
- little consideration of issues related with technology diffusion
- inadequate definition of the credit systems to be used
- lack of control on contractors and implementing agencies

Facilitating and success features

- autonomy from regional/district authorities in the selection of target areas
- existence of forms of collective work ("gob": sharing labour agreements)
- effectiveness of the work of infrastructure rehabilitation at village level

In this framework also the food aid monetization activities have to be considered. At present the few activities carried out (monetization of sugar by CARE) did not perform very well, because of the inability of implementing agency to cope with the networks of traders, which - in framework of the tender process - organized themselves in order to keep the prices very low.

livestock supporting programmes

Among the rehabilitation activities carried out in Somalia the programme of support to the privatization of veterinary service seems

to be one of the more interesting as regarding the issue of targeting. In fact, while in most of others the international NGOs carried out localized activities such as the rehabilitation of an infrastructure or the setting of a demonstration plot, the activities of the programme are focused on the support to local actors. Moreover the programme can be seen as a wide set of coordinated actions involving many organizations (i.e. Africa 70, Actionaid, CARE, CEFA, CISP, COOPI, Johanniter Int., OXFAM - Quebec, Terra Nuova, Vetaid, World Concern).

The actors supported by the programmes are professionals (having various levels of qualification) that can provide to final beneficiary a service on commercial basis. Under the programme the professionals of the veterinary sector receive training and technical assistance and a "seed fund" constituted by veterinary drugs to be used for commercial purpose.

By supporting professionals for providing services on a commercial basis the programme solves the problems related to sustainability as well as those related to adequate targeting of beneficiaries. However a number of problems emerged as regarding the selection of the veterinary professionals supported: more than 50 % of the professionals which participated to the starting phase of the programme left it in a successive period.

Among the causes of failure an important one is the difficulty for people which before the conflict had no contact with the field - being them employed in the public administration or in the university and spending most of the time in the office - to start to carry out field work. Another important cause of failure is the difficulty in starting to provide a service as a commercial service, which require entrepreneurial attitudes, for people that were working under the authority and the protection of the State.

The programme was until now mainly focused on supporting the activity of single professionals, while an action aimed at setting up a professional network able to provide support to individuals, and to maintain relationships with external supporting agencies was not carried out.

Constraints and obstacles

- poor technical capacity of the involved professionals
- lack of entrepreneurial attitude among professionals, who were operating in a protected environment under the authority of the State
- the negative attitude of most veterinary professionals towards field work and manual labour, related to their urban provenance
- little confidence of livestock owners in the veterinary professionals
- relevance of clinic affiliation in the relationship among professionals and users
- little attention towards the setting of collective actors (i.e. networks) supporting the change of attitudes among individuals, and lack of institutional capacity building activities
- the presence of income generating activities, other than veterinary service delivery, practiced by veterinary professionals

Facilitating and success features

- business orientation of the programme
- attribution of responsibility to local actors
- autonomy of involved professionals
- little interference with existing market dynamics
- the facilitating and setting of direct links among professionals - also as groups - and Kenyan based pharmaceutical firms
- monitoring and technical assistance of the involved professionals on the field

the infrastructure rehabilitation and the support to SMEs

Other sectors of action closely related with rural development approach that are characterized by a wide involvement of local actors are those of infrastructure rehabilitation and of support to Small and Medium Enterprises.

- In the rehabilitation of infrastructures the involvement of local actors an innovative experience that needs to be considered is that of public tenders.

Public tenders in which the EC external supporting agency established technical requisites for participation and that were managed as regarding the selection of local companies by the local authorities (committees were set by regional governor and the regional council) have been hold in some cases.

The use of tenders seems to work at least as regarding the possibility to avoid or to externalize conflicts: in fact possible conflicts are managed by local actors directly, by referring to local bodies such as committees collecting together people interested to the a specific matter, elders and political groups.

However, the reference to local authorities for carrying out tenders seem not to be always adequate for assuring the appropriateness of the implementation of activities, and of the management of infrastructures. To this regard the adoption of clear procedures conditioning the disbursement of financial resources to the actual achievement of expected outcome has been identified as the main tool.

Moreover, the use of tenders for identifying the actors to be involved as implementing agencies in infrastructure rehabilitation activities cannot solve the problems related to operation & maintenance, especially when infrastructures are not directly producing income or in the cases in which their privatization can be cause of conflicts (i.e. the roads). The actual involvement of local actors in the management of infrastructures producing income was still not carried out. Among the difficulties related to the use of local actors for managing infrastructures set by international supporting agencies (i.e. Water Supply in Jowhar by UNICEF) there is the risk of the emergence of conflicts with the economic actors already involved in the provision of the same service.

- Support to small enterprises and credit have been the matter of a relatively little number of small projects, which have been analysed in a study on credit carried out by K-REP, a kenyan organization, for EC (that will be considered later).

Experiences in credit have not been very successful: the rate of return of credit provided has been in fact normally very low. Among causes observed for the bad functioning of credit was the lack of institutional capacity of the involved organizations and the adoption of unsuitable features for setting the credit (i.e. timing, the currency, etc.). Moreover, a little consideration of the issues of trust and information can be observed: the target of the credit actions which proved to be little effective have been mainly social groups that had not access to credit in other ways, but the reasons for their actual lack of access to credit often have been underconsidered.

Constraints and obstacles

- little consideration and control of Operation & Maintenance Issues
- the little power of local authorities in assuring the quality of the implementation of construction works, delivery of service, etc.
- the danger of conflicts if the local economic processes are not taken into consideration, especially for what concerns service delivery

Facilitating and success features

- the transparency of tender procedures, especially for what concerns the setting of terms of reference
- the possibility to externalise potential conflicts, letting local actors to solve it by themselves
- the possibility to strengthen companies and business groups with good capacity, that is likely to be used also in other activities
- the possibility to establish sustainable patterns for service rehabilitation and management, by avoiding the involvement of public administration in the direct management of services

the support to dis-advantaged groups

The last set of experiences to be considered consist of the actions carried out to support especially dis-advantaged groups of people, such as the poor, women heading families, etc. Two main groups of activities can be considered under this umbrella:

- aid projects aimed at supporting in a direct way disadvantaged groups;
- monitoring and assessment activities aimed at identifying the disadvantaged groups, or the places where they are.

The first set include projects as those carried out in the period of UNOSOM, but also actions carried out in the framework of the projects implemented by international NGOs in the last years: most of these projects proved to be at least partial failures, because of the lack of capacity to really benefit the targeted groups (both because of the fact that aid did not arrive to the targeted groups, and because of the fact that the aid received by these groups produced un-expected effects).

Very often the activities oriented towards the support of specific groups of population seem to not consider certain features of Somali society, such as the pervasiveness of clanic structures and the presence of strong conflicts that are related to the relative autonomy of economic actors from clans and from other modalities of social organizations: thus, while focusing a territorial area it can be expected that some benefits are redistributed through clanic networks (also as a way for producing political consensus), by focusing a specific group of beneficiaries of the aid, the aid itself become matter of competition and conflict among various actors, and mis-appropriation phenomena are more likely to happens.

A further factor influencing the capacity of targeting aid is the little transparency of somali society for external supporting agencies as well as the little information on the economic behaviour of "target groups" which increase the risk of producing un-expected results (e.g. the loss of aid, the increase of conflicts at local level, etc.).

Activities aimed at improving targeting of aid include for instance the Food Security Assessment carried out by WFP with the support of

EC and the household economy surveys carried out in specific areas of Somalia by ActionAid. Both these experiences provided useful tools for identifying areas which are in particular need.

Moreover, the information produced in the framework of the Food Security Assessment (FSAU) and of the household surveys of ActionAid can be utilized in order to identify areas where the rehabilitation work can be difficult, because of the presence of potential conflicts related to the presence of differences in access to income and food, or because of the lack of economic processes to be strengthened.

In fact the methods defined under the FSAU and under the ActionAid project integrate various perspectives, taking into consideration:

- food availability
- crop assessment
- market price analysis
- import movements
- nutritional status of the most vulnerable groups
- short term seasonal fluctuations
- long term structural problems
- differences among households at village level

Reference to the strengthening of existing processes can be particularly useful in order to better targeting actions also at sector level: for instance, sectors which present a greater dynamism (e.g. fishing) or a greater continuity (e.g. livestock or agriculture for export) can be supported more easily than sectors which are characterized by a loss of resources (not only in economic terms, but also in social and human terms), as it is small farming. An useful indicator in this framework can be the availability of credit systems.

Constraints and obstacles

- lack of transparency of somali society
- little consideration of somali social networks
- little consideration of existing conflicts and of the differentials of power among the various social groups

Facilitating and success features

- targeting of territorial areas rather than social groups
- integration of different perspectives and utilization of indirect indicators
- focus on processes rather than on groups

The rural development projects in the "pipeline"

EC Somalia Unit is currently promoting the implementation of a set of rural development projects which will provide continuity to the projects carried out in previous years. Among these projects that will be financed by using the "Rehabilitation Fund" and the resources produced through food aid monetization, the following ones can be mentioned:

- INTERSOS, Promotion of Small Business and Employment Opportunities in Gedo Region
- OXFAM - Quebec, Agricultural Rehabilitation and Development, Phase II, Buloburte Distric, Hiraan
- COOP.I., AVOCATE - Amoud Vocational Center for Agriculture Technology and Environment, Boroma, North West Somalia
- COOPI, Soil Erosion Control and Environment Protection in Awdal and Saxil Regions, North West Somalia
- ADRA, Emergency Rehabilitation of Congo and Hanshonley Irrigation Canals, Jowhar, Middle Shabelle
- CINS, Agricultural Service Project in Balad District, Phase 2, Middle Shabelle
- CEFA, AGRI'97 - Development of Rice Cultivation, Processing and Marketing in Meddle Shabelle
- CARITAS Luxembourg/CARITAS Switzerland, Strengthening of Food Security in Somalia. Monetisation of food commodities and reinvestment of the net reflow, North West Somalia

- ACTION NORD SUD, Rehabilitation of the irrigation infrastructures and support to oasis farming activities in Berbera and Sheikh Districts, North West Somalia.

Some considerations can be made for what concerns issues that need be considered in these projects, and that sometimes seem to be unrecognized:

a) the identification of actions and the operational design of activities

While, EC Somalia Unit is starting to work on the issue of identification and design of actions, by promoting the use of a certain Participatory Rapid Appraisal Methodologies, some issues remain open. Namely:

- The choice of a demand driven Vs an offer driven approach. Projects are currently identified mainly by considering the point of view of international agencies, while the local social and economic processes appear often to be not taken into consideration; by using PRA moreover it can be expected that the "demand" would be just identified as the one represented by the people involved in the exercise. A greater reference to information on actual local conditions, considered by different points of view appears to be needed.
- Local economic dynamics appear to be underconsidered, especially for what regards the investment dynamics (where local investments are addressed), for what concerns the issue of the agricultural productivity (often the projects appears to be aimed at increase productivity without considering the implication of that: a greater productivity would/would not require additional work/equipment/inputs? Will this be affordable or appropriate for local actors? etc.)
- Issues related to services are given for granted: in the case of service for agriculture it would be necessary to identify which will be the users, and at what conditions (often it can be observed that the producers addressed in the projects are different from those who can be expected to use the services improved by the projects), and to analyse which will be the consequences on the local economic competition and social networking process
- The issue of food security seems to be often considered mainly from the point of view of production capacity, while it appears to be very often related to the malfunctioning of the market and to the lack of not agricultural income generating opportunities. Activities on food security need therefore to be addressed to these problematic areas.

b) the selection of technologies and the transfer of technology

A relevant matter in the projects in the pipeline is the transfer of technologies or the technological innovation (in agriculture, in the services and manufacture activities related to agriculture, in environmental management). Often the technological choices indicated in the projects appear to be the result of common sense more than the outcome of an analysis of local conditions, constraints and opportunities.

In order to improve the selection of technologies in project implementation a set of issues can be considered:

- accessibility of information on the proposed technology for the users, by employing sources different from the actor proposing it;
- accessibility of the input necessary for the functioning of selected technology (suitability of environment and environmental resources, economic resources, technological capacities, energy sources, etc.), a topic to be considered in this framework is the difficulty of "technological revolutions", especially in agriculture and in a short lapse of time as the one of the projects;
- willingness of local actors in front of technologies (which can be considered only by looking at the actual attitudes toward technologies in present time, while an explicit statement very often reflects just the willingness to get some kind of support)
- the issue of operation & maintenance, which cannot be reduced at the presence of adequate technical skills, but that is related to a complex set of issues, including institutional capacity, time organization, the management of space, the need for continuous rather than "on the spot" initiative, etc.;
- the issues related to diffusion processes and to the process of appropriation of technology transfer, thus considering the difficulties in the adoption of practices and technologies which are perceived as utilizable in contexts different from the own one (as often is in demonstration farms or by technology demonstrations carried out by external and/or quasi-external actors) and considering the difficulties in innovations changing space/time/input features of presently utilized practices;
- the issues related to the use of "inputs" as a tool for technological innovation, and particularly the counterposition of "investment by local actors" and "support from outside" in technology transfer and innovation. Often to produce an innovation technology needs to be appropriated through an investment made by the beneficiary actor, while the receiving of input as a gift implicates that the innovation is not perceived as relevant (thus input supply needs to be carried out always requiring a relevant investment by local actors).

c) the services and income generating activities

Most projects include activities concerning the promotion of activities in the sector of services and the fostering of income generating activities. Regarding the identification of the suitable activities and the definition of proper actions for their promotion, the following matters have to be considered:

- appropriateness of the proposed income generating activities (in terms of technology, economy, culture and society) and their integration in local economic environment

- the competition in service provision among the new and old involved entrepreneurs
- the issue of job creation (e.g. are the proposed activities really creating new jobs? is it necessary to create new jobs? etc.)
- the kind of assistance provided (how the provided assistance interfere with local providers of services/input, etc.?: how the provided assistance inter-act with the technological innovation processes?: how the autonomy of local actors is maintained/managed?)
- the autonomy of service supplying body: if sustainability is required, the providers of services needs to be local ones, the possibility to promote a progressive increase of the autonomy of local partners of the NGO implementing the project (i.e. agricultural extension/service agencies - the extension agents and the project: the equipment issue and the personnel, the capacity building issue, etc.) must be considered and defined in project design and implementation
- the identification of local providers of services and of inputs must be considered as an issue regarding the possibility to provide services to specific target groups and to have a different scale of impact

d) the involvement of local authorities and local groups

Projects mostly consider the involvement of local authorities and local groups, or directly in the implementation of activities or as "facilitating" actors for working on the field, involving others, etc.

An issue that needs to be considered in the identification of local authorities and other kind of "political" actors and in the definition of the ways for their involvement, in the framework of project design, is their weakness, in terms of legitimacy and authority (also the apparently powerful Clan and Political factions seem to be unable to adequately control their territory and their own members) and in terms of capacity (qualified human resources, equipment, etc.).

Weakness not only involves the fact that often local partners may prove to be unable to fulfill expectations, but also the fact that the involvement of only one actor (or kind of actor, e.g. the "local administrative authority") can easily produce conflict situations.

Among issues to be carefully considered - also taking into consideration the increasing weakness of local traditional and new authorities - is that of land tenure.

e) implementing partners

Rehabilitation led to a greater involvement of local actors as implementing partners in project implementation. Two main orientations can be identified in the projects:

- the reference to private sector and quasi-NGOs
- the creation of groups (i.e. farmers' associations, etc.)

While the trustworthiness of local actors is to be considered as a relevant but "open" question (trust is something which is normally built in long time period in Somalia, however it can be somehow evaluated by looking to their capacity to access credit autonomously - thus avoiding to provide funds anticipations), an other relevant issue is the different nature of various kinds of aggregations. While quasi-NGOs and private sector organizations can be expected to carry out a relatively continuous activity, most of groups and associations cannot be expected to be active in any other way than for solving specific problems popping out. Also the reverse is true: in order to solve problems which emerge among private sector organizations, it can be necessary to refer to groups and other temporary aggregations).

f) community participation

Community participation appears in some of the projects without the determination of the ways in which it would be "carried out. Talking in a general way of "community participation" appears to have little effectiveness, especially if the following issues are considered:

- the presence of important ethnic and cast fragmentation, that in some cases can also influence village level social dynamics;
- the presence of nomadic herders / agro-pastoralists / farmers, having different interests, also if they are within the same subclans/families;
- the presence of committees at village and at district levels which often have defined functions and roles, but that often are not represented.

g) economic sustainability and cost-recovery

The consideration of the issue of sustainability in the framework of rehabilitation requires to consider in a more determined way the following matters in the project design and implementation:

- the modalities of credit, particularly as regarding time, guaranties, cost and information (in fact, the lack of adequate information and the little possibility to calculate risk can be identified among the reasons of the lack of access to credit in Somalia);
- the modalities for introducing "sharing the cost" solutions within the projects (where the support of the external agency is conditioned to an investment by local actors)
- the modalities for commercial management of activities/ services/ infrastructures (relevant issues in this framework are those regarding the integration in local economic competition dynamics, those concerning accessibility and affordability of services, those referring to the issues of institutional capacity and of the accountability in front of the donor and the external supporting agency)
- the modalities for carrying out agricultural credit schemes through "agro-committees" (experiences have been made, but the results are still ambiguous, and while it seems difficult to consider "agro-committees" as sources or as direct beneficiary of credits, they can be utilised for constructing a "social warranty systems")
- the possibility to introduce forms of commercial credit by supporting the creation of "warranty funds", (this can allow local actors investing in the provision of input or financial resources on a credit basis, producing an external foundation for trust, however conditionalities have to be introduced to reduce the risk of misuse of money).

h) targeting of aid

The identification of target groups and the definition of modalities for really producing benefits to them is another relevant issue emerging in the projects. Some indications emerge for what regards this issue.

- direct targeting of specific (weak or risk prone - e.g. poor women, the poor farmers, etc.) population groups appears to be of little effectiveness, because of the little transparence of group dynamics and because of the high risk of losing resources, thus the adoption of a territorial focus seems to be a relevant option, for indirectly produce also impact on identified (weak) groups

- the focus on territorial targets require a greater consideration of the different issues related to different territorial levels, as well as the identification of modalities of actions suitable for identifying and implementing appropriate actions, particularly taking into consideration the differences related to the demand and the integration in local economic, political and social dynamics
- a specific problem for targeting is represented by gender issue: in fact direct actions aimed at improving the conditions of poor women involved in agriculture seldom proved to benefit the expected groups (poor women are often too poor to be able to profit of development actions, they are difficult to be identified also at village level, etc.) while a larger impact can be expected by promoting activities on income generation that also provide job or credit opportunities for women (i.e. rice mills, credit for small traders, etc.)
- the identification of activities in agriculture and on services for agriculture (i.e. mechanization, credit for inputs, improvement of technologies) has to be carried out in consideration of different possible target groups. Different kinds of action in fact will indirectly target small farmers (which usually are involved in a marginal way into the market), medium farmers (which are the greater users of input and services available in the market) and exporting farmers (i.e. banana and fruit plantations, which are more related to national - international dynamics than to the local ones, but that can influence in a relevant way the local labour market).

i) time

Time emerges as a very relevant issue that is often underconsidered in project identification: short time lapses are not suitable for any kind of action concerning directly the improvement of technologies (especially in agriculture), while time seems to be a key factor for the functioning of credit (too short reimbursement time make the access to credit difficult, too long time make impossible to control the credit capacity to be returned), etc.

Timing of project implementation - including a phase for "setting up" the project, re-assessing design or including a period for the transmission of information from old to new project managers - needs to be determined in project design.

1) information, monitoring and evaluation

New projects often do not take into consideration the problems emerged in projects already carried out, moreover the problems emerging in project implementation often are perceived only once emerged.

An improvement of monitoring and evaluation, and a greater consideration of the issue of information gathering, processing and utilization seem to be necessary, both as regarding the analysis of effectiveness, efficiency and the impact, and as regarding project capacity to involve and strengthen local actors.

The various issues considered in this box need to be considered in Information, Monitoring & Evaluation systems, in addition to the specificities of single projects.

3.2. Review of the studies on post-conflict Somalia

Post-Barre Somalia - and mainly post-UNOSOM Somalia - has been the subject of a wide set of study and research activities, mainly oriented towards the provision of operational indications for international aid. Thus a set of relevant indications can also come from a short analysis of some of these studies.

Research activities which have been carried out during these years by a large number of institutions including academic institutions (e.g. the London School for Economics, the University of Uppsala, the University of Besancon, the EHESS, the International Society of Somali Studies, etc.), international NGOs (e.g. ActionAid, SCF-UK, CARE, etc.), bilateral cooperation aid (e.g. U.S. AID) and international organizations (e.g. EC, UNDOS, etc.). Due to the limits of this review it appears necessary to reduce the field of the analysis to a set of research studies carried out in the framework of EC - Somalia Unit. However when this can be relevant, elements from other studies have been considered.

The studies dealt with several issues: national, local and regional administrations, Somali business class, women's role in peace process, food monetization, credit, fisheries, water supply and sanitation and infrastructure management, veterinary care and livestock export. They will be considered only for the matter relevant in the context of the present technical assistance: targeting and interaction with local actors. In this framework, the basic information on somali society (the clan system, the traditions and culture, etc.) that are often provided by the studies carried out will be considered as given and known.

The first contribution that can be provided from the studies analysed regards the identification of local actors. The studies carried out, in fact,

provide information on a wide range of local actors to be considered in rehabilitation and development actions. Namely:

NGOs and women's groups

- Under the term NGOs a large variety of groups can be found: small groups of people constituted for having money from UNOSOM, groups of professionals and former officers of the governmental organizations trying to find a new way for exercising professional activity, old organizations that were constituted and officially registered during the last years of the Siyad Barre regime. Selecting among these different kinds of groups appears to be difficult if one has to use the traditional categories used for defining NGOs.
- Little connections seem to exist among Somali NGOs and the grassroots. NGOs appear often to be composed by educated - well to do people, sometimes living abroad. This has been often considered to limit very much NGOs capacity to be involved in the peace process. It is not irrelevant to observe that uasi-NGOs with a strong "business orientation" (often just groups of businessmen) performed better than others, producing greater impact on beneficiaries⁷.
- The capacity (in terms of professional skills, networking ability, social connections, etc.) of NGOs membership can be seen as a relevant resource for redressing local economic activities, while at grassroots capacities are seriously lacking. However, even if in the NGOs professional skills are available, capacities lack for what concerns project design and implementation.
- The distance among Urban NGOs and rural grassroots is wide. This gap can implicate the ineffectiveness of actions carried out by urban NGOs in rural areas (also in the case the involved NGOs are not related to "urban" or other specific interests).

⁷ Looking to the findings on business (see below: "business and clan are different") it would be interesting to understand the kind of links and the degree of autonomy that the various types of NGOs have with Clans and political factions.

continued to detain relevant social (e.g. trust, linkages) and economic capital.

- The business world is re-designing itself along a set of lines which are undermining the traditional work of trading. These lines are related to the emergence of a new group of traders, often former militia people, which cannot refer to long term trust relationship. This is involving a greater tendency to limit business to the quick buying and selling of goods, without medium-long term investments. However, this seems to have little influence on big traders, that utilising long trust relationship (see above), are able to accumulate capital for investments and to establish agreements in order to control competition in the market (especially as regarding import and export).
- The interest of business class for peace process is not clear: more security is needed, but the re-establishment of the state will involve a reduction in profit (for instance through the setting of fiscal systems).
- Especially in some areas (North, Somaliland) a trend towards a new concentration of trade and business seems to exist, this can involve an increase in conflicts as well as the re-establishment of a strong link among the state and the interests of specific groups, similar to the one existing under the Siyad Barre regime.
- Most Somali traders suffer of lack of professional capacity and of the little available institutional capacity in business with other countries: import and export of goods can be identified as a relevant field for international aid, mainly for what concerns the facilitation of connections and networking among local and external actors.

actors involved in the governance

- The lack of legitimacy and authority coming from the consent of local clans and lineages has been detected as a relevant feature of local authorities, which instead can often be endorsed by higher political authorities (i.e. factions or "governments") and/or by religious authorities. In some cases the fact that "civil authority" is legitimated by one source (i.e. factions, clans, families) and that

"religious authority" (e.g. Islamic court) is sustained by other authorities leads to the emergence of conflicts.

- The lack of sustainability related to the lack of fiscal responsibility and ability and to the lack of operational capacity is another identified feature of local authorities, that appears also to be furtherly deepened by the presence of conflicts among the various authorities (i.e. civil/ religious). In fact, the lack of legitimacy and authority of civil administration often has involved the fact that taxation was managed by the Islamic court, with a certain autonomy from regional/district authorities.
- Religious leaders have been often identified as relevant for advancing the peace process. However the ambiguous role of Islam for peace production needs to be stressed: while religion appears to be one of the few cohesive forces, Islamic courts appear often to be connected with family interests⁸. Moreover Islamic fundamentalism emerged in some parts of Somalia as a further factor of conflict.

A second contribution consists of the information on some general issues to be considered, such as those related to the weakness of traditional actors involved (Clans, Elders, etc.) and to the fact that patterns of traditional reconciliation no longer function; reciprocal trust was destroyed down to the grassroots level. Clan ties are no longer strong enough to maintain solidarity.

However it's to be noticed that sometimes the studies seems to underconsider the relevance of some of the problems observed.

Particularly, the lack of legitimation of local authorities, the crisis in the political capacity of traditional organizations (i.e. clans and lineage links), the presence of a "quick trade" attitude, the lack of trust, etc. seem to be not adequately taken into account in proposals such as, for instance: the strengthening of "local administration capacity" through training and supply of equipment; the implementation of initiatives aimed at reintegrate through training and supply of input the former

⁸ See for instance the current (March 1997) conflict among the Ali Madhi family and the Sheik Ali family.

militia-men into the productive activity; the using of leverage capacity of religious leaders for strengthening the peace process.

The persistence of this mismatch between the findings of the studies and the operational proposals following them can be considered as a guide to the identification of the problems to be considered and managed both in the management of projects (by looking how actually the issues cited above are managed) and in the implementation of the "technical assistance on targeting of rehabilitation projects in the rural areas of the Shabelle Valley" (by considering them as source of demands for the study).

3.3. Review of Participatory Analysis Approaches to targeting of aid

A specific study area to be considered is that of "Participatory Research", in which the topics of targeting, identification and involvement of local actors are the focus of the work. Two activities have been carried out recently in Somalia and merit to be considered: one is the experiment on Rapid Participatory Appraisal with Nomadic People carried out by the Clark University⁹, and the other is the testing of innovative methodologies for environmental interventions at the community level carried out by IUCN¹⁰.

the identification of relevant actors

Participatory research has among the problems that try to answer that of the identification of relevant actors in a given situation and that of participation, two problems which can be considered as the key ones in the present technical assistance.

In Participatory Research often relevant actors are defined as "stakeholders": those who are affected by the outcome of a proposed

⁹ Ford R., Adam H., Abubaker A.Y., Farah A., Barre O.H., *PRA with Somali Pastoralists: Building Community Institutions for Africa's Twenty-First Century*, Clark University, Worcester, Mass., 1994

¹⁰ IUCN, A.S. Inglis, *Innovative Participatory Methodologies for Environmental Interventions at the Community Level in Somalia/land*, First Draft, 26 Jan 1997, EC - Somalia Unit, Nairobi

activity and those who can affect its outcome. Stakeholders are identified often as government, directly affected groups, indirectly affected groups. These three sets of actors are normally identified through:

- first-hand observation
- the dissemination of information on proposed activities (so that stakeholders can show up themselves)
- seeking help by consulting in-country resources or using sourcebook resources.

These three practices normally require to be aware of certain constraints, such as those related to the capacity of weak stakeholders to show up themselves or to access information. A solution to these issues was found often on the identification of questions to be answered:

- who might be affected positively or negatively by the development concern to be addressed;
- who are the "voiceless" for whom special efforts may have to be made;
- who are the representatives of those who are likely to be affected;
- who is responsible for what is intended;
- who is likely to mobilize for or against what is intended;
- who can make what is intended more effective through their participation, or less effective by non participation or outright opposition;
- who can contribute financial and technical resources;
- who has to change his behavior for the intended action to succeed.

While these questions seem to be relevant, it seems possible to notice that their answers can be found only with difficulties by adopting the above mentioned practices in Somalia, where society appears to be not transparent, where basic information is often lacking and where factionalization, stratification and the presence of different interest groups are at a very high degree.

Thus, one of the attempts of the PRA experiments carried out in Somalia was to find a practicable way to find answers to these demands:

IUCN identified a suitable methodological approach in "participatory mapping", while the research team of Clark University focused its work on the testing of a set of tools, including "participatory mapping", as main source, and a set of other tools for double checking information produced (e.g. transect, time line, trends lines, seasonal calendar, gender calendar, institutional profile).

In fact, through participatory mapping is possible to produce - using as a resource the active participation of the people living in a given area - information on:

- spatial relationships
- farming practices (also considering differences)
- the actors having responsibility or authority on (mainly natural) resources
- resources and constraints
- localized environmental and social risk factors

At the same time the shared generation of maps creates consensus and facilitates communication among involved people, and support the research team in understanding how people think, how priorities are set and which are the reasons for wanting or not wanting something.

However, it is to be noticed that there is not a special thematization on the identification/selection of the participants to the exercise: the only measure taken for facilitating participation of all actors is that the meetings in which maps are produced have to be carried out in visible and accessible places, so that any person willing to participate can. Moreover, if the existence of groups of people which cannot communicate directly or participate to the same meeting (e.g. women, low caste, etc.) is devised, different meetings can be held with the various groups, than putting the outcomes together.

PARTICIPATORY MAPPING

In participatory mapping the people is asked to draw their community, and then progressively to indicate on the picture the resources, the problems, the areas which are dangerous and the dangers, the people or group having authority or responsibility on the identified items. Once completed the map, this can be the source of information for feeding planning.

LIVELIHOOD MAPPING

The exercise carried out with a group of informant or with a group of people in a public place consists on asking to people to prepare a sketch on sources of livelihood. If carried out separately with different groups of informants the exercise can offer information on difference and stratification

TRANSECT

In transect (or transect walks) the "researcher" walks around in the considered locality together with a group of local people which is charged of observing relevant facts/things. The observations are then represented graphically, sometime on the map produced through participatory mapping. Variations on transect can include the use of observation guide. Also the results of transect are graphically represented, mainly through a matrix.

SEASONAL CALENDAR

Seasonal Calendars consist of a calendar of patterns of rainfall, crops, water use, livestock fodders, income, debts, migration, wild harvests, labor demand, labor availability, health, diseases, prices, etc. is done putting together the outcomes of interviews with different sources (sometime households). The calendar is checked with a local group.

GENDER CALENDAR

Gender calendars note the variation by gender during the year in the life of the considered "community". In a gender calendar, through the consultation of a group of local informants, information is collected concerning activities carried out by women and men (and as well by girls and boys, and the common activities) daily, weekly and in the different seasons

TIME LINE

Time lines consist of an exercise in which the PRA team ask to a panel of informants (the elders met separately) to pinpoint the most important events in the story of the "community" considered. The outcome of the interviews is then represented graphically and can provide information on the roles that actors play/played.

TRENDS LINES

In producing "trends lines" the changes of the various considered issues are reconstructed by talking with people, by referring to a short period of time, and then are graphically represented. Also the ideas on future trends are asked. In this way is possible to understand the interaction among groups and within groups

INSTITUTIONAL PROFILE

The institutional profile consists of the listing of the groups existing in the "community" and in the representation of their activities, their goals, their management modalities, etc. It can be used for identifying partners in specific activities and in identifying needs to be considered in planning development actions.

The proposed methodological approaches seem to be in some way suitable for identifying actors at the level of relatively small and "homogeneous" human settlements (it is mainly the case of village), while certain problems and issues arise and need to be put under control, namely:

- utilization of "participatory mapping" as the main tool involves an exclusive reference to the "perceived" or "cognitive" social, economic and natural environment, while the "actual" conditions of social, economic and natural environment appear to be underconsidered;
- while Clarks University set of tools allows a greater equilibrium between the "perceived" and the "actual" environments, its utilization out of a research framework appears to be too long and laborious;
- the problems related to the "voiceless" not appear to be effectively solved, especially if only one tool is utilized; however, in a relatively homogeneous situation and using some rapid check tools (e.g. observation, collection on information on household economy¹¹, etc.);

¹¹ A useful reference in this context can be the work carried out by SCF - UK already mentioned in this report. SCF - UK has identified different production and consumption patterns that can be utilized for understanding the economic stratification of villages.

- to be successful the process of "participatory mapping" needs to be facilitated effectively, and "facilitation" competences are scarce; moreover, the need to involve external but national facilitators, having a status very different from that of the people participating in the exercise will increase the problems related to the "voiceless";
- ex ante and ex-post selection of information is a crucial problem: in fact only a relatively small fraction of the information produced through the exercise appears to be relevant in order to identify local actors and understand their position in front of resources; this means that a careful design of participatory research and appraisal exercises is needed;
- participatory exercises often involve the emerging of expectations which sometimes cannot be followed by effective actions (for instance, because of the constraints provided by the project document); thus in order to avoid producing an intensification in conflicts at local level and to be effective the use of PRA needs to be linked to "flexible" project design and effective monitoring.

As a conclusion it can be said that the research studies already carried out on the Participatory Rapid Appraisal seem to offer some solution to the problems related to identification of local actors and targeting of projects in relatively transparent and homogeneous situations, such those at village level. Nevertheless, to be utilized the proposed approaches need to be integrated by other approaches allowing a better integration of "opinion" and "facts". Finally a further need for an useful utilization of the proposed RAP approaches is the setting of effective monitoring systems able to control the issues which have been identified through the analysis of aid activities carried out in the past.

ANNEX 1

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ANNEX 8
Working Document
Draft
(July 1997)

CERFE

EC - SOMALIA UNIT

Technical Assistance to the EC - Somalia Unit
Guidelines for Targeting Rehabilitation Projects
in Rural Areas in the Shabelle Valley

Working Document

Draft

Nairobi, July 1997

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CHAPTER ONE

Institutional framework

Beginning in 1995 CERFE has been involved in a number of rehabilitation initiatives in Somalia. In November 1996, following meetings with the EC - Somalia Unit and with the NGOs involved in the implementation of EC-funded projects in Somalia, the terms of reference for technical assistance in rehabilitation projects in the Shabelle Valley were defined. In January 1997 a contract defining the scope of the technical assistance was entered into between the EC and CERFE.

The technical assistance is to be carried out under the control of the Rural Development Adviser of the EC - Somalia Unit (Ms. Laura Garagnani) and her technical assistant (Ms. Cristina Amaral) according to the indications provided by the Terms of Reference set out in Nairobi on November 18, 1996 and annexed to the contract.

According to the terms of reference, the technical assistance is aimed at providing better knowledge of social actors and the dynamics of access and management of natural and economic resources in Somalia, in order to foster better understanding of possible effects and impacts on the final beneficiaries of the various rehabilitation projects in rural areas.

To this end, CERFE is required to provide to the EC-Somalia Unit technical assistance through the following:

- a) identification of relevant actors and their networks involved in the management and control of natural and economic resources in Shabelle Valley areas where the EC is supporting rural rehabilitation/development projects;
- b) analysis of the local actors and the issues related to access to natural and economic resources;
- c) publication of operational guidelines for improving project design and implementation, particularly as regards targeting aid and rehabilitation projects.

The team formed to carry out the project is composed of Gianfrancesco Costantini, sociologist (project director), and Andrea Declich, economist.

On January 19, 1997 CERFE started providing technical assistance to the EC - Somalia Unit by publishing "Guidelines for targeting rehabilitation projects in rural areas in the Shabelle Valley".

This document is a working paper of the activities carried out by CERFE in the framework of the second phase of the technical assistance from February 19 to July 24, 1997.

This report is divided into six chapters.

The second chapter contains a brief description of the theoretical framework of the technical assistance; the third chapter sets out the methodological framework.

The activities carried out in the above-cited period are described in Chapter four.

Chapter five provides preliminary information produced by the field study, which will however be re-examined within the broader framework of the project's final report (scheduled for the latter half of September).

The final chapter sets out the activities planned for the latter part of the project.

CHAPTER TWO

Theoretical framework of the project

The technical assistance project was structured on the basis of an operating plan formulated in February and March 1997. The part having to do with the theoretical framework is summarized in the pages that follow.

1. The social crisis in Somalia

The current social crisis in Somalia is caused by two major developments:

- the collapse of government structures (both as regards the legitimization of the state to take on a role regulating conflicts by using its monopoly on coercive methods - cf. Eisenstadt, 1992; Elias, 1982; Weber, 1991 - and the ability of political and administrative structures to take action and implement public policies - cf. Quaranta, 1995; Connors, 1983; Crozier, Friedberg, 1990);
- the growing inability of traditional social structures to foster social cohesion, guarantee social reproductive mechanisms and take effective action to manage conflicts (note, for example, the diminished effectiveness of clans and "basic community social institutions" - cf. I. M. Lewis, 1993; Eisenstadt, 1992; Steiner, 1996; Menkhaus, K., Prendergast, J, 1995).

The effects of the current crisis in state mechanisms and traditional ways of handling social processes include less "trust" among the various social components (cf. Elias, 1982; Stzompka, 1991), the waste of social capital (cf. Coleman, 1988; Putnam, 1993; and Holtzman, 1996) and the strengthening of regressive subjects - essentially fundamentalists who reinterpret traditional cultural elements.

2. Innovative social subjects

In addition to these phenomena, however, we note the emergence of **new social actors** that are powerfully oriented toward change, which in recent years have taken on a growing role in the reactivation of some basic services and the organization of new economic activities.

Specifically, these subjects seem **open to innovative social action** (or are open to social innovation) which is manifested in a tendency to experiment and disseminate the following:

- new ways of producing/managing goods, services and resources;
- new ways of organizing space and time and new regulatory systems;
- new types of relations among subjects.

Thus, this is the kind of actor that has the greatest potential to implement rehabilitation and development processes, since they tends to carry out the functions of governance and control of environmental and social risks that are no longer guaranteed by any institutional actor.

3. Analysis of the innovative social action of groups

The study of the innovative social action of groups was organized into three areas:

- attitude to social innovation in the strict sense (or predisposition to social action);
- quality of the subject;
- quality of the action.

**attitude to social innovation
in the strict sense**

Attitude to social innovation in the strict sense was evidenced by:

- new practices;
- new knowledge;
- new technologies;
- new types of organization;
- new contacts and kinds of collaboration among subjects;
- new areas of action;
- new regulatory tools;
- openness to new information;
- foreign language skills;
- willingness to move.

quality of the subject

The study of the quality of the subject took three aspects into consideration: the identity of groups, their culture and their agency.

As regards the **identity** of groups (understood as the ability to control the environment in which they function), the following elements were identified:

- the degree of autonomy of groups;
- the existence of an organizational structure;
- access to and the ability to mobilize human resources;
- access to and ability to mobilize technical resources (equipment and real estate);
- access to natural resources and infrastructures;
- access to and the ability to mobilize financial resources;
- access to social capital, meaning a set of social relationships and bonds;
- investment capacity.

As regards the **culture** of groups, attention focused on the following elements:

- the origins of the group;
- cultural, religious and ideological references;

- the goals of the group;
- the strength of the group per se (i.e., groups with an actual membership, symbols, culture, etc.).

Lastly, as regards the agency of the group, that is, their orientation to change, the following elements were taken into consideration:

- orientation to acquire new information and new knowledge;
- orientation to the future (and planning future activities);
- orientation to interpret reality;
- orientation to change social conditions and use resources in the local micro-environment;
- orientation to the assumption of risk.

quality of the action

Study of the quality of the action of groups focused on the following aspects:

- the pertinence, effectiveness, efficiency, impact and sustainability of the actions of the group (quality of present actions);
- the pertinence, effectiveness, efficiency, impact and sustainability of the past actions of the group (quality of past actions);

general index of innovative social action

On the basis of the information obtained, a general index of innovative social action was developed which coordinates the three aspects of groups taken into consideration (attitude to innovation, quality of the subject and quality of the action).

methods of identifying and studying social actors

To study the groups, a research strategy was devised that entailed:

- a first phase in which all the groups and organizations whose action is important at the district level were identified;

- a second phase aimed at selecting from the set of groups above those which show *prima facie* evidence of attitude to social innovation;
- a third phase in which selected subjects from the set above are studied in depth.

The entire operation was oriented to finding tools for the selection and rapid assessment of socially innovative subjects. These tools will be the subject of the guidelines that will be produced at the end of the project.

The following characteristics of actors were taken into consideration as indicative of the existence of attitude to innovation in groups:

- possession of an organized set of resources;
- possession of a set of significant relations with a variety of subjects;
- possession of decision-making autonomy
- possession of the strength of a group (shown by having, for example, an actual membership or by having a recognizable culture);
- possession of an agency that is *prima facie* progressive (that is to say, an orientation to action that is not based in an identity of a traditional kind like those associated with clan structures).

A further characteristics taken into consideration was the existence in the group of "eminent" people, that is, people who are known at the district level or extra-locally (as result of their function or skills, for example) and that play a leadership role.

CHAPTER THREE

Methodological framework

1. Territorial area of the study

The Shabelle Valley was the site of the study. Specifically, the study focused on the following two main areas within that large geographical area:

- Jowhar, capital of the Middle Shabelle region;
- Balad, a trading center located approximately 30 km from Mogadishu.

A third area, Adale (a small fishing village approximately 150 km north of Mogadishu) was originally selected. It was only partially studied because of security problems. Some work was also carried out in the area of Belet Weyn, a village near the Ethiopian border.

2. Information sources and consultation procedures

2.1. *Identification of local collective actors*

Various methods were used to identify local organizations that were important at the district level:

- **mobilization of local networks** at the district level, by involving the offices of the district commissar, which disseminated information about the project among organizations in the district;
- **consultation of local key informants;**
- **use of a snow-ball technique** consisting in asking representatives of already-identified groups for information about other organizations operating in the same district.

These three methods were used on an on-going basis in the area of Balad and Jowhar.

2.2. *Prima facie identification of subjects with an attitude to social innovation*

All the local collective actors found were given a questionnaire to fill out designed to reveal their principal characteristics.

On the basis of examining and processing the questionnaires, actors that showed *prima facie* evidence of possessing attitude to social innovation were identified.

2.3. *In-depth study*

A limited number of the groups showing *prima facie* evidence of attitude to innovation were selected for in-depth study using:

- consultation with group leaders;
- consultation with a number of qualified information sources in contact with the group.

3. Technical tools

The following technical tools were used in the project:

- for identification of groups showing *prima facie* evidence of attitude to innovation, a self-administered questionnaire was given to all groups that are important at the district level;
- for in-depth study of the groups, questionnaires were developed to give to group leaders and reliable information sources.

CHAPTER FOUR

The activities carried out

This report concerns the activities carried out after the mission of Gianfrancesco Costantini (that ended on 19 March) until 27 July 1997. The work consisted in study activities in CERFE headquarters in Rome, in a mission held in Nairobi and Somalia during which the field work was carried out.

1.03.1997-20.4.1997	Drafting of the interim report; documentary studies on relevant issues emerged during the first mission; design of the field studies.
20.04.1997	Departure from Rome of Mr Gianfrancesco Costantini and Mr Andrea Declich.
21.04.1997	Arrival in Nairobi. Briefing with EC Rural Development Assistant.
22.04.1997-28.04.1997	Office work in Nairobi. Preparation and planning of the first mission in Somalia. Meetings of the Subcommittee of the SACB-SCORD on public and private sector in Somalia and on stakeholders. Translation of the research tools in Somali language. Reproduction of the questionnaires to be used in Somalia Office work in Nairobi.
29.04.1997-1.05.1997	Mission to Jowhar for hiring the consultants and organizing the work in Jowhar, Balad and Adale. Return of Mr. G. Costantini in Italy. Office work in Nairobi (review of documentation collected; database set-up; control of the work of the consultants on the field via radio; contacts with people working in Belet Weyne. During the week Mr Declich fell ill and a medical visit and treatment were needed. Meeting of SACB-SCORD attended by Mr Andrea Declich. Leaving from Nairobi to Rome of Mr Andrea Declich.
10.05.1997-15.05.1997	Permanence in Rome of Mr Andrea Declich
16.05.1997-19.05.1997	Leaving from Rome to Nairobi of Mr. Andrea Declich. Office and logistic work in Nairobi.
20.05.1997-22.05.1997	Mission to Jowhar. (Failed for security reasons; permanence in Mogadishu North at CISP headquarters).
23.05.1997-25.05.1997	Office work in Nairobi and preparation of documents for the EU-IUCN Workshop.

26.05.1997-28.05.1997	EU-IUCN Workshop ("Workshop to develop a strategic framework for natural resources management and agriculture under the 2nd EC Rehabilitation Programme for Somalia") in Naivasha.
29.05.1997	Meeting of all the people involved in the EC-Rural Rehabilitation Projects at the EC Somalia Unit Headquarters in Nairobi; logistic work in Nairobi.
30.05.1997	Preparation of the second mission to Jowhar.
31.05.1997-5.06.1997	Mission to Jowhar: - collection of questionnaires; first analysis of the collected data; - interviews to key persons (Mohamed Nur, district commissioner; Isha Osman Hassan, Responsible for the local NGO IIDA in Jowhar; CEFA local agronomist, Mr Mohamed Ahmed Shaik; Ms Habiba Nur Hassim, responsible for the activities for women in the regional council); - start up of further collection of questionnaire.
6.06.1997-9.06.1997	Office work in Nairobi and further analysis of the collected questionnaires.
10.06.1997	Meeting SACB-SCORD.
11.06.1997	Meeting SACB-SCORD/ Departure to Rome of Mr Andrea Declich.
12.06.1997-18.06.1997	Permanence in Rome: meetings with CERFE staff on the first results of the study and on the planning of the following steps of the Work; on Wednesday 18th arrival in Nairobi from Rome.
19.06.1997-20.06.1997	Office and logistic work in Nairobi
21.06.1997-26.06.1997	Mission to Jowhar: - collection of the remaining questionnaires; - organization of the refinement of the collection operation; - interviews with key persons (Carmen Garrigos; UNICEF Health Officer in Jowhar; Douglass Booth; Project Manager of UNICEF Water Supply Rehabilitation Project); - interviews with some members of a peasants cooperative.
27.06.1997-30.06.1997	Office and logistic work in Nairobi.
1.07.1997-4.07.1997	Leaving of Mr Andrea Declich for Addis Ababa, Ethiopia, and return on Friday.
5.07.1997-6.07.1997	Office and Logistic work in Nairobi.
7.07.1997-10.07.1997	Mission to Balad, for the organization of the second phase of questionnaire collection and for interviews with key persons.
11.07.1997	Office and Logistic work in Nairobi.
12.07.1997-14.07.1997	Mission to Jowhar for the collection of the remaining questionnaires.
15.07.1997-18.07.1997	Office and Logistic work in Nairobi.

19.07.1997-22.07.1997	Mission to Balad for the re-collection of questionnaires and for interviews with key persons, Mohed Abshir, vice governor of Middle Shebelle Region.
23.07.1997-27.07.1997	Office and logistic work in Nairobi; collection of the remaining questionnaires coming from Jowhar; collection of the some questionnaires from Belet Weyne; drafting on the first results of the research; departure from Nairobi.

During the field visits and during the time spent in Nairobi, some people of International ONGs and international organization were also met, interviewed and asked for information and documentation. Within the framework of the activities carried out in Nairobi, the following people were also met.

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ALBERTO FAIT, CEFA

ALESSIO COLUSSI, CEFA

ALEX FORBES, IUCN

FLAVIO LOVISOLO, Italian Cooperation

FRANK, Region Coordinator, ADRA

GIAN PAOLO ALOI, UNDOS

GIORGIO SARTORI, UNDOS

KARL LOEHR, Livestock TA, EC - Somalia Unit

MARCELLO OTTAVIANI, Fisheries Consultant, EC - Somalia Unit

MARIO PORCHETTA, CINS

MOHAMED FARAH, Agrotech

PIERPAOLO BIAGI, CINS

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RENATO MARAI, WFP

RICARDO CUEVA, WFP

ROBERTO FEDELI, UNDOS

STEFANIA PACE, CISP

TSA TSA ZELLEKE, UNDOS - Documentation Unit

CHAPTER FIVE

Preliminary data on collective actors from the field work

This chapter will report the preliminary data on collective actors in the areas under study (mainly Jowhar and Balad) from the field-work phase.

We should note at the outset that:

- the data presented require additional processing; their complete reliability has not yet been established;
- as a result, the observations we will make are provisional and subject to confirmation on the basis of a more solid information base.

We should also note that the data do not specifically refer only to the actors that have been defined as being *prima facie* "social innovators", nor specifically to those which have been subjected to in-depth study (see chapter 2), but rather to the entire set of collective entities that responded to the self-administered questionnaire.

Despite these limitations, the reported data and observations can provide a snapshot of the kinds of collective action operating in the areas being studied and provide preliminary information on their impact on Somali society.

1. The presence of collective actors

As we mentioned, the study examined all the groups of significance at the district level or that were, at any rate, active in more than one part of the district.

Therefore, we did not look at groups operating in a single location if their work was not significant at the district level, or at groups that manage village life (first and foremost, what are called the "committees of elders").

1.1. Jowhar

In the area of Jowhar, we identified 102 collective entities with a more or less stable membership of approximately 4,000.

As the table below shows, a preliminary examination reveals 10 different types of groups. The types were identified on the basis of the definition of the group provided by its members.

The table lists the different types of groups in order, based on their prevalence.

Table 1 - Collective actors identified in the Jowhar area and their frequency, in descending order

1.	Irrigation canal management groups	24
2.	Enterprises	20
3.	Koran schools	17
4.	NGOs	11
4.	Cooperatives	11
6.	Self-help groups	5
6.	Trade and craft associations	5
8.	Cultural and sports groups	3
8.	Water vendors	3
10.	Professional groups	2
	Other groups	1
TOTAL		102

Source, CERFE, 1997

Even though available data on the Shabelle Valley may not be very reliable, considering that there are approximately 50,000 residents in the area under study (the city of Jowhar and immediate environs), we estimate that approximately 1 resident in 13 participates regularly in these groups. If we then consider that many people come into contact with the groups, not as individuals but as representatives of their family, we can infer that the number of people involved is greater still.

1.2. Balad

In the vicinity of Balad, a total of 43 groups were identified, with an estimated membership of 2000.

Table 2 - - Collective actors identified in the Balad area and their frequency, in descending

1.	NGOs	16
2.	Enterprises	9
3.	Cooperatives	4
3.	Cultural and sports groups	4
5.	Self-help groups	3
6.	Irrigation canal management groups	2
6.	Professional groups	2
8.	Koran schools	1
8.	Trade and craft associations	1
	Other groups	1
TOTAL		43

Source, CERFE, 1997

We found important differences here with respect to Jowhar, even though the information obtained, especially from interviews with key persons, tends to blur them. Specifically, we note that:

- although numerically smaller, the irrigation canal management groups in Balad have a larger membership than in Jowhar;
- the Koran schools in the Balad area are more than those identified; the majority of them are actually located in rural areas.

1.3. Belet Weyne

In Belet Weyne, 14 groups were identified, with an estimated membership of 400. This relatively large dimension of the associative phenomenon in Belet Weyn is to be mainly related to the presence of two associations, the regional women's association and the veterinary professional association.

Tab. 3 - Collective actors identified in the Bemet Weyne area and their frequency, in descending

1. NGOs	6
2. Enterprises	6
3. Self-help groups	1
4. Professional groups	1
TOTAL	14

Source, CERFE, 1997

As it can be observed enterprises and NGOs are in a relatively large number. It is to be considered the presence, among the latter, of a Scout association.

1.4. Type of groups found in Jowhar and Balad and Belet Weyn

There were a total of 159 collective actors, organized by type as follows:

Table 4 - Collective actors identified in the three areas of Jowhar, Balad and Belet Weyn, and their frequency

1. Enterprises	35
2. NGOs	33
3. Irrigation canal management groups	26
4. Koran schools	18
5. Cooperatives	15
6. Self-help groups	9
7. Cultural and sports groups	7
8. Trade and craft associations	6
9. Professional groups	5
10. Water vendors	3
Other groups	2
TOTAL	159

Source, CERFE, 1997

2. Analysis of groups by type

Even though this is a preliminary analysis, it may be useful to list the different types of groups discovered during the field work and look at their main features.

2.1. *Irrigation canal management groups*

This expression refers to what is called "Yersin" in the local language, i.e., groups formed to ensure that the irrigation ditches are well maintained. Most of the groups were founded between 1976 and 1986 as part of the many agricultural development projects conducted in the Shabelle Valley during those years. Each group, composed of a varying number of farmers, takes responsibility for the periodic cleaning of a secondary irrigation canal (each of which serves, as a rule, 6 or 7 parcels of land). Some fund-raising activities are held to cover maintenance costs. In order to clear the main channel, the Yersins often collect funds in turns and create a common fund. Around Balad, the groups also hold events that are social and religious in nature.

According to a number of key-persons, irrigation canal management groups also play a role in controlling floods through the organization of a system of daily observation of water levels. To this end, there is also an alarm system warning of the risk of flooding.

Despite their one-issue character and the apparent simplicity of the tasks they perform, the irrigation canal management groups play a key role in the local economy, namely, the maintenance of a complex infrastructure that is essential to agricultural production. One need only realize, for example, that maintenance of the Kalundi irrigation canal alone (which touches the Jowhar area) involves the activities of fully 78 management groups which are linked¹ and capable, if specialized action where necessary.

¹ Only management groups present in more than one locality were examined in the study.

In addition, these are groups performing an activity with some organizationally innovative aspects, since the ditches had, in the past, been primarily managed by state agencies.

To summarize, we have here a form of widespread, low-intensity aggregation (with weak internal bonds) but which produces a service of high social and economic value.

2.2. *Private enterprises*

Businesses in the area of Jowhar and Balad are quite complex associative entities.

We should first of all note that not every company has a stable organization. Indeed, we found that some private shelf firms whose sole purpose is to bid on international contracts. It would be inaccurate, in these cases, to speak of fictitious groups, as these entities maintain their ability to mobilize networks of professionals and to bring into play human, economic and financial resources as needed.

Without considering these cases, however, we must note that some private enterprises exhibit a good deal of operational skill, and often perform more important functions than might be expected of such organizations.

- In the first place, while operating officially in just one sector (usually in construction), almost all the private businesses carry on secondary activities which are in some way important to the society. For example, whatever their specialty, many companies import goods, thus providing customers with a network of national and international links they would not otherwise have.
- Secondly, private businesses are among the few entities to possess, in the areas under study, certain products, technologies and goods (from office machinery to certain agricultural machinery). In this regard, they represent "points of concentration" of resources that may in many cases be used by other subjects.

- We also note that businesses are among the main actors striving to promote a return to normal working conditions (for example, by supporting the institution of district councils and working to reduce the existing risk factors associated with moving from one place to another in Somalia). From this standpoint, therefore, they constitute an important point of reference and a factor, for good or evil, in favor of order in the currently chaotic situation in Somalia.

Overall, businesses are more than economic actors. They play a greater role at times of a surrogate nature in providing opportunities normally available only from the government.

Banana plantations

Banana plantations are a significant type of enterprise in the Shabelle Valley, especially south of Balad. There are more than 40 banana plantations just in the Balad district.

Since banana plantations are usually individual or family businesses, they have only rarely been considered in the course of this study (e.g., the Tawakal Group in Balad). Nonetheless, we should look at a few of their characteristics.

Currently, banana plantations are not involved with the policies of international organizations working in Somalia, despite their substantial economic potential.

In particular, we note that agricultural enterprises in this field have maintained over the years a strong link with the international markets, which has permitted them to accumulate sophisticated technical resources as well as highly qualified human resources; so much so, in fact, that they have become what we might term "centers of excellence" in the field of agriculture. Indeed, they have remarkable technical expertise (many agronomists and farming technicians work on the plantations); the farm machinery is excellent; methods of managing and maintaining the machinery are particularly advanced (for example, mechanics in the city of Balad are usually less well equipped and have less skilled staff than can be found on most plantations).

If used properly, these resources could be profitably put to the service of the area within the framework of international aid programs, among other things to support the dynamic development of local economies.

2.3. *Koran schools*

Of the types of groups, the Koran schools are the only ones that may be defined as "traditional," both as regards their cultural content and their internal organization. We note, however, that in Somalia today they undoubtedly play a greater role than usual since they represent the main educational opportunity open to school-age children, with the exception of the elementary schools in Jowhar supported by the NGO Intersos and those in Balad supported by the NGO Evergreen. In addition, in the banana plantations area of Balad, they also serve as nurseries even for the youngest children. From this standpoint, therefore, they represent an important element of continuity in primary education during this transition phase.

2.4. *The NGOs*

Most of the NGOs in the study area have cropped up only in recent years, even though a good number of them grew out of preexisting groups. While all can be considered non-governmental organizations, they tend to be quite dissimilar, both as regards activities (for example, many are active in the relief field, although more than a few are involved in income-generating activities) and methods of operation.

In general, as was the case with private businesses, we found very different situations among NGOs. Some are not so much stable organizations as entities which come to life only intermittently when they manage to obtain funds from international aid agencies.

Other ones exhibit a generally high degree of organizational and operational vitality gained over the years from working in the international cooperation field.

In both cases, however, NGOs represent loci of a network which comprises the most qualified human resources in Somalia. We must remember that some of the major NGOs were founded by former senior government officials and professionals.

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2.5. *Cooperatives*

Agricultural cooperatives are of a different nature than the NGOs, being mostly composed of farmers owning pieces of land assigned by the Somali government in the 1980s as part of a national policy to promote the creation of cooperatives in the countryside.

Their functions are apparently quite limited, such as ensuring the maintenance and functioning of certain common infrastructures (like small irrigation channels) and managing a small fund (again to maintain infrastructures). Some serve as vehicles for the dissemination of innovative farming techniques.

Another function is to provide legal support to farmers so that they may keep possession or ownership of their lands, whose ownership is in continuous jeopardy because of the lack of legislation or a public authority capable of protecting them. For these farmers, then, belonging to a cooperative provides some protection of their right to the land they farm.

In this sense, cooperatives assume a surrogacy role for the state juridical apparatus; they ensure a minimum of stability and certainty in the midst of disarray.

2.6. *Self-help groups*

Most of the self-help groups we found were women's associations involved in small enterprises of an economic or craft type, created mostly at the urging of international agencies. In the absence of outside funding, some have markedly reduced their level of activity, while others have found independent sources of funding, even though their capacity for action remains generally quite limited.

2.7. Trade and craft associations

The expression "trade and craft associations" refers to groups whose members do the same kind of work, albeit independently. Typical would be associations of truckers, cab drivers and owners of farm machinery.

Their role is basically to introduce some degree of control and regulation into the job market (as regards, for example, how job opportunities are distributed or prices are set).

Here again we have groups that have been formed to take over general functions - especially control, in this case - that should be provided by the state.

2.8. Cultural and sports groups

This category includes sports associations (particularly important is one in Jowhar that hold a real district-wide soccer championship) and folklore groups (especially musical groups).

As regards these groups, the features to emphasize are their capacity to meet and communicate, on the one hand, and the continuity of their activities on the other.

2.9. Water vendors

Water vendor groups have many of the same characteristics as private enterprises. Indeed, for most urban areas, they manage the entire water supply by managing a number of wells and, in some cases, even the water distribution system. They have an entrepreneurial type of agency.

Water vendor groups, however, do not display the same multi-functionality as some of the Somali businesses. On the contrary, they work in one field only, do not take part in a national or international network and lack significant resources and operational potential.

Moreover, leaders of groups of water vendors are not well qualified professionally.

2.10. Professional groups

This category includes associations of professionals who have joined together to exercise control over the market of professional services.

Such is the case with two associations of veterinarians which were formed to render paid professional services to livestock raisers and an association of agronomists operating in the Balad area.

An association of Health Community Workers operating in 5 villages (inhabited by groups of ethnic Bantus) is another especially interesting case. The group is composed of former workers for the Somali health care system who utilized their prior experience to offer health care services, education in health care issues, vaccinations and the procurement and distribution of medicine. UNICEF supports the group.

In other cases, groups were formed to preserve existing technological know-how. Such was the case of an association of former workers in a textile plant in Balad who have taken over the factory to protect it from looters.

An association of teachers working with an NGO is also a significant presence in the area of Balad.

2.11. A few general observations on the analysis of collective actors by type

This brief look at the types of collective actors allows us to make a few preliminary observations.

a. AUTONOMY

Our first observation regards what we may call the "degree of autonomy" of the groups. Clearly, the NGOs and, to some extent, the self-help groups are the less autonomous, as they largely depend on the policies of and financing from international aid agencies, to such extent that some of these groups become active only when they succeed in "intercepting" international funding.

Businesses also rely heavily on outside funding, but their level of autonomy is much higher. Since their activities are income-generating, they are part of commercial networks that are often very large; thus they can provide a wide range of services and function with an entrepreneurial approach that most NGOs have yet to achieve.

In other instances, we find autonomous entities that are not dependent on international funds and especially not dependent on development policies of international or foreign actors.

b. ROOTS IN THE LOCAL COMMUNITY

Our first observation leads to a second, which regards how rooted different groups are in their area.

In effect, NGOs and businesses in general seem to be less rooted locally, even though, in some instances, they provide opportunities and services (especially the businesses) of undoubted social importance.

Other actors, however, are more rooted in the local society and economy. Their presence is thus more reliable, as it is often tied to the need to **guarantee functions, often on an institutional level, that are necessary** for the continuity of local economic and social life. These are mainly the actors that worked to reestablish order and control after the collapse of the Somali administrative structure during the difficult times of the civil war.

c. THE "MODERN" CHARACTER OF COLLECTIVE ACTION

A third point we should make is that, given their culture and functions, almost all of the collective actors have **little to do with traditional social and cultural structures.**

Except for the Koran schools, all the actors studied are elective rather than ascriptive organizations formed on the basis of a common interest or the need to bring risks (economic, social, environment, etc.) under control rather than on family or clan dynamics, even though, obviously, such dynamics do exist. Most of the them have also been formed recently, even if in some cases they were based on existing organizational structures.

In many instances, the modern features of collective actors are apparent. We are not referring here solely to businesses and NGOs, but also, for example, to occupational associations, professional groups, water vendors, self-help groups and cultural and sports groups. These modern aspects are apparent even in groups that operate in rural settings, namely, agricultural cooperatives and irrigation canal management groups.

It is moreover tenable to maintain that the "modern" character of the collective actors we looked at is in some way tied to their significance at the district level. It is highly probable, indeed, that the traditional culture has a greater influence on groups that only operate at the village level.

3. Resources

A second perspective on the collective entities regards the resources they are able to mobilize.

A more articulate analysis will only be possible after the data collected have been subjected to analysis and interpretation.

Nonetheless, as we mentioned, there are clearly major differences as regards the resources available to different types of groups.

The entities with the greatest resources are the private businesses and NGOs and, to a lesser extent, the self-help groups and professional associations.

Considering, firstly, **technical and material resources**, most of the businesses and some of the NGOs own cars, trucks, tractors and equipment like radio transmitters, measuring equipment and telephones. These resources are rarely if ever found in other types of actors. Only self-help groups occasionally have means of any significance (the organization of women in Jowhar, which can be included in this group, for example, has a mill).

With regard to **human resources**, the businesses and NGOs, together with the professional groups, are the only entities to have a significant number of college graduates. This is more true of businesses, which often bring in a sizeable number of college graduates (in one case, as many as 15) specialized in different fields (a policy that also probably reflects the tendency of businesses to be active simultaneously in a number of different market sectors). There are also many individuals in NGOs and businesses with university training or who attended university without receiving a degree.

Trained technical personnel, even if their education has been limited, can be found among the water vendors and irrigation canal management groups (among the latter, there is also a small number of people with degrees in agronomy).

In the other types of groups, there are far fewer persons with university or secondary school education.

All of the groups seem to have very limited **access to credit**. A few businesses and NGOs claim access to credit from a few businesspeople in Jowhar, Balad and Mogadishu. There are also instances of access to credit among the water vendors, professional associations and self-help groups.

The businesses and, to a lesser extent, the NGOs also seem to have a **network of contacts and collaboration** that is more extensive than that found among other actors.

In particular, private businesses have commercial contacts at the national level and occasionally on the international level; they have relationships with international cooperation organizations and local political ties and, not infrequently, with clan and traditional leadership as well. In this sense, they possess a great deal **social capital** (that can be defined as the availability of a network of links that can also constitute resources for the mobilization and the making the most of human, financial and economical capital), which they tend to use to expand their opportunities for opening new markets.

There is much less variety in the relationships maintained by other kinds of groups:

- self-help groups and a few irrigation canal management groups have some contact, albeit sporadic, with international agencies (one of the three water vendor groups in Jowhar can be added to these);
- the groups that have the most relations with the local public administration are the self-help groups, sports groups and trade and craft associations;
- the groups that have the most relations with the traditional leadership are the cultural groups, trade and craft associations and sports groups.

Generally speaking, in light of the data reported above, we have the impression - which is however subject to verification as the project proceeds - that there is a divide between, on the one hand, the NGOs and private businesses (which have substantial resources and the evident ability to make contacts in the world of international cooperation) and, on the other, collective actors with substantially fewer resources and less contact with international agencies.

While NGOs and businesses are socially and economically significant, we have seen that they do not have an important regulatory function in social life and the local economy (in a few cases NGOs were involved in disagreements between factions or clans) and

are not well rooted in the area.

Conversely, the other kinds of actors are more rooted locally, mainly because their action has immediate social significance in that they manage key sectors of social life and assume important regulatory functions (for example, in the sector of transport and water services).

In addition, some of them (for example, the professional groups, irrigation canal management groups, groups of water vendors and agricultural cooperatives) have **control over natural resources** (water and land) and thus over basic necessities which neither the businesses nor the NGOs - or even local governments at this time - can exercise.

4. Membership

The collective actors examined are quite dissimilar as regards membership.

In general, the membership of the **businesses** tends to be around 8-10 people, while that of **NGOs** reaches 13-15 people.

However, there are some important exceptions. For example:

- the Technical Development and Rehabilitation Organization, an NGO, has 33 members (12 of whom are university trained);
- the General Service and Security Co., a business, has 43 members (15 of whom are university educated).

The membership of **professional associations**, **Koran schools** and **water vendor groups** have smaller memberships (4-7 people). **Sports and cultural groups** have an average membership of 15 people.

Other groups show considerably more variation:

- **cooperatives** and **irrigation canal management groups** range anywhere from 7 to 800 members (the average is around 150);

- **trade and craft associations** range from 7 to 50 members (with an average of 30).

5. Leadership

Another especially interesting aspect leading to a greater understanding of the groups in the area studied has to do with their leadership.

At the risk of over-generalizing, we found the following main tendencies.

- The leadership of the **businesses** and **NGOs** mainly comprises businessmen, former government officials, and former employees of state-run enterprises. In most cases, these individuals have a university education or secondary schooling. A good number of them are politically active, providing advice to local government and becoming involved in mediating conflicts that often erupt between different factions locally.
- Businessmen and former employees of public enterprises, which were eliminated in 1991, also make up the leadership of **water vendor groups**.
- The **professional associations** are generally led by professionals that used to work for the government or the university.
- The **self-help groups** and **trade and craft associations** are led by individuals with a medium-low level of education, but which come from socially influential groups (for example, the families of major local tradesmen) with significant economic resources.
- The **groups that manage irrigation canals** have a diversified leadership. In some cases they have some technical or professional qualifications, while in others they have no special skills.
- The **Koran schools** are usually led by local religious figures.
- The leadership of **sports groups** is not well defined, while that of the **cultural groups** comprises professional musicians.

6. Organization

The organizational models also vary noticeably from case to case. Generally speaking, we can identify a number of typical structures.

- Businesses and NGOs tend to adopt a **formal organization** can be complex, with the assignment of specific responsibilities. We should note that, on closer examination, in most cases there is a big difference between the formal organization and the actual organization, which is partially the result of the interruptions experienced by these entities (they swing between periods of intense activity and greatly reduced level of activity) and partially due to the marked tendency of these groups to modify their structure in response to the opportunities that arise.
- A number of actors (the sports groups, some businesses, the trade and craft associations and also some NGOs) have a **network-type structure** with a core of leaders that mobilize the network as needed.
- Simpler organizational systems that are **informal**, or at any rate not stratified, are found in some cases (e.g., the Koran schools, self-help groups and professional groups).
- We note, however, the **organizational complexity** of some of the cooperatives and especially of a few groups that manage irrigation ditches. Composed of relatively small, autonomous cores, these groups may nonetheless develop a much more complex organizational structure to take on more complex activities (for example, in the case of groups that manage irrigation ditches, fund raising for the cleaning of the main channels).

As regards decision-making techniques, most seem based on procedures that seek consensus within the group. The degree of decision-making autonomy of the groups seems high. The traditional authorities and district and regional administrations are involved in decisions only in special cases.

7. The social and economic role of collective entities

The information collected allows us to make a preliminary assessment of the current social role of groups in Somalia by studying their social actions and their main "functions" (in the broadest sense of the word).

7.1. Management of resources of public interest

A first area of social action of groups is clearly the management of resources of public interest, such as water, land and health. This is the case with the groups of water vendors, the groups that manage irrigation ditches and the professional associations which, to some extent, step in to replace government structures. It should be noted that not infrequently these groups are formed around former government employees which have sought to re-create a public agency in ways that can function in a greatly altered political and social context.

7.2. Formation and maintenance of social risk regimes

A second area of social action - which overlaps the preceding one - involves the formation and maintenance of methods for controlling risks² through more or less organized methods of social aid. This tendency is found mainly in the NGOs (especially those involved in relief activities), but it can also be found in the activities of a few professional associations (working, for example, in the health field).

7.3. Regulation of sectors of social and economic life

A third area of social action can be found in the regulatory activities of a few important sectors of social and economic life conducted

² The term "risks" refers to the set of factors which harm society by reducing its capacity to control the outside environment and which entails the exclusion of social groups and individuals. Such factors may be of different types: economic, epidemiological, environmental, political, etc.

primarily by a few types of groups. We have already mentioned, for example, the regulatory role of trade and craft groups in bringing under control a few sectors of the services market (for example, in transport) and the role of cooperatives in protecting property rights.

It is possible to argue that, in the broad sense, almost all groups perform the function of reconstituting or maintaining "order" (however precarious and unrecognized) in a situation without either juridical or social points of reference.

The undertakings that try to establish harmony or peace in an area by networking with existing power bases, the musical groups that tend to reconstruct a place for "normal life" (by celebrating marriages and festivities according to the usual ceremonies) and the socialization achieved by sports groups and Koran schools in the absence of other active educational facilities would seem to be moving in this direction, albeit indirectly.

7.4. Salvaging and making optimal use of skilled human resources

There is no doubt that the groups are performing the important function of salvaging qualified human resources by working to redirect them toward suitable activities given their knowledge and technical expertise. We are referring here to the vast number of former officials of state-run enterprises and the public administration, former professionals, university professors and researchers who could never find professional positions commensurate with their training in the chaos following the disintegration of government.

It is not unlikely - even though it is now only a hypothesis - that the re-assimilation of these qualified human resources has also promoted technological and organizational innovation in social and economic fields that were once the domain of unskilled personnel using traditional methods.

7.5. Production of income and services

In the vast majority of cases, collective entities tend to generate income either directly (through their own activities) or indirectly (providing services required in the production of income). They perform a basic economic function even though their services are few and irregular. In this case too, we can argue that, as the situation stands today, this has resulted in technological and organizational innovations.

7.6. Drawing resources from abroad

The lack of public administration structures means that collective entities are today the only substantial reference points available to international aid agencies. Here we can identify another area of social action in which collective actors are involved, namely, attracting resources from abroad that would otherwise be difficult to channel.

7.7. The link with the outside world

Another social function performed by many collective entities (especially entrepreneurial ones) is to facilitate the connection between the local reality and that in other areas of the country, at the national and international levels. This function is achieved in various ways, such as by bringing local market goods to national and international markets, providing telecommunications services, maintaining active cooperation ties with subjects and entities working in other areas of Somalia and managing contacts with expatriate Somalis.

7.8. Strengthening local interconnections

Another function presumably handled by collective entities is that of promoting links between subjects and actors operating locally in isolated "social areas." For example, many associations by their actions bring local government and international aid agencies into contact with local groups and the communities of villages that are distant

(physically or socially) from the center of the district.

7.9. Concentration and maintenance of technical resources

A final social area where collective entities have a special function is the concentration and maintenance of technical and material resources. We are speaking in particular of resources that would otherwise be unavailable in the area (for example, industrial machinery, vehicles, computers and office equipment), that would not last over time for lack of proper maintenance (for example, water infrastructure) or would have been destroyed by looting (as in the case mentioned above of the textile plant in Balad).

This function is to be interpreted in the light of the conditions of uncertainty and insecurity presently characterising Somalia. These conditions, not only limit the capacity of economical subjects in investing on productive assets, but entail the destruction or the redistribution of the existing assets. These means that often the entitlement on a given set of resources is to be brought back more to the military and political events recently occurred and less to the actual effectiveness in managing them. Therefore, it is not unusual to find out enterprises making their sole profit by renting machineries out as well as it common that vital enterprises with few technical resources hire them when needed.

8. Other kinds of collective actions

To complete our picture of the collective actors operating in the area of Balad and Jowhar, we should mention that there were other groups in evidence locally that did not, however, wish to be included among the list of collective entities and refused to fill in the questionnaire.

The most important of these were the Barakaat and Olympic companies, located in both Jowhar and Balad, which provide satellite telecommunications services - a service in competition with the one provided by the government telecommunications agency. The first

company also maintains an important network of financial services, with branch offices in countries on every continent. Because of their international high-profile, they are not comparable to local entities either at the district or sub-national level.

The heads of several private schools that offer various courses (in the English language, for example) did not fill in the self-administered questionnaire. They maintained that they did not consider themselves "collective entities" (despite the fact that in some cases they had been founded and are managed by groups of teachers).

It was not possible to include among the collective entities Jowhar's primary school or hospital. In both cases, even though they are both entities equipped with self-management tools by the groups of professionals that work there (teachers in the first case and physicians and health care personnel in the latter), the managers of the two entities refused to fill in the questionnaire because they received funding from international aid agencies (as is the case with other surveyed groups), and hence did not consider themselves autonomous.

CHAPTER SIX

Planned project activities

This working paper has sought to provide a preliminary overview of the associative organizations examined as part of the study to set the guidelines for targeting rehabilitation projects in rural areas in the Shabelle Valley. As we have stressed, however, the field data require further analysis (see Chapter 2).

We should in fact move on from a general study of collective actors to identifying those that are socially innovative.

To this end, we performed two analyses:

- first we conducted a study of the self-administered questionnaires to identify the set of collective actors that offer *prima facie* evidence of being innovative;
- secondly, we selected a smaller group of collective actors for in-depth study through interviews and direct observation.

The data obtained from these analyses will be the subject of the **final studies**, aimed mainly at identifying the specific characteristics of the innovative social subjects, and hence most likely to stimulate social change and play a primary role - if provided with sufficient support - in the rehabilitation of Somalia's society and economy. One last mission to Somalia may be undertaken during this stage.

At this point we will have advanced to the final phase of the technical assistance project, namely, the preparation of the **Final Report**, which will contain a number of **guidelines** on selecting local partners for the EC - Somalia Unit and the other aid agencies working on European Union projects.

Among other things, these guidelines will be helpful in:

- identifying with a good degree of accuracy the most socially innovative collective subjects;
- encouraging the full involvement of these actors in development programmes;

- fostering initiatives (training, dissemination, capacity building, etc.) that strengthen their capacity for action;
- establishing criteria that can be applied during planning, execution, monitoring and evaluation to improve the quality of development projects that rely on local collective actors;
- devising strategies to promote a more profitable interaction among local actors and between local actors and international aid agencies.
- the information to be collected when projects involving local groups are to be designed.

The last two phases of the projects - final studies and preparation of the Final Report - will be completed by the end of September 1997, with a mission to Nairobi to discuss the results of the project with officials of the EC - Somalia Unit.

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