

# Reintegration Assistance

## *Good, Promising and Innovative Practices*

### Practice #8

## Revitalizing Economy and Enhancing Social Cohesion through Community-Based Planning and Community-Prioritized Infrastructure Works: the Construction of a Bridge in Somalia

**Implementing entity:** IOM

**Project title:** Joint intervention under Midnimo programme and EU-IOM Joint Initiative for Migrant Protection and Reintegration in the Horn of Africa

**Donor:** UN Peacebuilding Fund and European Union under the EU Emergency Trust Fund for Africa

### Summary

As part of its community stabilization and community-based reintegration interventions in Somalia, IOM built a bridge in the town of Baidoa, in southern Somalia. This activity benefitted the entire population of the area including 30,000 IDPs, 37,500 returnees (including returning IDPs, returning refugees and returning migrants) and 82,500 members of the host communities, who gained enhanced access to basic services and to economic markets. The construction of the bridge was prioritized by the community following an intensive community consultation and planning process involving all socio-economic groups of the area.

This factsheet describes the community consultation and community-based planning process that led to the public works intervention and enhanced social cohesion. It illustrates how members of the community, partners, local authority and local leaders were brought together to dialogue, negotiate and reach consensus regarding the identification of socio-economic groups, the selection of representatives of these groups' and the identification and planning of interventions addressing the different groups' development and (re)integration needs. It also analyses evidence collected by IOM on the outcomes of this activity in terms of social cohesion, access to basic services and enhanced livelihoods opportunities.

## Operational details

### ► Description of the activity

As part of its community stabilization and community-based reintegration interventions in Somalia, IOM has built a bridge (Kerowfogi bridge) between Salamey and Horseed villages/ neighbourhoods, in the town of Baidoa (South West State, southern Somalia). This activity **targeted a total of 150,000 beneficiaries**<sup>1</sup> (60,000 M, 90,000 F), including 30,000 IDPs, 37,500 returnees (i.e. returning IDPs, returning refugees<sup>2</sup> and returning migrants) and 82,500 members of the host communities.

It took place in three phases: community consultations and community-based planning, infrastructure building and monitoring.

#### PHASE 1: COMMUNITY CONSULTATIONS AND INTENSIVE COMMUNITY PLANNING

##### *Pre-planning community consultations*

The Ministry of Planning and International Cooperation, the Ministry of Interior of South West State of Somalia, the Governor's Office of Bay Region, the Mayor/ District Commissioner's Office in Baidoa, the South West State Commission for Refugees and IDPs and IOM, with the support of local leadership, led the **pre-planning process**.

A **Core Facilitation Team (CFT)** of five members (government officials and community representatives) was nominated and trained for 5 days in facilitating Community-Based Planning (CBP). The training described the different steps of the community-based planning process and

equipped the CFT members with relevant tools to facilitate the process.

Once trained, the CFT mobilized the community through meetings with the community leadership and community meetings at the village/ neighbourhood level. This mobilization aimed at ensuring shared understanding of the community-based planning process and its objectives and expected output.

Community consultations were held to **identify the town's different socio-economic groups and select representatives** of the different groups in view of the CBP. The community members were thus gathered and asked to identify the different groups making up their village/ neighbourhood, taking into account demographic and socio-economic factors. Once consensus was reached, the groups identified (e.g. IDPs, returnees, host community including women, youth, elderly, etc.) were tasked to select their representatives for an intensive 5-day CBP meeting. For example, the district women's association selected the women that would represent them at the CBP meeting. This approach allowed the CFT to deal with a manageable number of representatives while at the same time ensuring that the selected participants were considered as legitimate and accepted by their respective socio-economic groups. This process where various groups agreed on who would represent them, marked the first achievement of consensus under this process.

These consultations also led to the formation of a **Community Action Group (CAG)**<sup>3</sup> of 22 members (8 IDPs, 4 returnees and 10 members of the local communities from ten Baidoa Villages - one representative per village) and of a **Community-Based Monitoring and Evaluation (CBM&E) group**<sup>4</sup> of 4 members, agreed by the participants through consensus.

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<sup>1</sup> The whole population of the areas connected by the bridge benefits from the infrastructure.

<sup>2</sup> Mainly refugees repatriated voluntarily from Kenya and Tanzania.

<sup>3</sup> The role of the CAG was to improve the intervention's sustainability through (i) facilitating active community participation in project planning and implementation to improve project design through the use of local knowledge, (ii) increasing project acceptability, (iii) promoting an equitable distribution of benefits throughout the different groups and (iv) promoting local resources mobilization. Its members act as mobilisers, key informants and provide technical inputs during the entire planning and implementation process.

<sup>4</sup> The CBM&E group is an interested group of community members tasked to facilitate monitoring and evaluation of community development projects so that the community can establish progress milestones, measure progress, demand accountability from duty bearers and make informed decisions about its own development.

## Community-based planning and the development of a *Community Action Plan*

From 22<sup>nd</sup> to 26<sup>th</sup> of July 2017, the Core Facilitation Team with support from IOM, UNHABITAT and WFP, conducted a five-day intensive **Community-Based Planning (CBP)** meeting in Baidoa District. This process, that aimed at identifying projects contributing to inclusive access to basic services, conflict reduction and peacebuilding, covered all ten villages (i.e. neighbourhoods) of Baidoa (Darusalam Village, Isha Village, Salamey Village, Adaado Village, Howl Wadaag Village, Wadajir Village, Bardale Village, Waberi Village, Towfiiq Village and Horseed Village). It involved 100 (69 male and 31 female) participants from different socio-economic groups including women, religious groups, IDPs, returnees, youth, village committees, village leaders, business people, and civil society, selected through the above-mentioned community consultation process.

The CBP led to the development of a **Community Action Plan (CAP)**<sup>5</sup> listing 90 interventions identified through the CBP process. The construction of the bridge was identified as the main priority for community integration in Baidoa<sup>6</sup> (see more information on the CAP process and on the

selection of the bridge in the next section on the intervention's 'Approach/Rationale').

The CAP was endorsed by the Baidoa District Commissioner in August 2017. It was then reviewed on a quarterly basis to build trust, confidence and project ownership among community members (see 'approach/ rationale' section) as well as to assess continued relevance of the original plan and integrate new community development priorities. The CAP was last revised in April 2019. The updated CAP is annexed to this factsheet.

## PHASE 2: INFRASTRUCTURE DEVELOPMENT

The construction planning and the architectural design of the bridge started on 28 April 2019 and the construction was finalized on 5 July 2019.<sup>7</sup>

## PHASE 3: MONITORING AND FOLLOW-UP

IOM carried out on-site monitoring visits in September and November 2019 to assess the state of the bridge. Through direct observation, a few technical issues in the construction were noted and referred to the engineer and the contractor for further action.

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<sup>5</sup> A Community Action Plan (CAP) is a living document, outlining a community's vision and investment priorities for their settlement. In line with the Government of Somalia's *Wadajir Framework*, which seeks to build local governance and governments, the premise of the CAP methodology is that community and government-owned solutions are an integral part of recovery and development. CAPs are deeply rooted in the Human Security principles of bottom-up empowerment and top-down protection. They are designed to bring together a wide range of actors to respond to the complex interconnected nature of the root causes of displacement-related insecurities and discrimination. Through CAPs, displacement affected communities and their local leadership are being empowered to drive plans and strategies to address their own needs. (United Nations Trust Fund for Human Security, *Facilitating Durable Solutions in Somalia; Experiences from Midnimo-I and the Application of Human Security*, 2020, p. 38)

<sup>6</sup> The bridge was one of the 90 interventions identified through the CBP and presented in the CAP. Many other projects were also adopted and successively implemented. As of April 2019, 17 projects identified in the CAP had been funded and implemented (including the construction of a police station, the rehabilitation of football playground, the renovation of Baidoa Community Mental Health Care Centre, the installation of solar lights in a new settlement area, to name only a few) by IOM (under the Midnimo project) and by other organisations (including UNHABITAT, UNDP, WARDA and IMC). Support to five additional priority projects was already planned. The Kerowfogi bridge is the only intervention that has also been funded and implemented under the EU-IOM Joint Initiative as part of IOM's reintegration activities.

IOM trained the CFT and the local government to pitch the CAP to other actors for them to channel their resources to fund the CAP. This way, the CAP serves as a 'mini local development plan' where the CFT and local authorities appear to play the leading role, showing their contribution to the community which helps building confidence in the community. IOM supports local authorities and community leaders to share the CAP with multiple stakeholders - donors, UN, NGOs, private sector, diaspora associations etc. - in order to mobilize additional resources for implementation of community priority projects. CAP launch workshop and dissemination of CAP documents are part of this process.

<sup>7</sup> The delay between the community consultation and the development of the CAP on one side, and the construction of the bridge on the other, is related to the need to gather funding for the works. The planning process was facilitated by the Midnimo project while the funds for the construction came later through the EU-IOM Joint Initiative.

In addition, IOM rolled out a Community Involvement Survey between 30<sup>th</sup> November and 4<sup>th</sup> December 2019, reaching 399 community members. More information is provided in the section 'Outcome and Evidence' further below.



Pre-planning session held in May 2017, gathering different socio-economic groups including IDPS, host community, returnees and Baidoa local authorities. © Hussein/IOM

As a result of the on-site visits and of the survey, renovation works to ensure better water drainage from the pavement surface of the bridge and easier movement during rainy seasons, were carried out in December 2019.

The CBM&E group contributed to monitoring efforts by disseminating information regarding the results of the CAP process to the wider community and by collecting and channelling community's feedback to elders during the implementation phase. However, the lack of pre-designed CBM&E tools and proper training resulted in a non-systematic engagement of the CBM&E group. Based on these gaps, IOM is developing a training curriculum for CBM&E members with the aim to improve this important community-based mechanism.

### ► Approach/Rationale

The participatory process described above and the concrete interventions it led to, were designed to improve the social cohesion and the economic integration of the different socio-economic groups composing Baidoa, including the returnees.

The process was as important as its outputs: indeed, social cohesion was not only meant to be improved through the

infrastructures built or renovated in line with the CAP developed (e.g., the building of the bridge described here, the rehabilitation of a football playground or the installation of solar lights, for instance), but also through the participatory and consultative process conducted to identify and plan the projects to be achieved. The community was consulted on their challenges and needs and, more importantly, transformed into a real actor by identifying and designing solutions that were locally relevant.

Some of the main aspects of this intervention are detailed below.

### THE PROCESS: COMMUNITY-BASED PLANNING AND PARTICIPATORY APPROACH

Building on the Somali government's guiding manual for community development (the *Wadajir Framework*) as well as on the experience it gained in community recovery and stabilization, IOM in Somalia rolled out a community-based planning approach to identify key community interventions in Baidoa.

Consultations involving community leaders, representatives of host communities and returnees, served as a platform to discuss priorities for the community to increase social cohesion and its absorption capacity to enable reintegration of returnees. This participatory process allowed identifying the construction of a bridge as the main priority to enhance business and social cohesion in the city.

A participatory review of the CAP also took place: the CFT, the CAGs and other stakeholders (Government Departments, UN, NGOs) were involved in the review.

Dialogue amongst different community groups in planning and reviewing progress was expected to foster trust and approval of the community involved; to enable people to understand one another better and appreciate their differences concurrently identifying points of synergy; to contribute to community ownership of the project (as opposed to the perception that the intervention is sought by the donor or the implementing agency).



The participatory process did not specifically target returnees, but by involving returnee representatives in the community consultations, thus giving them a voice, it contributed to improving the returnees' sense of belonging to the community, and allowed them to express their main needs as any other group of the community.



Last event of the Baidoa CAP review held in April 2019. © Hussein/IOM

### THE INTERVENTION: THE CONSTRUCTION OF A BRIDGE

As indicated above, the construction of the bridge was one of the 90 interventions identified through the CBP process. It was assessed as the main priority by the community. The lack of proper infrastructure connecting Salamey to other areas in town was affecting people of all ages from school children to businesspeople and the elderly. When it rained, it was nearly impossible to move out of Salamey, and business between the neighbourhood and other areas nearly stopped. Children were unable to access the nearby school easily and women faced difficulties to carry groceries back from the market; they had to commute through a considerably longer route just because there was no bridge connecting the area with the rest of the city.

It was expected that the construction of the bridge would address these challenges and contribute to: improve movements in the city and thus improve access to the main business area and basic services; improve social interactions as well as social cohesion through neighbourhood revitalization; and improve road safety.

The construction of the bridge is not specifically linked to, or does not uniquely benefit returnees: the intervention benefits the community at large, and thus returnees *as members of the community*. Enhanced social cohesion and economic opportunities also benefit returnees and improve the local conditions, making them more conducive to returnees' reintegration.

### THE LOCATION: RATIONALE FOR THE SELECTION OF BAIDOA

Several factors contributed to the selection of Baidoa for this intervention under IOM's community stabilization and reintegration programmes:

- The significance of incoming arrivals of both IDPs and returnees (including a majority of refugees returning under voluntary repatriation schemes from Kenya);
- IOM's past caseload and dataset;<sup>8</sup>
- Clan and sub-clan dynamics at play in the city.

IOM's intervention thus sought to stabilize a community with large returnees' inflows and particular clan dynamics, as well as to improve the reintegration of returnees.

#### ► Partnership/Synergy

### GOVERNMENT AND COMMUNITY SYNERGY

Community consultation was organized in partnership with the Federal Government of Somalia, South West Federal Member State, Local Authorities (Baidoa District

<sup>8</sup> A challenge of community-based reintegration (CBR) support is that some types of CBR projects – especially those that do not consist of specific businesses/ community economic projects but rather of infrastructures rehabilitation or more general improvement of the reintegration conditions- should be ready when migrants return in order for them to return in an environment more conducive to reintegration. However, this means that the implementing agency cannot wait for the migrants eligible under a specific programme, limited in time, to return before launching the process. This process can thus not be based on actual numbers of returns in an area, but on historical records which might not turn out to be as planned.

Commissioner) and Baidoa Community (ten Villages of Darusalam, Isha, Salamey, Adaado, Howl Wadaag, Wadajir, Bardale, Waberi, Towfiq and Horseed).

More specifically, key government and community leaders were trained in community-based planning to act as facilitators in this process. They were also actively engaged in endorsing and reviewing the CAP and ensuring coordination among various stakeholders including development actors, donors and local authorities.

#### INTER-AGENCY PARTNERSHIP

The intervention was carried out in partnership with UNHABITAT as IOM's partner under the jointly implemented *Midnimo* ("unity") programme (see information on this programme in the "Additional information" section below).

#### ► Additional information

This intervention was implemented through a synergy between the Midnimo I programme and the EU-IOM Joint Initiative.

The *Midnimo-I programme "Achieving local solutions to displacement crises in Somalia: A Human Security approach to Durable Solutions"* was designed to promote stability and the attainment of durable solutions in fragile and displacement-affected areas of Somalia. Funded by the United Nations Peacebuilding Fund (UN PBF) and the United Nations Trust Fund for Human Security (UNTFHS), it was jointly implemented by IOM, UNHABITAT and the United Nations Office for Project Services' Risk Management Unit (UNOPSRMU). Midnimo-I was implemented between 2017 and 2019 in Hirshabelle State, Jubaland State and South West State in Somalia. Over two years, the project supported and built the capacity of both local communities (bottom-up empowerment) and governments (top-down protection) to identify and devise ways to address some of the multidimensional factors contributing to displacement and the resultant human insecurities. Ranging from urban profiling to land legislation, community action planning, women groups' empowerment and small-scale public works projects, the different components of Midnimo-I

were designed to facilitate durable solutions by comprehensively addressing all forms of displacement-related vulnerabilities and human insecurities, with a strong focus on participatory and inclusive community-driven activities aimed at enhancing social cohesion and trust among diverse population groups and with local governments.

The **EU-IOM Joint Initiative for Migrant Protection and Reintegration** is a comprehensive programme to save lives, protect and assist migrants along key migration routes in Africa. Launched in December 2016 with funding from the [EU Emergency Trust Fund for Africa](#), it enables migrants who decide to return to their countries of origin to do so in a safe and dignified way and to be assisted upon their return. In close cooperation with partnering state and non-state actors, the programme provides assistance to returning migrants to help them restart their lives in their countries of origin through an integrated approach to reintegration that supports both migrants and their communities, has the potential to complement local development, and mitigates some of the drivers of irregular migration. The EU-IOM Joint Initiative covers and closely cooperates with 26 African countries in the Sahel and Lake Chad region, the Horn of Africa, and North Africa.

#### ► Useful contacts and references

A brief description of the key steps involved in community-based planning is annexed. It provides very useful information on how to conduct this process.

IOM is also developing more detailed CBP facilitation guidelines to help building capacity for the implementation of CBP across different contexts. These upcoming guidelines will provide more information on concepts related to CBP and on the practical steps required to implement this approach.

The latest version of the CAP is also available in annex.

For more information on the practice and approach described in this factsheet, please contact [RONairobiEUTFTeam@iom.int](mailto:RONairobiEUTFTeam@iom.int).

## Evidence base

### ► Outcome and Evidence

#### OUTCOMES OF THE CBP PROCESS

The project responds to the number one priority jointly identified by 100 representatives from host community, IDP and returnee groups, during the community-based planning workshop held in July 2017 and regularly revised by the Community Action Group until April 2019.

Through participatory planning, the target communities were empowered to lead their own integration processes by bringing together individuals and groups from different parts of their wider community and identifying their own priorities. The community consultations encouraged different population groups to jointly reflect on the community characteristics, identifying specific needs and preferences of different groups, and to agree on common challenges, strengthening their sense of community belonging. The participatory planning process fostered social cohesion through open and constructive dialogue and strengthened people's capacity to analyze the context they are in, recognizing the needs and perspectives of others and working collaboratively to improve everyone's situation.

#### OUTCOMES OF THE BRIDGE CONSTRUCTION

Before the bridge was constructed, the access to main services was restricted and Salamey residents felt isolated. The construction of the Kerowfogi Bridge facilitated movement of people and vehicles connecting Salamey and Horseed villages to other areas where the main market area, schools and health facilities are located. According to a community member, "traffic between the neighbourhoods has increased more than ever. The bridge has allowed for new business and shops to thrive." A woman returnee also indicated that "this bridge greatly facilitates the movement of [...] vehicles of all types to and

from Salamey" and is confident that this constitutes an important step that will add significant value to the livelihoods of the Salamey residents.

#### EVIDENCE

Between 30<sup>th</sup> November and 4<sup>th</sup> December 2019, IOM rolled out a Community Involvement Survey in 5 of the 10 target villages composing Baidoa (Isha, Howl Wadaag, Bardale, Towfiq and Horseed<sup>9</sup>), reaching 399 community members from different socio-economic groups.

##### Methodology

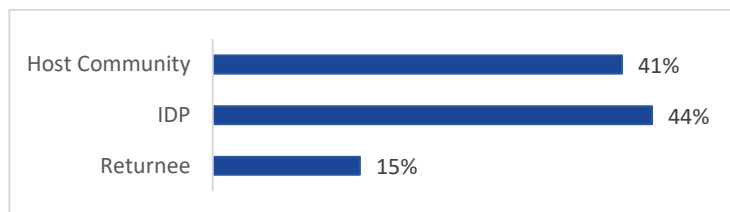
- Individuals have been randomly selected from 5 out of 10 villages involved in the community consultations using a simple random sampling approach of interviewing one individual from every three houses. Only individuals above 17 years old who gave consent to their data being captured were surveyed.
- 4 locally hired enumerators endorsed by the Baidoa district commissioner and supervised by an IOM-contracted senior enumerator, conducted the interviews.
- Collaboration of the Community-based M&E group could not be secured.<sup>10</sup>

##### Profile of the respondents

Sex: 44% men; 56% women

Main age groups: 26-34 years old: 22%; 35-44 years old: 32%; 45-54 years old: 22%

Respondents by settlement status:



<sup>9</sup> Salamey, the main village benefitting from the intervention, is a sub-area of Horseed and is thus represented in the survey.

<sup>10</sup> The enumerators tried to contact the 4 CBM&E group members to inform and involve them in the survey administration process. However, only one member was reachable and could not take part in the survey administration. He only provided some background information to the senior enumerator.

## Outcomes

- Perception of project impact by settlement status

**74%** of the respondents who were aware of the project found that the project had a **positive impact** on their community (this percentage rises to 80% among returnees surveyed). Among the 20% who perceived that the project had **little impact**, 50% said so because the bridge needed renovation and extension.<sup>11</sup> Following the survey, renovation works were conducted and the bridge was finalized.

**98%** of the respondents who were aware of the project (including the same proportion of returnees) found that the **project had facilitated access to basic services for IDPs, returnees and host communities.**

- Relevance and social cohesion

According to the data collected among respondents who are aware of the project, the projects is equally addressing the needs of the host communities, of returnees and of IDPs: 98,5% agree or strongly agree that the project is addressing the needs of the host community; 97% agree or strongly agree that the project is addressing the needs of the returnees; and 98% agree or strongly agree that the project is addressing the needs of the IDPs. These percentages are substantially similar among returnees, IDPs and members of the host communities who responded to the survey.

Overall, 97,5% of the respondents (same proportion among returnees) who are aware of the project perceived that the construction of the bridge **facilitated social cohesion among IDPs, returnees and community members** because it

represented a common solution to a common challenge and it eased the movement from one village to another and to the main market area, promoting social and business interactions in the market area.

### ► Recommendations

#### THE PROCESS: COMMUNITY-BASED DIALOGUE AND PLANNING

**Ensure that the identification of community-based projects is guided by relevance and sustainability considerations.**

While CAPs are designed to bring to light communities' most pressing needs and priorities, more can be done to optimize their relevance and catalytic contribution to durable solutions for local communities, returnees and displaced persons. Building the capacity of Core Facilitation Teams and Community Action Groups to apply independently an approach which addresses widespread and cross-cutting challenges to survival, livelihood and dignity of their community, can enhance the development of CAPs by framing them more clearly as tools to achieve durable solutions.



Group discussion during the CAP review event held in April 2019.  
© Hussein/IOM

<sup>11</sup> Because the rainwater could not drain away from the pavement surface of the bridge and the bridge was not reachable when it was raining heavily (water was standing at the two ends of the bridge, difficult access to the bridge, potholes, etc.). The others responded that the community was still affected by flooding, and a few respondents indicated that they still faced movement challenges due to lack of public transportation. Finally, a few respondents indicated that the cash for work only benefitted part of the community, but this comment appears not to be relevant since cash-for-work was not used for this particular intervention (the respondents probably confused with other construction projects in the area).



**Develop guidelines or checklists to help prioritizing interventions**, based on agreed upon criteria including:

- **Needs-based criteria** that assess whether an intervention benefits those who are in situations of vulnerability, or most at risk of falling in a situation of vulnerability (e.g. persons who suffered from repeated displacement, returnees, minors, persons with disabilities, single parents);
- **Viability-based criteria** that assess whether the intervention is feasible and sustainable in the long-term (e.g. financial considerations, use of local resources and materials, political and community ownership, integration into existing frameworks such as urban systems, development plans, sectoral interventions, etc.);
- **Criteria to assess the catalytic nature of the project** by estimating the likelihood of upscaling and replication;
- **Criteria to assess whether the project promotes durable solutions** addressing different forms of human insecurities and reducing the need for assistance caused by displacement- and return-related vulnerabilities.

**Involve returnees and vulnerable groups in the consultative process.** In order for a community-based intervention to have a positive impact on the reintegration of returnees, it is crucial to ensure that returnee representatives are fully involved in the planning and review of the CAP. More generally, for vulnerable groups it is not only the output (rehabilitation of the infrastructure and improvement in services) which is important, it is also the community-driven consultation, dialogue and joint planning and implementation that they see as promoting social cohesion.

**Mainstream community-based M&E.** A CBM&E group was set up during the pre-planning phase in order to document and monitor the implementation and the outcomes of the project. However, the project faced some difficulties in maintaining the CBM&E active and engaged. To ensure leadership in the entire community-based monitoring process, persons involved in CBM&E need to be trained adequately and committed to carry out the documentation and monitoring for their community even beyond the

project duration, ensuring timely adjustments while promoting accountability. In addition, the creation of the CBM&E should ensure inclusivity and representativeness of different groups of the target community.

**Consolidate CAPs across target areas.** CAPs contain key information about communities' needs, socio-economic contexts, etc. Lessons and knowledge from CAPs developed in different communities could be combined and used to facilitate cross-learning between districts, as well as to develop more regional approaches. Compiling all CAPs on a state level for example, could enable the state governments to consolidate a regional needs assessment and identify potential synergies and commonalities. The consolidated information could then be used to effectively direct humanitarian and development as well as other relevant actors to the right locations to support certain priorities.

**Offer regular training opportunities for reintegration organizations' staff on issues related to community-based planning, including community profiling/ analysis, stakeholder mapping, core problem analysis, needs assessment through participatory approaches, etc.** The community profiling (i.e. the process of building a detailed picture of a target community through involvement of community and partnerships with organizations and individuals who plan and deliver services in the area) is at the core of the CBP approach.

## INFRASTRUCTURE WORKS

**Build in sustainability mechanisms to ensure long-term impact of public works.**

Activities related to the rehabilitation or construction of community infrastructures can represent sustainable investments that continue to provide benefits to a community beyond the duration of a project. However, for them to be sustainable in the long-term, upfront capital needs to be complemented with a long-term financial strategy and promotion of inclusivity and community ownership. In a context like Somalia's, local authorities might not have the adequate resources to maintain services and infrastructures as required. It is thus important to mobilize alternative resources, taking into consideration the specific context in which the intervention takes place

(e.g. local practices, economic status of local people, etc.). For instance, in some parts of Somalia, 'water point committees' have been established in communities where boreholes were built. The committee collects a small financial contribution from all families and trained community members are able to do basic maintenance work and fix problems when the borehole breaks down.

**Use local materials, local resources and local capacities throughout the implementation and the monitoring of the public/ infrastructure works.**<sup>12</sup> For instance, preference should be given to local suppliers, inputs should be bought on the local market and local workforce should be hired. This can contribute to the buy-in of the community which in turn can contribute to the sustainability of the intervention.

**Complement public works with more specific assistance for returnees.** Depending on the local context and returnees' needs, it may be required to complement the benefits offered by the public/ infrastructure works with more specific, tailored assistance to returnees. This is particularly the case for migrants in situation of vulnerability who may need specialized medical or psychosocial support, for instance, as well as to support income-generating activities. Community infrastructures can help a long way in accessing markets or transporting some goods more easily, but in the absence of any seed capital to set up a business, the improved accessibility might not be of any particular help.



Kerowfogi bridge. ©IOM

## ► Conditions for Replicability

The intervention presented in this factsheet (CBP, development of CAPs and small community infrastructure works) ideally fits contexts of multiple/ complex crises, insecurity, post-crisis recovery, and lack of trust in authorities, among others. They can however also be applied in many other contexts.

Access, safety and security of staff and beneficiaries are minimal prerequisites to carry out any activity in contexts of multiple crises, insecurity and post-crisis recovery.

Conditions for genuine inclusivity must be met to avoid reinforcing unequal power dynamics (existing inter-communal tensions and conflicts can prevent genuine inclusivity and participation in the CBP process which could be coopted by the dominant clan in the area). Good facilitation skills are required for the CBP facilitators to be able to manage conflict or dominance dynamics and local elitism.

Buy-in of the Government must be ensured both at the local and at higher levels. Government must be willing to support bottom-up / participatory approach in identifying development or (re)integration-related issues and in designing and implementing related interventions. Community leaders also must be willing to support the approach and related interventions. They should not have antagonistic goals as compared to those of the Government.

The implementing agency must have or obtain the trust of the community.

This type of intervention takes time. Projects intending to replicate it must have a sufficient duration to ensure the community-based process can be implemented adequately.

Ideally, multiple actors are involved and coordinate their interventions to increase the outcomes and impact of

<sup>12</sup> The specific intervention presented in this factsheet rolled out a strong participatory approach, but more could have been done for local ownership and sustainability. For instance, cash for work modality could have increased the community's feeling of involvement and ownership. The community-based monitoring component has also proved weak (as described above).

CAPs (the more actors can fund and implement community-based projects in an area, the more the community can benefit of the intervention and the more the CAP is relevant). CBP facilitators have contextual knowledge of the power and decision-making arrangements in the local culture and are able to digest and navigate information about the complex community dynamics.

### Knowledge Management Hub

Factsheet developed and published by the Knowledge Management Hub in May 2020

This factsheet is part of a series of factsheets on good and promising practices in reintegration assistance. It aims at disseminating good and promising practices on reintegration assistance to reintegration practitioners worldwide.

It is supported by IOM's Knowledge Management Hub (KMH). The KMH has been established by IOM in late 2017 under the EU-funded *Pilot Action on Voluntary Return and Sustainable, Community-Based Reintegration* to provide support to the EU-IOM Actions addressing migrant protection and sustainable reintegration in Africa and in Asia.



Project funded by the European Union



Project implemented by IOM