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COMPREHENSIVE COMPLETION REPORT

Development of District Investment



PLANS FOR
16 DISTRICTS
IN SOMALIA



Resilient
Food Systems



Sustainable
Livelihoods



Inclusive
Development



Evidence-Based
Investments



Stronger Local
Partnerships



Somalia Food System Resilience Project (S-FSRP)
Ministry of Agriculture and Irrigation
July 2025

TABLE OF CONTENTS

1.	Introduction	4
1.1	Objectives of the Assignment	4
1.2	Scope of Work	4
2.	Methodology	5
2.1.	Preliminary Assessment.....	5
2.2.	Stakeholder Engagement	6
2.3.	Training and Capacity Building	7
2.4.	Data Collection	7
2.5.	Analysis and Reporting.....	8
2.6.	Mentoring of FMS Field Teams	8
3.	Implementation Process.....	9
3.1.	Mobilization and Planning	9
3.2.	Inception and Tool Development	10
i.	Desk and Secondary Data Review.....	10
ii.	Design of Data Collection Tools:.....	11
iii.	Reporting Templates:	11
iv.	Tool Validation and Piloting:	11
v.	Training Materials and Program Development	11
vi.	Planning for FMS Rollout	12
3.3.	National and FMS-Level Trainings.....	12
3.4.	Mentoring of TOTs and Pilot Data Collection	13
3.5.	Community Engagement and Fieldwork.....	14
3.6.	Drafting and Validation of DIP Reports	16
3.7.	Final Submission and Knowledge Consolidation	18
4.	About The 16 District Investment Plans	19
4.1.	Standard Report Template	19
4.2.	Structure and Sectoral Themes	19
4.3.	Categorization of Investment Responsibilities	20
5.	Summary of Findings and District Plans	22
5.1.	Common Development Challenges	22

5.2.	Shared Community Aspirations	25
5.3.	Investment Priorities by Sector	27
5.4.	Notable District Variations	27
5.5.	Ownership and Validation	28
6.	Overall Outcomes	29
7.	Challenges Encountered	29
8.	Lessons Learned	30
9.	Recommendations.....	30
10.	Conclusion.....	31
	Annexes.....	31

1. INTRODUCTION

The Somalia Food Systems Resilience Project (S-FSRP), under the leadership of the Ministry of Agriculture and Irrigation (MoAI) and with the support of the World Bank, introduced a critical national exercise to guide strategic investments at the district level. The project aimed to improve the resilience of Somalia's food systems in the face of climate change, natural resource degradation, and socio-political instability. One of the central components of this assignment was the development of District Investment Plans (DIPs) to foster community-led planning and localized investment prioritization.

Talobeeg Consulting Services (TCS) was contracted to deliver this assignment by developing DIPs for 16 selected districts across Somalia. This effort focused on engaging communities, enhancing local institutional capacity, and creating participatory, data-informed development blueprints that reflect both community aspirations and strategic national priorities.

The assignment was delivered in close collaboration with the Project Coordination Unit (PCU), the Federal Member States (FMS), and district-level stakeholders. The approach ensured alignment with FSRP objectives, including support for inclusive governance, livelihood development, and food security.

1.1 OBJECTIVES OF THE ASSIGNMENT

The main objectives of the assignment were to:

- Support district-level planning through the development of District Investment Plans that reflect community needs and strategic priorities.
- Strengthen participatory planning and community ownership by empowering local governance structures and citizens.
- Identify, categorize, and prioritize district-level investments in food systems, livelihoods, and social services.
- Build the capacity of local actors in data collection, stakeholder engagement, and investment planning.

1.2 SCOPE OF WORK

The scope of the assignment encompassed:

- Development and submission of an inception report outlining methodology, tools, training strategy, and fieldwork roadmap.
- Design and facilitation of a national-level Training of Trainers (ToT) for federal and state project teams.
- Co-facilitation and observation of Federal Member State-level trainings.

- Community engagement in 16 districts using participatory methods such as Focus Group Discussions, Key Informant Interviews, and Mapping.
- Quality assurance, mentoring, and support to field teams during DIP development.
- Compilation, review, and submission of 16 District Investment Plans, validated by the PCU, FMS, and MoAI.
- Submission of monthly progress reports and a final comprehensive report documenting the entire process and key learnings.

2. METHODOLOGY

The methodology adopted by TCS was rooted in the Participatory Integrated Community Development (PICD) framework, guided by principles of inclusivity, evidence-based planning, and community ownership. It was implemented through a sequence of structured and iterative phases that ensured engagement, learning, and responsiveness at every level of the assignment.

2.1. PRELIMINARY ASSESSMENT

This initial phase involved an in-depth desk review of existing national and regional policies, district profiles, and previously conducted studies. It helped the team to:

- Understand baseline socio-economic and environmental conditions in each district.
- Identify gaps in service delivery, infrastructure, and community engagement.
- Formulate preliminary hypotheses to guide fieldwork and community consultations.



The findings informed the design of data collection tools and stakeholder engagement strategies tailored to the contextual realities of each district.

2.2. STAKEHOLDER ENGAGEMENT

Stakeholder mapping and prioritization were conducted using an interest-influence matrix. Key stakeholders included:

- Local government representatives (e.g., District Commissioners, Ministry officials)
- Community Development Committees (CDCs)
- Civil society and non-governmental organizations
- Youth and women leaders
- Pastoralists, farmers, fisheries and cooperatives
- Persons with disabilities and marginalized groups



These actors participated in initial discussions to validate project objectives and share perspectives on existing challenges and opportunities. Their feedback helped refine tools and ensured inclusivity throughout the process.

2.3. TRAINING AND CAPACITY BUILDING

A central element of the methodology was capacity strengthening. TCS organized a five-day Training of Trainers (ToT) session in Mogadishu, attended by federal and state-level staff, technical officers, and project focal points. Training modules covered:

- Stakeholder engagement and mapping
- Qualitative data collection techniques (KIs, FGDs)
- Qualitative data analysis methods and techniques
- Participatory mapping (social, resource, and vulnerability)
- Use of reporting templates and field protocols

Participants were then deployed to their respective districts to train enumerators and support fieldwork implementation.

2.4. DATA COLLECTION

Data was collected through a mix of participatory and qualitative techniques, including:

- Key Informant Interviews (KIs) with government, community leaders, sector experts
- Focus Group Discussions (FGDs) with youth, women, farmers, and other stakeholders
- Social, Resource, and Vulnerability Mapping



- Stakeholder ranking exercises to identify priority investments

Enumerators were guided by pre-designed templates and supervised by field mentors to ensure quality and consistency.

2.5. ANALYSIS AND REPORTING

Thematic frameworks were applied to analyze qualitative findings across multiple sectors. Each DIP included:

- A synthesized district profile
- Sector-specific challenges and opportunities
- A visual representation of priority needs and investment options
- Categorized investment responsibilities (community-led, FSRP-supported, government-funded, external donor)

2.6. MENTORING OF FMS FIELD TEAMS

TCS provided targeted mentoring and technical support to FMS field teams throughout the assignment lifecycle. This included:

- On-site mentoring during the district-level training and data collection process
- Direct coaching in the use of thematic analysis frameworks for data interpretation
- Guidance during the drafting and structuring of District Investment Plans
- Problem-solving support for logistical and community engagement challenges

This mentoring ensured consistency in implementation, built confidence among local teams, and fostered a culture of peer learning and continuous improvement.

To standardize expectations and demonstrate quality, TCS developed and submitted the Afgoye District Investment Plan as a model report. This model served as a reference for structure, visual design, and clarity in the remaining DIPs.

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The draft DIPs were validated through internal reviews and feedback loops with the FMS, PCU, and MoAI, ensuring accuracy, credibility, and alignment with broader development strategies.

3. IMPLEMENTATION PROCESS

The implementation of the District Investment Plan assignment unfolded in a phased and coordinated manner, ensuring participation, learning, and systematic delivery. Talobeeg Consulting Services managed the assignment across six key stages:

3.1. MOBILIZATION AND PLANNING

The mobilization phase marked the official launch of the District Investment Plan (DIP) assignment. Following contract award, Talobeeg Consulting Services (TCS) immediately initiated internal team mobilization, setting up technical, operational, and logistical arrangements to deliver on the assignment's scope. The mobilization process involved holding strategic alignment meetings with the Ministry of Agriculture and Irrigation (MoAI), the Food Systems Resilience Project (FSRP) coordination unit, and Federal Member State (FMS) counterparts.

Key outputs during this stage included:

- Recruitment and onboarding of core staff and field experts
- Initial development of the implementation timeline and deliverables matrix
- Internal briefing and team orientation on project goals, deliverables, and reporting protocols
- Stakeholder identification for entry-level engagement
- Establishment of clear coordination channels with PCU, MoAI, and key line ministries at the FMS level



Early engagements with the MoAI helped clarify expectations, agree on reporting formats, and confirm FMS-level training logistics. TCS adopted a multi-stakeholder engagement lens to identify operational needs and political sensitivities. The team also developed risk mitigation protocols based on a situational assessment of district-level dynamics, including security risks, stakeholder fatigue, and accessibility challenges.

This phase laid the groundwork for a harmonized inception and planning process. By aligning expectations early and creating communication protocols, TCS ensured operational readiness for the next phases.

3.2. INCEPTION AND TOOL DEVELOPMENT

The inception phase was critical to shaping the strategic, technical, and operational roadmap for implementing the DIP assignment. It began with the drafting and submission of the Inception Report, which defined the methodology, outlined the deliverables schedule, and included risk mitigation and training plans.

The Inception Report was developed through a triangulated process that included:

- Desk reviews of national policies, sector strategies, and previous district-level investments
- Consultations with MoAI, PCU, and FMS focal persons
- Refinement of the data collection tools and frameworks

Key Components of the Inception Phase

i. Desk and Secondary Data Review

TCS conducted an in-depth desk review of the Somali National Development Plan (NDP-9), World Bank Country Economic Memorandum, Biyoole and Barwaaqo project plans, and

community-level investment documents. This helped contextualize district-level planning within existing policy and investment ecosystems.

The secondary data review integrated published reports and unpublished gray literature from NGOs, UN agencies, and district administrations to identify trends, gaps, and investment opportunities across regions.

ii. Design of Data Collection Tools:

TCS developed robust and context-specific qualitative instruments, including:

- Key Informant Interview (KII) guides
- Focus Group Discussion (FGD) checklists
- Mapping templates for social infrastructure, natural resources, and vulnerability
- Observation protocols for field enumerators

All tools were designed with a strong emphasis on inclusion, accessibility, and participatory facilitation. Questions were thematically aligned with agriculture, livestock, governance, resource use, gender inclusion, and infrastructure.

iii. Reporting Templates:

A standardized DIP report template was created to ensure uniformity across districts. The structure covered:

- Executive summary
- District profile
- Sectoral assessments
- Community development goals
- Investment prioritization framework
- Categorization of proposed investments (community-led, FSRP-supported, government-funded, donor-supported)
- Monitoring and evaluation framework

iv. Tool Validation and Piloting:

Tools were reviewed with inputs from FMS officials and PCU technical leads. Piloting was conducted in a mock training setup in Mogadishu during the ToT. Feedback was used to refine the wording, sequencing, and cultural appropriateness of questions.

v. Training Materials and Program Development

A 5-day ToT curriculum was prepared and included:

- Stakeholder engagement strategies
- Participatory data collection techniques

- Reporting structures and use of templates
- Ethics in qualitative research and power dynamics

Pre- and post-training assessments were integrated to evaluate knowledge acquisition. Training modules were translated and simplified for district-level facilitation.

vi. Planning for FMS Rollout

TCS worked with the MoAI and PCU to develop a cascading training plan tailored for each FMS. District clustering, facilitator selection, and logistical arrangements were finalized by the end of the inception phase.

This inception and tool development phase served as a strategic backbone of the assignment. It ensured methodological rigor, technical standardization, and operational readiness to carry out data collection, stakeholder engagement, and plan formulation in a timely and high-quality manner.

TCS submitted an Inception Report within the first two weeks of engagement. This report:

- Outlined the methodology and workplan.
- Included data collection instruments, community engagement guides, and validation protocols.
- Proposed the DIP report structure and visualization tools (maps, tables, priority matrices).

The report was approved by the MoAI and PCU, serving as the foundation for operational delivery.

3.3. NATIONAL AND FMS-LEVEL TRAININGS

Following the tool development phase:

A 5-day Training of Trainers (ToT) session was held in Mogadishu, targeting project focal persons from all FMS. The program successfully engaged 20 participants (16 males and 4 females) from designated districts involved in the project. This intensive five-day training took place at Corners Hotel in Mogadishu from February 8 to 12, 2025. The primary objective of the training was to enhance the participants' capacity to formulate comprehensive District Investment Plans tailored to the needs of their respective districts under the Food Systems Resilience Program (FSRP) framework.

This was followed by regional trainings co-facilitated by the ToT participants and TCS support teams.



In addition, each state trained an additional 12 persons specifically for data collection tasks. The TOTs would support the supervision efforts, ensuring thorough and accurate data acquisition across all regions. The regional trainings were held in Kismayo, Jowhar, Baidao, and Dhusamareb, providing comprehensive coverage for the project's execution.

A total of over 50 personnel were trained, including enumerators, CDD focal points, and district facilitators.

These sessions built foundational skills in stakeholder engagement, data collection, participatory mapping, and investment planning. Full training Report is attached to the report as annex.

3.4. MENTORING OF TOTs AND PILOT DATA COLLECTION

Following the TOT and FMS-level training, mentoring sessions were conducted in February to provide additional support to trainers. This phase involved:

Field-based mentoring to guide trainers in applying learned techniques.

Pilot data collection to refine tools and methodologies before full-scale implementation.

Feedback loops to ensure continuous improvement and adaptation of training content.

The training programs for both TOTs and FMS Level Enumerators were attached to the report as an annex.

3.5. COMMUNITY ENGAGEMENT AND FIELDWORK

The community engagement and fieldwork phase was the centerpiece of the District Investment Plan (DIP) process. It marked the transition from planning to on-the-ground participatory engagement, ensuring that local voices shaped every element of the investment priorities. This phase spanned all 16 target districts across the Federal Member States (FMS), with Talobeeg Consulting Services (TCS) deploying dedicated field teams trained in participatory approaches and inclusive facilitation.

Community Entry and Stakeholder Mapping

Each district engagement commenced with an official community entry facilitated by local government authorities and supported by FMS focal teams. These entry sessions served to:

- Build rapport with community elders, district commissioners, sectoral officers, and civil society representatives.
- Clarify the objectives of the DIP exercise and the role of each stakeholder.
- Map out key informants, vulnerable groups, and target communities for data collection.



Communities were mobilized through local networks and administrative channels to ensure broad participation. TCS emphasized the inclusion of women, youth, minority groups, persons with disabilities, and IDPs.

Data Collection Methodologies

Data was gathered using structured participatory tools, including:

- **Key Informant Interviews (KIIs):** Conducted with technical officers, traditional leaders, farmers' cooperatives, women-led groups, and market actors. Questions focused on sectoral trends, governance, social services, infrastructure, and investment gaps.
- **Focus Group Discussions (FGDs):** Held separately for youth, women, pastoralists, fisherfolk, farmers, and vulnerable households. Discussions explored challenges, aspirations, and community-driven development proposals.
- **Social Mapping:** Participants created visual maps of their settlements, infrastructure, and key institutions, helping the teams understand spatial inequalities.
- **Resource and Vulnerability Mapping:** Communities identified key assets (grazing land, water points, farmland) and mapped risks such as flood-prone zones, poor roads, and deforested areas.
- **Field Observations:** Teams documented informal settlements, degraded ecosystems, broken infrastructure, and areas underserved by public services.

All data collection tools were applied with cultural sensitivity and in local languages, with facilitators ensuring clarity and respect for participants' dignity.

Participatory Prioritization and Community Validation

After data collection, each district held community validation sessions. During these:

- The field teams presented emerging findings and thematic priorities.
- Participants engaged in investment prioritization exercises using ranking matrices and voting mechanisms.
- Investments were categorized into four implementation types: 1) community-led, 2) FSRP-supported, 3) government-funded, and 4) donor-supported initiatives.

Communities identified core priorities such as improved water access, livestock health services, rural roads, youth skills centers, sustainable rangeland management, and upgraded health posts. The prioritization process was documented in matrix form and integrated into each DIP.

This phase achieved rich, community-authenticated data that captured both urgent needs and long-term visions for development. It also:

- Elevated voices of marginalized groups into planning spaces.
- Fostered ownership among communities for the resulting investment plans.

- Enabled ground-truthing of data through direct interaction with affected populations.

Each district produced a unique, context-sensitive profile supported by maps, narratives, and sectoral priorities. These community engagements laid the empirical foundation for each District Investment Plan and demonstrated a scalable model of participatory planning in fragile and post-conflict environments.

3.6. DRAFTING AND VALIDATION OF DIP REPORTS

The drafting and validation phase represented a vital bridge between field engagement and formal investment planning. After the successful completion of data collection and community prioritization activities, each field team prepared a draft District Investment Plan (DIP) for its respective district. These drafts were constructed using the standardized DIP template developed during the inception phase and enriched with qualitative insights, maps, and investment matrices derived from fieldwork.

Each draft report included a comprehensive district profile, sector-specific analysis, community development goals, identified priorities, and a monitoring and evaluation section. The sectoral content covered governance, crop and livestock production, natural resource management, social services, and resilience planning. These drafts reflected the voices of diverse community groups, drawing from Key Informant Interviews, Focus Group Discussions, participatory mapping sessions, and direct observations.

Upon submission, the draft reports underwent an internal quality assurance process led by Talobeeg Consulting Services (TCS) editors and senior analysts. The Afgoye District Investment Plan, previously submitted and approved as a model DIP, served as the guiding reference for structure, depth of analysis, and formatting. Editorial reviews ensured that all DIPs followed a consistent layout and demonstrated a coherent narrative flow. In addition, reports were checked for accuracy, inclusion of visuals and tables, and compliance with gender and inclusion standards—particularly the participation threshold of at least 30% women during data collection phases.

Field mentorship continued throughout the drafting stage. TCS mentors worked closely with district teams to verify field notes, resolve gaps in analysis, and clarify stakeholder feedback. Regular debriefings helped to maintain the quality and integrity of the information, while ensuring that the final plans reflected both technical robustness and community validation.

Following internal review, the draft DIPs were shared with the Project Coordination Unit (PCU), the Ministry of Agriculture and Irrigation (MoAI), and focal technical teams at the Federal Member States (FMS). These stakeholders conducted joint reviews of the reports, offering comments and requests for clarification. TCS facilitated feedback sessions to consolidate inputs and guide the incorporation of revisions. Revisions often involved refining priority rankings, elaborating on investment justifications, and enhancing the visual presentation of data.



Once all technical inputs were addressed, the final DIPs were finalized and submitted. Each plan was delivered with full narrative documentation, sectoral summaries, maps, tables, and community investment matrices. The validated District Investment Plans now serve as strategic documents to inform funding decisions, guide local development planning, and

attract support from the Food Systems Resilience Program, national institutions, and external donors.

3.7. FINAL SUBMISSION AND KNOWLEDGE CONSOLIDATION

All 16 DIP reports were submitted to the PCU and MoAI. TCS also submitted:

- Monthly summary reports capturing progress, challenges, and lessons learned.
- A final comprehensive report documenting the assignment lifecycle.

Knowledge-sharing sessions were held with project stakeholders to ensure continued use of the DIPs as planning and advocacy tools.

4. ABOUT THE 16 DISTRICT INVESTMENT PLANS

The District Investment Plan (DIP) is the central output of the assignment and serves as a roadmap to guide strategic, community-informed investments in agriculture, natural resources, and social services at the district level. Each DIP was developed through a participatory, evidence-based process, using a standardized structure and format to ensure consistency, comparability, and alignment with national development priorities.

4.1. STANDARD REPORT TEMPLATE

Talobeeg Consulting Services (TCS) developed a unified reporting template to be used across all 16 districts. The template was designed to capture both narrative insights and data visualizations in a coherent and accessible format. It was introduced during the Training of Trainers (ToT) and field-level mentorship sessions, and field teams were trained to populate and refine the template based on their community engagements.

The standardized template included the following core sections:

- **Executive Summary:** A concise overview of the key findings, priorities, and investment outlook.
- **District Profile:** Geographic, demographic, and socio-economic context.
- **Sectoral Assessments:** Detailed analysis of governance, crop production, livestock, fisheries, natural resource management, education, and health services.
- **Community Development Goals:** Long-term aspirations articulated by the communities, with a 5–10-year outlook.
- **Investment Prioritization:** A ranked list of proposed investments based on feasibility, urgency, and impact.
- **Implementation Categorization:** Classification of investments based on who is responsible or best positioned to implement them.
- **Monitoring and Evaluation Framework:** Proposed indicators and structures for progress tracking and accountability.
- **Annexes:** Supporting maps, photos, attendance sheets, and tools used during data collection.

This standardization ensured that while each district's DIP reflected its unique context and priorities, the overall format allowed for easy aggregation, review, and comparison at the FMS and national levels.

4.2. STRUCTURE AND SECTORAL THEMES

Each DIP report was structured thematically to highlight specific areas critical to resilience and inclusive growth. Sectoral chapters followed a consistent analytical approach—

identifying key assets, challenges, gaps, and proposed solutions. The main thematic areas included:

- **Governance:** Status of district administration, presence of development committees, and level of citizen participation in planning and service delivery.
- **Crop Production:** Types of crops grown, land tenure practices, farming techniques, market access, and constraints such as pests, soil quality, or water scarcity.
- **Livestock:** Dominant animal species, pastoral systems, veterinary services, water access, fodder availability, disease challenges, and potential for value addition.
- **Fisheries** (where applicable): Species availability, harvesting techniques, processing and trade, constraints, and investment needs.
- **Natural Resources and Environment:** Land use patterns, forest and rangeland condition, water infrastructure, and vulnerability to climate change.
- **Health and Education:** Status of facilities, staffing, service accessibility, and community satisfaction with delivery.
- **Cross-Cutting Issues:** Gender inclusion, youth participation, disability, conflict sensitivity, and climate-smart practices.

The thematic framing helped distill sector-specific insights while reinforcing interdependence among livelihoods, governance, infrastructure, and service delivery.

4.3. CATEGORIZATION OF INVESTMENT RESPONSIBILITIES

A key innovation in the DIPs was the categorization of investment responsibilities, which clarified potential pathways for implementation and resource mobilization. Each priority investment identified by communities was assigned to one of four responsibility categories:

1. Community-Led Initiatives

Activities that local communities can implement with minimal external input—e.g., self-help road repairs, water catchment maintenance, or establishing village savings groups.

2. FSRP-Supported Interventions

Investments aligned with the Somalia Food Systems Resilience Project's scope, eligible for financing under FSRP, including infrastructure rehabilitation, water points, training programs, and improved agricultural inputs.

3. Government-Funded Actions

Responsibilities of district or state governments that require integration into local development plans or sectoral strategies—e.g., staffing health centers, upgrading schools, or enforcing land use regulations.

4. Donor or Partner-Supported Investments

Larger infrastructure or capacity-building investments requiring co-financing, grants, or public-private partnerships, such as construction of storage facilities, renewable energy projects, or large-scale irrigation systems.

This classification system provided both clarity and flexibility, allowing stakeholders to identify where quick wins could be achieved and where advocacy or partnership-building would be required for more ambitious interventions.

5. SUMMARY OF FINDINGS AND DISTRICT PLANS

The development of 16 District Investment Plans (DIPs) across Somalia revealed a range of context-specific development needs, while also highlighting shared challenges and aspirations across districts. The participatory planning process yielded rich qualitative data, allowing communities to articulate their priorities and propose actionable investment pathways. This section synthesizes the common findings, recurring themes, and unique features observed across the districts.

5.1. COMMON DEVELOPMENT CHALLENGES

The assessment of the sixteen District Investment Plans (DIPs) reveals several recurring development challenges that hinder inclusive and sustainable growth at the local level. While the context varies slightly across Federal Member States (FMS), the following are the most frequently cited and observed challenges:

1. Weak Local Governance and Institutional Capacity

Many districts lack adequately resourced and trained local government institutions, leading to poor service delivery, planning, and coordination.

Herale District: As a newly established district in Galmudug, Herale struggles with limited local government presence, inadequate staffing, and absence of clear administrative boundaries, which affects coordination and development planning.

Afgooye District: Despite its proximity to Mogadishu, Afgooye faces weak institutional capacity and insufficient resources for the local council to effectively coordinate services and implement development priorities.

2. Inadequate Infrastructure and Poor Service Delivery

Roads, water systems, energy infrastructure, health and education facilities are underdeveloped, and service delivery is minimal or poorly maintained.

Balcad District: The road network connecting agricultural areas to market centers is in disrepair, limiting economic activity and access to social services.

Bardheere District: Critical infrastructure like health centers, water boreholes, and feeder roads are either absent or poorly maintained, reducing access to basic services and disaster response.

3. Limited Access to Safe Water and Sanitation

Water scarcity and poor sanitation services remain key issues, especially in rural and pastoralist areas.

Beled-Hawa District: *The town depends heavily on water trucking and shallow wells, which are both expensive and unreliable, particularly during droughts.*

Baidoa District: *Although a major town, peripheral areas of Baidoa face sanitation and water service gaps, with women and children walking long distances for water.*

4. Environmental Degradation and Climate Vulnerability

Unsustainable natural resource use, deforestation, and recurrent climate shocks (droughts, floods) significantly impact food security and livelihoods.

Hudur District: *The expansion of charcoal trade and deforestation are contributing to worsening drought cycles and degradation of grazing lands.*

Jowhar District: *Flooding from the Shabelle River during rainy seasons destroys crops and displaces households, with limited capacity for early warning or mitigation.*

5. High Youth Unemployment and Limited Livelihood Opportunities

A significant portion of the population is youth, yet there are few employment opportunities, technical skills training, or support for entrepreneurship.

Afgooye District: *Youth express frustration over lack of vocational training and job prospects, with many resorting to irregular or informal work.*

Elberde District: *Insecurity and lack of education facilities further isolate youth from economic opportunities and participation in governance.*

6. Insecurity and Conflict

Persistent insecurity due to clan conflicts, armed groups, or inter-district disputes hinders development initiatives and limits access to services.

Beled-Hawa District: *Border tensions and presence of non-state actors limit humanitarian access and development programming.*

Herale District: *Being newly formed and in a contested zone, Herale faces risks of insecurity that affect both planning and project implementation.*

7. Displacement and Strain on Services

Many districts host significant numbers of internally displaced persons (IDPs), often overwhelming already fragile basic services and infrastructure.

Baidoa District: *Hosts large IDP settlements due to recurring droughts and insecurity in surrounding regions, leading to overcrowded schools, health centers, and water points.*

Jowhar District: *Struggles to integrate returnees and IDPs into its development plans due to limited resources and political constraints.*

8. Gender Inequality and Exclusion of Marginalized Groups

Women, persons with disabilities (PWDs), and minority clans often lack meaningful participation in planning processes and access to services.

Elberde District: *Cultural norms and conflict-related displacement have disproportionately affected women, limiting their access to land and participation in decision-making.*

Bardheere District: *Persons with disabilities reported exclusion from consultations and lack of targeted livelihood support.*

9. Data Gaps and Weak Planning Systems

Districts operate with poor or outdated data, affecting the quality of development planning and monitoring.

Afgooye District: *Relied heavily on the standardized Afgoye DIP to guide other districts, due to widespread lack of baseline data and planning templates.*

Beled-Hawa District: *Absence of reliable demographic and socio-economic data hampers targeting and resource allocation.*

10. Limited Market Access and Value Chain Linkages

Producers often face challenges in accessing markets, value addition services, and agricultural extension.

Bardheere District: *Farmers lack access to input suppliers, storage facilities, and structured markets for produce.*

Herale District: *Livestock herders report limited veterinary services and poor road connectivity to regional markets.*

5.2. SHARED COMMUNITY ASPIRATIONS

Throughout the District Investment Plan (DIP) consultations, communities demonstrated a high level of consensus on their development aspirations. Despite differences in geography, demographics, and conflict exposure, common priorities emerged that point to a collective vision for inclusive and resilient development.

1. Self-Reliance through Livelihood Strengthening

Communities overwhelmingly expressed a desire to move away from dependency on humanitarian aid and toward productive, sustainable livelihoods. Investment in farming, livestock, fisheries, and small-scale businesses was frequently highlighted as the pathway to self-sufficiency.

Afgooye District: *Farmers and agro-pastoralists requested irrigation canals, improved seeds, and access to farming tools to boost productivity and income.*

Herale District: *Livestock keepers expressed strong interest in veterinary services, fodder production, and livestock marketing support to improve resilience.*

Bardheere District: *Communities requested training in agribusiness and support for women's cooperatives to establish small-scale food processing enterprises.*

2. Inclusive Participation and Local Governance

Citizens consistently demanded better representation in local governance structures and more inclusive decision-making processes. There was a strong desire for empowered local councils, community-based organizations, and youth and women's participation.

Elberde District: *Community leaders emphasized the need to formalize and capacitate local councils and involve all clans in decision-making processes.*

Beled-Hawa District: *Youth groups and women called for their inclusion in planning committees and more opportunities to participate in community development forums.*

3. Improved Basic Services (Education, Health, Water)

Communities across all districts voiced urgent demands for improved access to education, healthcare, water, and sanitation services. These are seen not only as rights but as critical enablers of human development and dignity.

Baidoa District: *Residents identified school construction, teacher training, and provision of learning materials as key education priorities.*

Hudur District: Communities emphasized the need for mobile health clinics and the expansion of maternal and child health services.

Jowhar District: Access to clean drinking water was a recurring demand, with requests for boreholes and water purification systems.

4. Peace, Social Cohesion, and Stability

Several communities, especially in newly formed or conflict-affected districts highlighted peacebuilding, justice, and inter-clan reconciliation as foundational to development.

Herale District: Local elders emphasized the need for investments in peace dialogues and community policing to maintain stability in the newly recognized district.

Beled-Hawa District: Communities identified conflict resolution mechanisms and social cohesion activities as prerequisites for service delivery and investment.

5. Youth Empowerment and Skills Development

Given the demographic dominance of youth, most communities requested support for vocational training centers, ICT hubs, and job placement services to reduce youth unemployment and prevent risky migration.

Afgooye District: Youth groups requested entrepreneurship support, access to tools for trades, and linkages with local markets.

Bardheere District: Stakeholders advocated for establishment of youth vocational institutes with a focus on tailoring, carpentry, and solar installation.

6. Gender Equality and Empowerment of Women

Women in multiple districts called for greater support in economic activities, political representation, and protection from gender-based violence.

Baidoa District: Women's groups requested startup capital and training for cooperative businesses.

Elberde District: Women highlighted the lack of health services tailored to their needs and the absence of safe spaces for survivors of violence.

7. Environmental Protection and Climate Resilience

Many communities expressed deep concern about environmental degradation and climate risks. They advocated reforestation, water harvesting, and sustainable land use practices

Bardheere District: Community members called for tree planting campaigns and training on drought-resistant agriculture.

Hudur District: Discussions centered on protecting rangelands and investing in alternative energy sources to reduce deforestation.

8. Integration of IDPs and Marginalized Groups

In districts with large displaced populations or marginalized clans, communities aspired to inclusive development that ensures equal access to services, land, and livelihoods.

- **Example – Baidoa District:** IDPs requested documentation, access to education for their children, and dignified shelter solutions.
- **Example – Jowhar District:** Minority groups emphasized the need for anti-discrimination measures and inclusion in local decision-making bodies.

These shared aspirations offer a unifying framework for district-level planning, and they align closely with national priorities for recovery, resilience, and inclusive development. Recognizing and responding to them will be crucial for the effectiveness and legitimacy of any future investment.

5.3. INVESTMENT PRIORITIES BY SECTOR

Across the 16 DIPs, priority investments tended to cluster around several core sectors:

- **Agriculture:** Expansion of irrigated farming, provision of drought-resistant seeds, training on sustainable farming techniques, and access to markets.
- **Livestock:** Establishment of veterinary centers, construction of water troughs and fodder stores, and improved mobility of pastoralist communities.
- **Water and Sanitation:** Borehole drilling, shallow well rehabilitation, rainwater harvesting, and latrine construction.
- **Education and Health:** Rehabilitation of schools and health posts, provision of school materials, staffing of clinics, and access to maternal health services.
- **Natural Resource Management:** Tree planting, rangeland recovery, erosion control, and community sensitization on environmental protection.

5.4. NOTABLE DISTRICT VARIATIONS

While similarities existed, several unique observations stood out:

- **Afgooye and Jowhar,** being agriculturally productive, emphasized irrigation infrastructure and cooperative-based marketing.
- **Hudur and Elberde** emphasized security-related access issues and the need for mobile services due to vast, sparsely populated areas.
- **Kismayo and Bardheere,** due to coastal and riverine zones, included fisheries and riverbank stabilization as priority areas.

- **Mataban and Balcad**, newer districts or those undergoing recent political transitions, stressed governance capacity building and institutional development.

5.5. OWNERSHIP AND VALIDATION

Each DIP was developed through extensive engagement with diverse community members, including women, youth, minority clans, and persons with disabilities. Validation sessions confirmed that the priorities reflected real community aspirations. Moreover, the use of participatory mapping, scoring matrices, and field-level supervision ensured that the final plans were both evidence-based and community-owned.

6. OVERALL OUTCOMES

The DIP assignment led to significant progress in strengthening district-level planning capacities, promoting community ownership, and producing actionable investment roadmaps. Key outcomes include:

- Successful completion and submission of 16 District Investment Plans (DIPs), covering diverse geographical and socio-economic contexts.
- Capacity-building of over 50 participants during the Training of Trainers (ToT) and cascading state-level trainings.
- Enhanced participation of community stakeholders in identifying investment priorities, particularly marginalized groups including women, youth, and persons with disabilities.
- Standardization of data collection, reporting tools, and visual presentation formats across all districts.
- Creation of a model District Investment Plan (Afgoye DIP) that served as a benchmark for quality and structure.
- Effective mentoring and technical support to field teams during training, data collection, analysis, and report writing.
- Validation and endorsement of all 16 DIPs by the FMS, PCU, and MoAI, confirming alignment with national priorities and community aspirations.

7. CHALLENGES ENCOUNTERED

Despite the successful outcomes, the project encountered several challenges:

No	Challenge	Details
1.	Insecurity and Access Restrictions	Some districts were affected by conflict and insecurity, limiting the movement of enumerators and consultants.
2.	Weather-Related Delays	Unseasonal rains and flooding in some regions disrupted travel and scheduled data collection activities.
3.	Capacity Gaps	Variations in the capacity of local enumerators and facilitators required additional mentoring and supervision.
4.	Community Fatigue	Some communities had recently participated in other assessments, leading to reduced enthusiasm and engagement.

5.	Logistical Complexities	Coordinating fieldwork across multiple states with varying infrastructure and resources required flexible planning and contingency measures
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8. LESSONS LEARNED

Several lessons emerged that will inform future planning assignments:

No	Challenge	Details
1.	Frontloaded Engagement Pays Off	Early and repeated engagement with district and community leaders improved trust and cooperation.
2.	Mentoring Matters	Continuous technical backstopping of field teams greatly improved the quality and consistency of data.
3.	Standardization Increases Efficiency	Using a model DIP and harmonized tools reduced variation and simplified the review and approval process.
4.	Inclusion Is Essential	Active efforts to involve women, youth, and marginalized groups enriched the planning process and ensured diverse perspectives.
5.	Local Ownership Enhances Sustainability	Communities showed increased ownership when involved in prioritization and validation processes.

9. RECOMMENDATIONS

To further strengthen district-level planning and ensure the sustainability of investment planning processes, the following are recommended:

No	Challenge	Details
1.	Institutionalize DIP Methodology	Mainstream the PICD and participatory investment planning approach within MoAI and local government processes.
2.	Build a Digital Repository	Establish an online system for storing, updating, and accessing all approved DIPs.
3.	Strengthen FMS Capacities	Provide ongoing training and support to state ministries to continue DIP development and updates.
4.	Integrate DIPs into Budgeting	Encourage alignment of district budgets and donor funding proposals with DIP-identified priorities.
5.	Scale Up to Other Districts	Expand the DIP development process to additional districts using the Afgoye model and tools refined through this assignment.

10. CONCLUSION

The District Investment Plan assignment represents a significant step forward in participatory, locally-led planning in Somalia. Through a structured, inclusive, and evidence-based process, 16 district plans were developed and validated. The assignment not only produced technical outputs but also empowered local communities, strengthened institutional capacities, and created a sustainable model for future investment planning.

Talobeeg Consulting Services is honored to have led this process in partnership with MoAI, PCU, and the FMS stakeholders. The outcomes and lessons from this assignment provide a solid foundation for advancing community-driven development and resilience across Somalia.

Annexes

i. Inception Report



Draft DIP Inception
Report24022025.doc

ii. Training Report



Training Report Draft
24022025.docx

iii. DIP Reports (shared with PCU previously)

iv. Photographic Evidence from Fieldwork







