



**PEACEBUILDING FUND (PBF)  
END OF PROJECT REPORT  
COUNTRY:  
REPORTING PERIOD:**

<b>Programme Title &amp; Project Number</b>
Programme Title: Rehabilitation Pilot Project for High Risk Prisoners in the Baidoa Prison
Programme Number #96590
MPTF Office Project Reference Number: <sup>1</sup> 00096842 (Gateway ID)

<b>Recipient UN Organizations</b>
List the organizations that have received direct funding from the MPTF Office under this programme:
United Nations Office for Project Services UNOPS

<b>Implementing Partners</b>
List the national counterparts (government, private, NGOs & others) and other International Organizations:
<ul style="list-style-type: none"> <li>● ISWA Ministry of Justice</li> <li>● Finn Church Aid NGO</li> <li>● Center for Research and Dialogue NGO</li> </ul>

<b>Programme/Project Budget (US\$)</b>
PBF contribution (by RUNO)
\$331,789 - PBSO
<b>TOTAL:\$331,789 - PBSO</b>

<b>Programme Duration</b>
Overall Duration 10 Months
Start Date <sup>2</sup> 01-03-2016
Original End Date <sup>3</sup> 30-09-2016
Final End date <sup>4</sup> 31-21-2016

<sup>1</sup> The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to "Project ID" on the [MPTF Office GATEWAY](#)

<sup>2</sup> The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

<sup>3</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.

<sup>4</sup> If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed.

**Programme Assessment/Review/Mid-Term Eval.**

Mid-Term Evaluation / Review - if applicable *please attach*

Yes       No    Date:

End of project Evaluation– *if applicable please attach*

Yes       No    Date:

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## **PART 1 – RESULTS PROGRESS**

### **1.1 Assessment of the project implementation status and results**

**For PRF projects, please identify Priority Plan outcome and indicators to which this project has contributed:**

The Rehabilitation Pilot Project for High Risk Prisoners aimed to design and test in Somalia, a rehabilitation programme for convicted Al Shabaab (AS) prisoners in the Baidoa prison, with a view to inform a potential scaled-up to a national program. The project was implemented between March and December 2016, a period that included a three-month extension from the original schedule. It was implemented by FCA Finland and the Centre for Research and Dialogue (CRD), with UNSOM acting as the monitoring body, facilitating and supporting the project implementation.

The project was built on a three phase model. The first phase - **Assessment Phase** - was designed to gather information for the rehabilitation component. The output was to deliver baseline data on the target group, prison and external environment, risks to beneficiaries and project staff, conduct clan consultations and to submit a “do-no-harm” analysis. The second phase - **Rehabilitation Phase** - aimed to design and implement the rehabilitation components based on the assessment findings. During the third - **Evaluation Phase** - an evaluation of the pilot phase was conducted with lessons learnt and recommendations for an extension of the project were done.

The initial project approach aimed to target the underlying causes of AS extremism through religious counseling in order to provide a more positive understanding of Islam, civic education to enhance a sense of citizenship, and a psychosocial component to address feelings such as low self-esteem that may have contributed to violent extremism among offenders. The mentioned achievements were supposed to engage approximately 40 willing AS prisoners at the Baidoa Prison and consider the possibility of integrating them into the National Disengaged Combatants Programme after release from prison. Due to the time constraints it was decided to focus on one particular project component and it led to a decision to focus on family reunion, since that is perceived as a crucial factor for reintegration in the community, and the assessment has proven so. The programme was introspective and it included sessions done with the family members. Sport activities were used to motivate and create a stronger trust between the prisoners and staff members

Although, lessons learnt have shown how challenging and demanding the nature of developing a rehabilitation programme with AS prisoners is, as it requires a sensible programming in order to avoid potential negative effects, the project has been able to show that family and clan elders are ready to support during the prisoners rehabilitation and reintegration phase.

#### **Outcome Statement 1:**

*Delivery of an evidence based approach for the handling of convicted Al Shabaab members in the Baidoa prison to inform the design of a potential scaled up National Rehabilitation programme.*

#### **Rate the current status of the outcome:**

The project was the first one of its kind in Somalia and the Assessment Phase was a key element to get a better understanding and develop the rehabilitation component. The assessment occurred from March to August 2016 and was sub-divided into three themes (1) Individual Assessment, information on the target group was gathered focusing on the prisoner’s personal background, religious and clan

affiliations, history of involvement with Al Shabaab, and view of the prisoner individual's future; (2) Environmental Assessment, aimed to gather the perceptions of the community on AS and prospects for the successful implementation of the rehabilitation project, and (3) Risk Assessment, produced by the UN Risk Management Unit (RMU) identifying the project risk areas security, expectations, community support, "do no harm" and, monitoring and evaluation.

During the assessment it became obvious that not sufficient research and best practice how to implement similar project was available. The extensive assessment did generate valuable lessons learnt for an extension of the programme and the intention for 2017 project is considered to evaluate the possibility of scaled up programme.

## **Output progress at the end of project**

***Output 1.1 A comprehensive assessment of convicted Al Shabaab prisoners including data of the target group, prison, external environment and risks of the project will be used to contextualise the programme design and develop a rehabilitation programme.***

The assessment was based on interviews with prisoners, their family members and stakeholders from the local community, using tools developed by UNSOM, FCA staff and consultants. A clear strength of the study was that it combined quantitative and qualitative methods under the individual and environment assessment as follows;

- *Quantitative survey*, with prisoners and diverse variety of stakeholders including representatives of civil society, elders, religious leaders, the security forces (within ISWA and AMISOM), and UN staff members.
- *Interviews*, with AS prisoners family members and key informants from the security and governance sectors.
- *Focus group discussions*, with AS prisoners' family members, youth, women, and elders.

In order to support the data collection and ensure up-to-standard results, qualitative and quantitative data collection trainings were provided to the rehabilitation team, and thus interviews were conducted on AS prisoners and detainees in Baidoa Central Prison, Dinsoor Prison, and the NISA detention centre. In addition, staff of the IOM-supported Transition Centre for Disengaged Combatants interviewed residents using the same questionnaire.

To get an additional perspective on the prisoner's' personal history, a qualitative assessment tool was developed to conduct in-depth interviews with close relatives of the prisoners. The interviews have in turn informed the development of individual case plans and, more broadly, a family reintegration process. A focus group discussion with family members was conducted, focusing on the project's impact on the community and the potential for the prisoners, following their release, to deter recruitment into Al Shabaab or encourage other Al Shabaab members to disengage from the group.

A risk assessment was conducted, identifying risks and suggested mitigation measures were compiled by UN Risk Management Unit (RMU) identifying the project risk areas security, expectations,

community support, “do no harm” and monitoring and evaluation. The assessment was used to mitigate risks by providing cattle to the prison, security training to prison staff, and delivering protection barriers (HESCOS) to enhance prison security. Due to Custodial Corps not being regularly paid and the necessity of having a number of accountable staff incentives were paid to five prison staff, during the rehabilitation phase from September to December.

The assessment delivered a reasonable amount of high-quality data to the project team to inform delivery, and the key findings of direct programmatic relevance included:

#### **Demographic Characteristics:**

- The level of schooling received by the prisoners varies considerably, and a substantial number have only **basic education**.
- Most of the prisoners are **married**, and many have **multiple children**, and this has implications for rehabilitation in terms of their need to provide for their families.

#### **Joining al-Shabaab:**

- Approximately one-third of the prisoners claimed that they perceived **Islam to be under threat** at the time they joined al-Shabaab, and this aligns with the narrative provided during certain interviews and focus group discussions.
- Many prisoners were seemingly primarily motivated to enlist in AS by its **religious ideas** and for **employment opportunities**.
- **Coercion** also seemingly played a role in certain cases, although it is difficult to assess the relative importance of this driver from the research.

#### **Post-release and reintegration**

- Most respondents claimed that after release they would want to **return to their family or the area where they lived** before they joined al-Shabaab
- Various family members of the prisoners highlighted a lack of available **economic resources**, and concerns about the prisoners’ post-release **employment** were also prominent.
- There is a broad perception that the **family will play a critical role** in aspects of the reintegration process. While a considerable emphasis was also placed on the role of the **clan**, various parents of the prisoners expressed skepticism about what support they could actually give.<sup>5</sup>
- Nine prisoners reported that they will have a ‘major’ or ‘severe’ **fear of AS** at the point of release.
- In contrast, substantially **fewer claimed to fear being targeted or stigmatized by the community**. Much of the qualitative research indicated that the community in general would need to be convinced that individuals are genuinely rehabilitated.

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<sup>5</sup> Assessment Report, “There was substantial skepticism about this source of support from various of the interviewed parents, although most seemed to agree that the support provided would be in terms of guidance and awareness-raising, rather than financial support or employment.” Page 14

***Output 1.2. The pilot rehabilitation programme for the Baidoa prison is carried out.***

During the Rehabilitation Phase from the period of September to December, **time** was identified as a **crucial factor** for the project success, as time is required for initiatives of this nature to be suitably designed, and caution must be taken during implementation to avoid a range of potential negative or counterproductive effects. Since the assessment showed the importance of family and specifically the role of mothers it was decided to focus on developing a family component. The **Family Programme** formed to strengthen the linkages to the family by given the prisoners an opportunity to reflect upon themselves as AS members and their role in the family upon release. The commitment of the six members of the rehabilitation team, particularly the religious leaders, brought significant value in motivating the prisoners to engage and commit to the programme. In many cases, contact had been lost between the prisoners and their family, and as such it was initially necessary for the Rehabilitation Team to undertake a process of family tracing.

The families were first brought to the CRD office to be informed about the purpose and nature of the program. The activity itself involved nine structured sessions (the last of which has yet to be completed), covering themes such as ‘your role in the family’ and ‘what you have missed since joining AS’.

The family programme aimed to:

- Rebuild emotional ties between families and prisoners
- Encourage prisoner to reflect upon the individual reasons for joining AS and who they became during their time in AS.
- How the prisoners want to be perceived by their family and community upon release.
- Enable the Rehabilitation Team to assess the extent to which families would accept the prisoners back.

**Motivational Activities** represented the second of the two rehabilitation elements undertaken during the pilot. The intention had been to demonstrate the importance of rules within this element, through encouraging the prisoners to decide on a ball game (i.e.) and then discussing and agree on the rules within this context. In practice, however, this component evolved into a sports and games session, described as following in the October monthly report:

*It was agreed that 10 prisoners will be in the exercise yard to play football / volleyball for an hour, while the remaining 10 will have access to table games (cards, dices, dominoes, etc.). After an hour, the groups will swap given the prisoners a chance to interact under both games scenarios; two members from the Rehab Committee will be allocated to each group, thus creating an engagement opportunity to break down barriers.<sup>6</sup>*

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<sup>6</sup> October Monthly Progress Report, p.4

These activities were introduced not only as they are beneficial to health, but also to:

- Increase ‘buy-in’ into the project.<sup>7</sup>
- Enhance team-building and group cohesion.
- Increase rapport between the prisoners and the Rehabilitation Team.

During the Rehabilitation phase a risk assessment tool for the prisoners and a case management file were developed and tested. These tools are of great importance to understand factors considered critical to radicalisation such as, attachment to extremist ideology, previous violent behaviour and aggressive tendencies. Due to time constraints, it was decided that the complete **RNR<sup>8</sup> package** (risk assessment, case management file and observation form) will be further developed during 2017 to ensure that it has been properly tested and revised before the final version is going to be used.

The **Risk Assessment and Case Management Files** were reviewed, tested and feedback was gathered. The team found it hard to gather information from some of the prisoners and they learnt the importance of adapting the language and the need to spend sufficient time with each prisoner was taken into account. A revised case file template was developed in a very simple and straightforward approach to assist the team. The case files template will be revised and tested during the beginning of 2017 to ensure that it entails the needed information.

Apart from providing the Rehabilitation Committee with sufficient training the assessment also showed that the prison staff were not adequately trained. Specific **Prison Staff Training** was requested by the prison commander in order to receive a clearer understanding of human rights and better practices to handle extremism offenders.

*The content included a realistic view of what Baidoa prison can meet in terms of the international human rights standards and identifies gaps along a clearer understanding of the Violent Extremists Offenders (VEO) programme being implemented in the prison. The training was delivered over two days for 50 prison staff, focusing on the following points; UN Minimum Standards for the Treatment of Prisoners, working with the VEO population, the rehabilitation programme, the risk assessment of prisoners and case management system. Through discussions and group assignments the prison staff did discuss how they are expected to apply human rights in the prison and how practically to interact with prisoners. The feedback from the training was positive and the prison management requested additional capacity building for the staff.<sup>9</sup>*

An additional important element that evolved during the project time turned out to be, **community outreach to** various groups, such as elders, women and youth. The intention was to introduce the project and discuss the reintegration process to obtain their ‘buy-in’. This process was considered beneficial, particularly given that various prisoners are concerned about community acceptance. These efforts included organizing a meeting with 90 community representatives and with relatives of the prisoners. In addition, clan elders from the eight urban districts of Baidoa were invited to advise on reintegration strategies. As a direct outcome of that meeting, the Committee organized a joint consultation between the elders and family members; the elders proposed that they form a committee to follow up on released

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<sup>7</sup> Motivation for the project was deemed low after a time-consuming phase of data collection.

<sup>8</sup> Risk, Needs and Receptivity tool, commonly used in prisons worldwide to identify the proper interventions and guide the development of training programs.

<sup>9</sup> November Progress Report

prisoners and the relatives suggested providing feedback on the prisoner's' conduct after release. The participants further recommended creating linkages with organisations that can provide vocational training to the prisoners and suggested start-up kits for the prisoners.

***Output 1.3 An evaluation of the pilot project with a view to national roll-out has been carried out***

The evaluation was carried out in two steps, an ongoing developmental evaluation (DE) and a final evaluation. Due to difficulty in finding the right expertise the DE started in August. A FCA staff member whom had been embedded in the project, as a research adviser since May 2016 was appointed for the position. By reviewing project documents and interviewing key staff members about their experience and perceptions of the pilot project the following themes emerged: the importance of participatory research, an inconsistent internal management system, the requirement for a risk managed approach and strong individual ownership.

The **DE** is a relatively new evaluation model best suited for highly complex, fast-paced projects that require exceptional agility, ongoing reflection, reorientation, and innovation. The following table with map-out the identified lessons and possible solutions:

<b>Lessons</b>	<b>Solutions</b>
Research approach should be highly participatory to ensure contextualization, project buy-in, and safe-guard basic rights.	UNSOM, FCA, and CRD have revised and adapted the tools during the course of the project. Trainings on qualitative and quantitative research methods was delivered.
Robust management systems and qualified local personnel are needed to facilitate communication, collaboration, transparency, and ultimately support programme delivery.	A committee with national staff was established (Rehabilitation Committee) to ensure local involvement and sustainability. UNSOM further filled the capacity gap by planning and implementing workshops, trainings, and management board meetings. FCA hired a staff to be based in Baidoa with project management experience to address management issues that had emerged.
Like a compass, formative assessments should orient the project.	Close collaboration between FCA and UNSOM, with open and frequent dialogue about challenges and mutual flexibility on the project timeline and possible ways forward. Having all CRD team, key staff from FCA and UNSOM based in Baidoa has been crucial for the implementation.
The nature of this project takes much longer than typical humanitarian project cycles.	FCA requested and a no-cost extension of the project was granted.
Rehabilitation must start in prison, not as a “post-prison” programme. Challenging prison conditions.	FCA developed an MOU between the CRD and Prison authorities to provide prison staff incentives and food support was delivered to the prison. Additionally, the project has supported the refurbishments of prison rooms in order to allow the activities implementation.

Security is paramount to ensure safety of all participants.	Defense barriers (HESCOS) were constructed along the prison perimeter with FCA and UNSOM support.
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The **final evaluation** was subdivided into seven sections and in summary the following findings were presented;

- (1) *Prison Conditions and Guard Capacity*, inadequate prison conditions (including in relation to security against attack) and guard capacity has the potential to undermine rehabilitation efforts.
- (2) *Family Programme*, his activity reportedly encouraged the prisoners to reflect on their condition should also hopefully enhance their enthusiasm on the project activities.
- (3) *Motivational Activities*, represented an obvious “quick win” as with a variety of rapid benefits such as cohesion, rules, and health benefits to the prisoners.
- (4) *Additional Rehabilitation Elements*, while the Family Program and Motivational Activities are of substantial importance, it is also key that these elements do not distract attention from the need to build a wider rehabilitation project containing education, Vocational Education Training (VET), civic and religious education, personal development training, psychosocial / mental health support and there activities, such as arts, theatre and poetry.
- (5) *Reintegration Support*, represented on the community outreach element of the project with various community groups, which have happened during the reintegration phase.
- (6) *Case File Management*, of great importance in order to secure and organized the data collected, and may enhance the efficiency with which data can be retrieved – particularly at times when it is necessary to compare information between sources that would otherwise be kept separate.
- (7) *Project Staffing*, many of the activities planned for this project require specialist skills and knowledge beyond the capabilities of the Rehabilitation Team. For instance, this applies to the psychosocial, civic and religious education, and VET elements. While much will depend upon the available budget, and the sequencing of the candidate additional activities, much of this expert input may be gained through contracting short-term or part-time consultants, rather than full-time project staff.

The two main recommendations from the final evaluation of the project stressed the importance of sufficient funding and enough time for these kind of projects to succeed.

**Increase project funding:** This project has positive impact and should continue to receive funds as it has the potential to improve the lives of the beneficiaries. At a more strategic level the project has significant potential to contribute to undermining the threat of al-Shabaab through helping prevent individuals return to this group on release. While the evidence for positive effects remains largely anecdotal in the absence of a rigorous M&E system, the pilot has seemingly achieved sufficient through its Family Program and Motivational Activities to warrant its continuity through 2017.

**Give the project adequate time to succeed:** Rehabilitation work with former al-Shabaab members required a demanding and sensitivity in programming in a highly challenging location. Time is required to ensure that sensitive initiatives of this nature are suitably designed, and caution must be taken during implementation to avoid a range of potential negative effects. In sum, it is important that this project is provided with the time to develop and succeed at a suitable pace.

## **Outcome progress at the end of project**

The concept of the pilot project was based on the foundation of the **Theory of Change** which stated that the project would counter violent extremism by targeting its underlying causes through religious counseling, civic education and psychosocial support. As mentioned the assessment confirmed the importance of targeting these areas as well as the engagement of families.

The activities carried out have resulted in an increased knowledge about AS prisoners and better understanding of the perception among community members on the target group, and thus contributed to a closer engagement of prisoners and community members in the project.

**Community Outreach** has proven to be of great importance in order to get the community buy-in. The Rehabilitation Committee undertook several outreach activities to raise awareness of the project among key local stakeholders. Through the **Motivation Activities and Family Programme**, the prisoners have become progressively more engaged in the project, reflected in their increased interaction with the rehabilitation committee and requests for additional rehabilitation activities.

The project has shown that a long process is needed to develop this kind of programme in a challenging environment like Somalia.

## **Reasons for low achievement and rectifying measures**

**Underestimation of Resources and Time**, The proposal was founded on the assumptions that it reflected the best information and knowledge at the time. Since the project was the first of its kind in Somalia all tools and programming had to be developed from scratch which required much more time and resources than anticipated. This was managed by FCA allocating more resources and ensuring that the staff received sufficient training. Additionally, the **number of AS prisoners** in Baidoa turned out to be less than expected. To gather adequate baseline information, the ISWA Minister of Justice, in consultation with the President, suggested reaching out to prisons in other parts of Bay region. The Transition Centre for Disengaged Combatants in Baidoa, which hosts ex- AS combatants, was included to serve as a control group.

**Prison Conditions and Staff Capacity**, The project team early on recognised the need for improvements in the Baidoa prison facility. Funding were reallocated for some improvements. Key contributions to the prison from the project to date have included, food to all prisoners (i.e. former AS and other) and the prison guards, HESCO - defense barrier to enhance prison perimeter security, and training to the guards was provided, covering themes such as basic prison management, handling of violent extremist offenders, and human rights. The need for additional improvements are essential and the project management has reached out to UN entities and organisations for support.

**Management coordination**. Having project staff and consultants based in different locations required remote management, and to agree on a communication strategy was essential to find a productive way to manage the project. FCA did initially not have staff based in Baidoa and the project required daily engagement with the Rehabilitation Committee and prison management. The Rehabilitation Committee were not experts or qualified in the rehabilitation of prisoners and are therefore struggling to grasp some of the concepts that were being asked of them. Consequently, UNSOM-ROLSIG had to play a bigger role in implementation than had been anticipated, particularly in terms of organizing training, workshops and developing material. Following discussions with FCA, a full-time focal point was designated for the project and ROLSIG allocated funds for the respective accommodation costs.

**Research conduction** on the **Conflicting Notions of 'Extremisms'**, key research question were not properly designed for the context, and the excessively long nature of instruments developed contributed

to the research process being highly resource-intensive, which in turn resulted in issues with unnecessary burden on the prisoners. It is also highly likely that it caused a reduction in the quality of the data as information collected towards the latter stages of such processes tends to become less reliable as those involved begin to experience ‘research fatigue’. It therefore became apparent the importance of designing and testing each tool and programme carefully. The Rehabilitation Committee did revise all tools and brought a different perspective on how to conduct the assessment, with greater use of focus groups discussions and the community involvement instead of an individual focus. This benefited the project but required adjustment of the methodology and additional resources in terms of training and adjustment of tools.

## 1.2 Assessment of project evidence base, risk, catalytic effects, gender at the end of the project

<p><u>Evidence base:</u> What was the evidence base for this report and for project progress? What consultation/validation process has taken place on this report</p>	<p>Monthly progress reports have been submitted by FCA to evaluate the activities, outline achievements and challenges to ensure that they are up to standard delivery of the planned actions. Weekly and ad-hoc meetings have been taking place; one strategical meeting between UNSOM and FCA and one operational meeting between FCA, CRD, and UNSOM. Additionally, a monthly action plan was generated and circulated among the involved actors, thus ensuring a clear and straightforward ownership approach. Management board meetings took place to review and approve the developed work plans, assess progress, address problems and provide policy advice and guidance.</p>
<p><u>Catalytic effects:</u> Did the project achieve any catalytic effects, either through attracting additional funding commitments or creating immediate conditions to unblock/ accelerate peace relevant processes? Briefly describe.</p>	<p>During the implementation process the project received strong support by the Southwest Ministry, the prison management and the wider community. By capturing attention from the international community the Swedish and the Finish representatives visited Baidoa to conduct assessments on the project lessons learnt and did commit to fund the continuation of the project. Swedish International Development Cooperation Agency (SIDA) is the major donor and FCA as contributor for the 2017 programme.</p>
<p><u>Risk taking/ innovation:</u> Did the project support any innovative or risky activities to achieve peacebuilding results? What were they and what was the result?</p>	<p>This project was by its nature risk taking, being it’s first of its kind in a Somali prison. By adapting the design and implementation of the project it has been able to achieve impact in the prison as well as in the community. Lessons learnt have shown the importance of using a participatory approach to ensure that the right issues are tackled and not those created by one's own perceptions. Additionally the project structure follows a bottom-up approach instead of the traditional top-down one, meaning that the decisions made does not come from government institutions, and thus requiring a great collaboration between all project actors.</p>
<p><u>Gender marker:</u> How have gender considerations been mainstreamed in the project to the extent possible? Is the original gender marker for the project still the right one? Briefly justify.</p>	<p>Gender mainstreaming was an integral part of the initial project approach and implementation mechanisms as the project aimed to include female prisoners and prison officers to be incorporated in the consultation. However, no female AS prisoners have been incarcerated during the reporting period.</p>

### 1.3 INDICATOR BASED PERFORMANCE ASSESSMENT:

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
Outcome 1  Delivery of an evidence based approach for the handling of convicted Al Shabaab members in the Baidoa prison to inform the design of a potential scaled up National programme.	Indicator 1.1  National Rehabilitation programme reflects key recommendations of the pilot project evaluation.	N/A	The final report will include recommendations for a scaled up programme	Suggested recommendations regarding prison infrastructure, capacity building, research method, programme delivery compiled in the first assessment draft.		Results: 1, one final report and framework for the pilot phase II was conducted.
	Indicator 1.2  X % of beneficiaries completing the rehabilitation phase for whom a release plan has been developed.	N/A	87 % (20/23 convicted AS prisoners )	23 prisoners identified and participating in the motivational/ family programme	The target number was lower due to less convicted AS prisoners than anticipated in Baidoa prison.  Due to time constraints and prisoners not completing their sentence it was decided that a risk assessment tool and a release plan should be considered for future programme.	Results: 20 participants (M: 20), attended the rehabilitation programme in the Baidoa Prison. The programme was implemented by the rehabilitation committee; best practices, monitoring and reporting were provided by UNSOM and FCA.
Output 1.1	Indicator 1.1.1	N/A	Final report submitted by the end of the project.	*Draft assessment completed, under revision	*Additional training required for the rehab	Results: 1 final report including; key data findings, outcome of the

	A written assessment providing baseline data and contextual information on target group, prison and external environment, risks to beneficiaries, do-no-harm analyses.			*Four parts-questionnaire developed. * Rehab team trained in data collection *52 questionnaires conducted *93 online questionnaires completed *8 focus groups discussions conducted. *11 in-depth interviews with close relatives	team (5 workshops) *Revision of tools (by Rehab committee, UNSOM, FCA) *Interviews conducted in additional prison facilities (NISA detention centre, Dinsoor)	rehabilitation component; and future recommendations.
Indicator 1.1.2	20 of the prisoners selected of the assessment (target 40)	N/A	23 AS convicted prisoners selected.	*34 prisoners completed the assessment *19 participants from the rehabilitation committee. *23 prisoners will participate in the project	The target number of 40 could not be reached as prisoners had been released under an agreement between the prison commander, clan elder, and relatives. The relatives/elders have taken responsibility for the prisoners upon release.	Results: 20 prisoners (M) went through the family programme, and the motivation & sport activities under the rehabilitation phase.
Indicator 1.1.3	RNR tool and Course material developed	N/A	Required material for the rehab programme and training developed.	*Risk assessment designed and translated *Course material for motivational and sport	* Gathering of feedback on the developed tools in accordance to the Somali Prison system, and with	Results: 1 risk assessment, 1 programme of 6 sessions for motivational & sports activities, and 9 sessions on the

	Training for the Rehabilitation Committee.			activities/family programme developed and translated. *The rehab team received training (5 workshops /training days and weekly support).	Rehabilitation Committee deliverables capacity. *Due to time constraints the course material will focus on motivational and sport activities and a family component. *The RNR tool will focus on the risks factors for radicalisation.	family programme was developed.
Output 1.2 The pilot project for the Baidoa prison is carried out.	Indicator 1.2.1 X % of the target group has completed the programme	N/A	23 of the 34 assessed prisoners will start the programme of which 20 is anticipated to complete it.	23 prisoners have started the programme.	*Some prisoners who have completed the assessment were released. Some interviews were conducted in other prison facilities to receive extra baseline data.	Results: 20 prisoners have completed the motivational and family programme.
	Indicator 1.2.2 RNR qualitative and quantitative data produced.	N/A	Data from 20 prisoners compiled using the risk assessment tool.	The risk assessment was carried and information was gathered from 14 prisoners.	The risk assessment was used to measure risks in areas recognised as being associated with violent extremism.	Results: The data gathered by the team proved to be inconclusive, re-ensuring the need for improvements on the tool and more training to support the team data collection tasks, during phase II of the pilot.
	Indicator 1.2.3 X % of the beneficiaries are assessed	N/A	To be determined by the end of the project.	The risk assessment was carried and information was gathered	The risk assessment will be use to outline risks and needs, it is extremely	Results: Further discussion with the international community should be conducted on this matter as it is

	as medium/low risk			from 14 prisoners.	difficult to state which prisoners are low or high risk.	extremely difficult to conduct or apply such high or low risk criteria in such a challenging place- .
Output 1.3  An evaluation of pilot project with the view of national rollout has been carried out.	Indicator 1.3.1  Evaluation of the pilot project including identification of good practices learnt and recommendations for expansions to new regions conducted.	N/A	Developmental evaluation (DE) and a final evaluation will be included in the final report.	DE was developed after the 1st phase of the project was done. As per the final evaluation it was carried during the month of December and January.	DE was compiled on the final evaluation report.	Results: An evaluation report was concluded focused on Lessons Learned process, specifically to optimize the future Impact, Effectiveness, Efficiency, and Sustainability of the project. Combining the relevant themes as follows (a) family/community engagement, (b) candidate additional rehabilitation elements, (c) support for reintegration, (d) prison conditions, (e) staffing and training, and (f) stakeholder engagement.

## PART 2: LESSONS LEARNED

### 2.1 Lessons learned

Lesson 1	The Custodial Corps in Somalia, as previously mentioned, requires support in many different areas, including paying salaries and training for the prison staff, rehabilitation of infrastructure, provision of food and adequate health care. This has also been identified in UNODC handbook for management of Violent Extremist Prisoners <sup>10</sup> where the importance of proper basic conditions for prisoners is stressed. It is therefore important to carefully consider what is in the <b>scope of the project</b> , and what is outside its scope. If these wider set of objectives are addressed the likelihood will increase of successful rehabilitation of the AS prisoners. Some of these actions will be implemented through outreach to other entities and organisations that can provide additional support.
Lesson 2	<b>Ministry and community support.</b> Strong local support and involvement of the community has proven to be essential for successful implementation. The ISWA President and line Ministries are strongly supporting the project which has drawn positive attention to the project. As mentioned, the need to reach out to the community, and get their buy in and support, have been an additional lessons learnt, especially since the clan and families will be the ones caring for the prisoners upon release.
Lesson 3	<b>Do-no-harm budget.</b> Lessons learnt show the importance of having a specific budget line to cover costs that are needed to ensure that project is implemented in the best interest of all parties. For instance providing food and incentives and continue to invest in improvements in the prison, and pursue relevant agencies to also make necessary changes that are beyond the mandate of the project. The team should also continue to ensure that the non-Shabaab prisoners also experience benefits to avoid provoking their hostility, which in turn may undermine the functioning or security of the prisons.
Lesson 4	Adopting a rigorous <b>M&amp;E</b> framework with associated indicators will enable the team to demonstrate the extent to which they have achieved their desired effects, and help pinpoint problematic areas in need of attention. Since not sufficient data is available about AS prisoners in Somalia this project offers a unique opportunity to gather quality data. There should therefore also be an outlined research component which aims to take keep record of the data of the target group and surrounding area to inform similar project. These systems must be designed in a manner to not overburden the team with data collection.
Lesson 5	The project has secured funding for a continuation throughout 2017. If further funding is not forthcoming in the last quarter of the year, a <b>sustainability plan</b> needs to be developed to continue to deliver the implemented tools and other rehabilitation activities in the prison. The prison management and its staff should be intimately involved in the design of the plan, which should engage also the rehabilitation committee and the community. If further funding can be secured then it is critical that sustainability and capacity is built into the project to ensure long-term ownership.

<sup>10</sup> Violent Extremist Prisoners and the Prevention of Radicalization to Violence in prisons, UNODC (2016)

## PART 3 – FINANCIAL PROGRESS AND MANAGEMENT ARRANGEMENTS

### 3.1 Comments on the overall state of financial expenditure

The costs breakdown on the total amount of \$301,558 spent are represented on the following categories; HR costs (approx. \$141,011) and travel (approx. \$4,656). In this line ROLSIG did allocated accommodation budget for FCA focal point to be based in Baidoa from September to December. Equipment and supplies (\$12,560 on vehicles rental, ICT and office supplies) and other costs and services (approx. \$170,330 representing contractual services - consultants costs, trainings, prison MoU support, end term evaluation, and the construction of the HESCO fence around the prison perimeter as a security mitigation plan).

Approximately 98% of the total programme funds have been spent. To backup this information it is important to mention the nature of the programme which reflects the presented expenditure as there are periods with a substantial overflow of activities and the reverse side is represented with quiet implementations periods. For instance during the month of July, due to the Ramadan ceremonies, the project reached a steady point reflecting in zero costs in the operational activities. It is also relevant to mention the initial one month delay in the finalization of the Grant Support Agreement as an outcome the project commence in March instead of February.

**Overview of project expensed budget by outcome and output as per the table below.<sup>11</sup>**

Output number	Output name	RUNOs	Approved budget	Expensed budget	Any remarks on expenditure
Outcome 1: Delivery of an evidence based approach for the handling of convicted al-Shabaab members in the Baidoa prison to inform the design of a potential scaled-up National rehabilitation Programme.					
Output 1.1	A comprehensive assessment of the target group, prison and external environment, and risks that provide essential context for the project design is carried out and a rehabilitation programme is developed.	UNOPS	\$192,200	\$128,171  (6 months of expensed expenditure; March to August)	<ul style="list-style-type: none"> <li>• HR: \$50,519.82 on staff costs.</li> <li>• Travel: \$1,596.16 on visas and inland transportation.</li> <li>• Equipment and supplies: \$7,000 on vehicles rental, ICT and office supplies.</li> <li>• Other costs and services: \$69,055 on representing contractual services - consultants costs, trainings and prison</li> </ul>

<sup>11</sup> Please note that financial information is preliminary pending submission of annual financial report to the Administrative Agent.

					rooms refurbishment.
Output 1.2	Rehabilitation phase has been implemented	UNOPS	\$67,883	\$103,229.30  (3 months of expenditure; September to November)	Expensed expenditure: <ul style="list-style-type: none"> <li>• HR: \$37,744.80 on staff costs.</li> <li>• Travel: \$2,524 on visas and inland transportation.</li> <li>• Equipment and supplies: \$4,410 on vehicles rental, ICT and office supplies.</li> <li>• Other costs and services: \$58,550.50 on representing contractual services - consultants costs, trainings and prison support MoU.</li> </ul>
Output 1.3		UNOPS	\$50,000	\$70,158.30  (2 months of expenditure; December to January)	Planned expenditures: <ul style="list-style-type: none"> <li>• HR: \$25,747.37 on staff costs.</li> <li>• Travel: \$536 on visas and inland transportation.</li> <li>• Equipment and supplies: \$1,150 on vehicles rental, ICT and office supplies.</li> <li>• Other costs and services: \$42,724.95 on on representing contractual services - consultants costs, trainings and prison MoU.</li> </ul>

### 3.2 **Comments on management and implementation arrangements**

Management wise the project has been proven the importance of a **flexible approach** and the need for a close and well-structured collaboration among key actors (i.e. direct interaction between UNSOM-FCA/CRD), which has considerably helped the project to move forward. As per the quality delivery of the activities it was important to gather relevant expertise and resources both internationally and locally and thus develop a capacity building framework for local partners. On the same line it was identified a need to (further) develop a well-structured sign-off process when it comes to the activities/tools in use (i.e. surveys, risk assessment, and rehabilitation programmes), this process should gathered supporting documents backing up the tools development (literature review), plus a small sampled test to allow the revision and further improvements prior the activities/tools implementation.

Rather than initiating all the activities (religious, civic education and psychosocial support) simultaneously, the adoption of a **gradual activities implementation** has proven to be the right approach to prioritize the rehabilitation elements in terms of their positive delivery, relative costs, expected time to succeed, needed expertise and further capacity trainings delivery.

Higher expectations were made about the degree of leadership from the ISWA Minister of Justice affecting the **national ownership of the project**. This matter was mainly dealt by involving other local authorities such as the Governor of Bay, the ISWA Security Minister and the DDR Minister. The ISWA President has been continuously updated and supportive of the project. On the other hand the CRD office in Baidoa is led by a former Foreign Minister of Somalia, who has played a key role on the initial project arrangements.

Furthermore, several actions on data collection and community outreach were undertaken which revealed a positive impact on the trust and hope sparked by the project. Focus group discussions revealed the sense of trust that the project is developing on the prisoners' families, communities and as an inspirational path for other al-Shabaab members.