

Cash and Compassion: The Role of the Somali Diaspora in Relief, Development and Peace-building

Report of a Study Commissioned by UNDP Somalia

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Volume II: Appendices

Appendix 1: Terms of References



UNITED NATIONS DEVELOPMENT PROGRAMME SOMALIA SSA VACANCY ANNOUNCEMENT

I. General Information

Title of Consultancy:	Lead International Consultant for the Assessment of Diaspora Contributions in Somalia
Type of Contract:	Special Service Agreement (SSA)
Duration of the assignment:	Four Months
Duty station:	Nairobi
Expected places of travel:	Somalia
Supervisor:	UNDP Senior Economist
Languages Required:	English
Presence at UNDP premises:	Full-time
Date of Issue:	29th January 2010
Closing Date:	12th February 2010

II. Objectives of the assignment

The UNDP Somalia Country Programme is focusing on post-conflict recovery and consolidation of peace. The Programme is composed of Rule of Law and Security, Recovery and Sustainable Livelihoods, Governance and Human Development and Economics. The cross-cutting areas/projects are HIV/AIDS, ICT, human rights and gender. UNDP has in the past undertaken studies to map out social networks of the Diaspora in the development of Somalia.

The Diaspora has been a major contributor to the Somali economy and its livelihoods through remittances, humanitarian assistance and participation in recovery and reconstruction efforts. UNDP commissioned a short study in early 2009 to understand both the areas where the Diaspora efforts are currently focused and to identify important Diaspora groupings and channels of communication with the development and humanitarian community in Somalia to enable the UN, international partners, the Diaspora and Somali stakeholders to join hands for more effective humanitarian assistance and recovery efforts in Somalia. The study was useful in providing a clearer picture about the Somali Diaspora and their attachments to their roots in Somalia. The findings of the study provided some useful insight into Diaspora activities.

UNDP wants to build upon those findings to provide continuity to the UN's initiative to partner with and establish ways to maximize the valuable contribution that the Diaspora can make to humanitarian, recovery and development efforts in Somalia, together with the international community, the governments and civil society organizations, and identify the mechanisms for engagement and support between the Diaspora and the aid community. The proposed study provides that continuity, which will also provide inputs to the development and implementation of new initiatives to engage with the Somali Diaspora.

The partnership with the Diaspora can be an effective means to accelerate progress towards achieving the MDGs as the overall results would impact upon all of the eight development goals. This engagement can also contribute to the outcomes of the United Nations Transitional Plan (UNTP) and the Recovery and Development Plan (RDP).

The main objective of this study is to provide evidence-based information to support the Somali Diaspora to undertake development interventions and support humanitarian assistance jointly with the UN to maximize results and move forward towards sustainable peace and development.

The mission will also make an assessment of the contribution and impact of the Diaspora's engagement in Somalia in promoting peace and development. The study should provide a policy framework and strategy, which will provide the direction for strategic interventions, and an action plan in the areas identified for support.

It is in this context that UNDP seeks to engage a Lead International Consultant to conduct a study to assess and quantify

Diaspora contributions to social protection and investments in different sectors, in addition to the mechanisms through which the funds are flowing into Somalia and how this is impacting upon livelihoods, development and humanitarian response; and recommend mechanisms through which the UN can partner with the Diaspora to facilitate effective humanitarian response.

III. Scope of work

The scope of work under this assignment will cover the following:

1. Conduct an assessment to determine how the economic contribution of Diaspora flows can be sustained to protect social safety nets.
2. Make an assessment of the investments of the Diaspora in basic social services and business in Somalia, identifying constraints and opportunities and recommending measures for expansion in these fields.
3. Make an assessment of existing channels for providing humanitarian assistance and recommend mechanisms through which the UN can partner with the Diaspora to facilitate effective humanitarian response.

The findings and recommendations of the study will be discussed at a workshop where the UN and other international partners and experts, and those engaged in joint initiatives with the Diaspora in Somalia, including a broad range of civil society organizations and the private sector, will come together to develop a common approach for future partnerships between the UN and the Somali Diaspora.

The Lead International Consultant will be responsible for the overall outputs of the mission, as well as the coordination and quality control of the assessment. As the team leader, he/she will work under the supervision and oversight of the UNDP Senior Economist and will be responsible for delineating responsibilities and extracting timely outputs from each team member. In addition, he/she will ultimately be responsible for:

- Compiling information on communication tools and channels to reach Somali Diaspora (organizations and individuals) effectively;
- Examining ways to establish channels to undertake joint efforts to achieve operational effectiveness and greater coordination for humanitarian assistance through partnerships between the UN and related Diaspora activities;
- Identifying measures required to forge close partnership between the UN and Diaspora in the provision of social services to strengthen the linkage with the local communities to provide more effective, sustainable and timely local response and access;
- Assessing the capacity of the Diaspora to engage with UN logistical resources and make better use of existing UN response capacity during times of natural and man-made disasters, with the support of the UN system;
- Examining what types of business establishments, SMEs and forms of public private partnerships related to Diaspora exist and identify the steps required to enhance capacity to create an enabling investment climate including appropriate legislations, institutions, and capacity development initiatives.

There are two stages in this initiative. The first stage is the proposed study, which will provide inputs to the second stage – the formulation of a programme for implementation on the ground. This study should be helpful in collating information on the contribution of the Diaspora, gathering gender-disaggregated data where possible, and identifying the interventions for sustaining social safety nets. These interventions can help in strengthening the backward linkages in the value chains and sustaining the small-scale initiatives to support the livelihoods of the poor. The study should also be able to identify the measures that need to be taken to create an enabling investment climate for public private partnerships, and commercial business investments. Further, the study should identify the capacity needs of the Diaspora as well as those of the government to achieve operational effectiveness and greater coordination for humanitarian assistance. These inputs will feed into a programme, which will be developed for implementation on the ground, to support Diaspora engagement and partnerships with the UN and other development stakeholders.

IV. Work Plan/Activities

The Lead International Consultant will:

- Prepare an inception report a week after the commissioning of the study with activities detailed out in a matrix with a work plan, with stipulated timelines, a clear delineation of responsibilities among all the consultants, a methodology for the survey, a set of questionnaires and checklists to be pre-tested and finalized in the field and the proposed outline of the report.
- Review, pre-test and finalize questionnaires and checklists, conduct training of enumerators, guide and oversee the survey on Diaspora flows in Somalia, conduct interviews and focus group discussions (FGDs), collate and interpret the data and field-level information, and conduct analysis and draw conclusions and recommendations from them.
- Develop and conduct a survey on the Diaspora flows into Somalia, covering all forms of analyses under the scope of work.
- Conduct thorough background research, using both primary and secondary information, for the assessment.
- Prepare an inventory of the available literature and an abstract of the literature review, including the documentation of best practices from other conflict/post-conflict countries.
- Make recommendations based on the findings from the assessment on more effective mechanisms of increasing the impact of Diaspora flows with an action matrix.
- Prepare a draft report to be widely discussed at a workshop and assist in organizing the workshop.
- Incorporate comments and recommendations from UNDP and the workshop and submit the final report to UNDP.
- Based on the findings and recommendations of the study, formulate a project document – using the UNDP format – with the strategic interventions, and an action plan in the areas identified for support.

V. Monitoring and Progress controls

The Lead International Consultant will prepare a work-plan with the assistance of the international consultant and the two national consultants for the duration of the assignment, which can be reviewed from time to time as the situation dictates. He/she will also prepare a bi-weekly report, which will be reviewed to establish if the work performed meets the standards set by the Human Development and Economics Unit (HDEU).

VI. Final products/deliverables

- Inception report with activities detailed out in a matrix with a timeline. The report should contain a clear delineation of responsibilities between the consultants; a methodology for the survey; a set of questionnaires; and the proposed outline of the report.
- Draft report to be presented to UNDP first and subsequently at a workshop.
- A final report, both in hard and soft copy, incorporating comments and recommendations from the workshop.
- A final version of the cleaned data set in a soft copy.
- An action plan for the establishment of a network of the Somali Diaspora and forging of partnership with the UN (paying particular attention to advancing the delivery of social and humanitarian services; business interventions; and sustaining of livelihoods of remittance-reliant households).
- A project document for implementation in the field.

VII: Review/approval time

The study will commence from the beginning of March 2010 and the final draft report should be submitted at the end of July. A workshop will be organized in the first week of August to discuss the findings of the report and the consultant will submit the final report incorporating comments from UNDP and from the workshop by mid-August. The project documents should be submitted to UNDP by end-August.

VIII: Qualifications

- An advanced degree in Economics and/or other field relevant to economic development and research specialization preferably in conflict/transition countries.
- A minimum of 10 years of relevant work experience at the national and/or international level with extensive experience in research and policy-level analysis.
- Specific expertise or demonstrated knowledge of economies of conflict, transition, or post-conflict countries essential.
- Experience in policy design from transition or conflict countries desirable.

IX: Other information

Payments will be made at the successful accomplishment of each pre-determined milestone. The final report, with the findings, recommendations, action plan, and the project document should be submitted a week prior to the end of the contract duration.

X: Submission of Applications

Interested and qualified candidates are requested to submit electronic application by visiting <http://jobs.undp.org/>. The closing date for receipt of applications is **12th February 2010**.

Applicants are required to fill and sign a P11 Form and submit it together with Curriculum Vitae on the online application.

The P11 Form can be obtained from the link below:

http://sas.undp.org/Documents/P11_Personal_history_form.doc

Women & Somali Nationals are strongly encouraged to apply

UNDP will only be able to respond to those applications in which there is further interest.

This vacancy announcement is also available on the Relief Web site (<http://www.reliefweb.int/>)



UNITED NATIONS DEVELOPMENT PROGRAMME SOMALIA SSA VACANCY ANNOUNCEMENT

II. General Information

Title of Consultancy:	International Consultant for the Assessment of Diaspora Contributions in Somalia
Type of Contract:	Special Service Agreement (SSA)
Duration of the assignment:	Six Weeks
Duty station:	Nairobi
Expected places of travel:	Somalia
Supervisor:	International Lead Consultant
Languages Required:	English
Presence at UNDP premises:	Full-time
Date of Issue:	29th January 2010
Closing Date:	12th February 2010

II. Objectives of the assignment

The UNDP Somalia Country Programme is focusing on post-conflict recovery and consolidation of peace. The Programme is composed of Rule of Law and Security, Recovery and Sustainable Livelihoods, Governance and Human Development and Economics. The cross-cutting areas/projects are HIV/AIDS, ICT, human rights and gender. UNDP has in the past undertaken studies to map out social networks of the Diaspora in the development of Somalia.

The Diaspora has been a major contributor to the Somali economy and its livelihoods through remittances, humanitarian assistance and participation in recovery and reconstruction efforts. UNDP commissioned a short study in early 2009 to understand both the areas where the Diaspora efforts are currently focused and to identify important Diaspora groupings and channels of communication with the development and humanitarian community in Somalia to enable the UN, international partners, the Diaspora and Somali stakeholders to join hands for more effective humanitarian assistance and recovery efforts in Somalia. The study was useful in providing a clearer picture about the Somali Diaspora and their attachments to their roots in Somalia. The findings of the study provided some useful insight into Diaspora activities.

UNDP wants to build upon those findings to provide continuity to the UN's initiative to partner with and establish ways to maximize the valuable contribution that the Diaspora can make to humanitarian, recovery and development efforts in Somalia, together with the international community, the governments and civil society organizations, and identify the mechanisms for engagement and support between the Diaspora and the aid community. The proposed study provides that continuity, which will also provide inputs to the development and implementation of new initiatives to engage with the Somali Diaspora.

The partnership with the Diaspora can be an effective means to accelerate progress towards achieving the MDGs as the overall results would impact upon all of the eight development goals. This engagement can also contribute to the outcomes of the United Nations Transitional Plan (UNTP) and the Recovery and Development Plan (RDP).

The main objective of this study is to provide evidence-based information to support the Somali Diaspora to undertake development interventions and support humanitarian assistance jointly with the UN to maximize results and move forward towards sustainable peace and development.

The mission will also make an assessment of the contribution and impact of the Diaspora's engagement in Somalia in promoting peace and development. The study should provide a policy framework and strategy, which will provide the direction for strategic interventions, and an action plan in the areas identified for support.

It is in this context that UNDP seeks to engage an international consultant to assist in conducting a study to assess and quantify Diaspora contributions to social protection and investments in different sectors, in addition to the mechanisms

through which the funds are flowing into Somalia and how this is impacting upon livelihoods, development and humanitarian response; and recommend mechanisms through which the UN can partner with the Diaspora to facilitate effective humanitarian response.

III. Scope of work

The scope of work under this assignment will cover the following:

4. Conduct an assessment to determine how the economic contribution of Diaspora flows can be sustained to protect social safety nets.
5. Make an assessment of the investments of the Diaspora in basic social services and business in Somalia, identifying constraints and opportunities and recommending measures for expansion in these fields.
6. Make an assessment of existing channels for providing humanitarian assistance and recommend mechanisms through which the UN can partner with the Diaspora to facilitate effective humanitarian response.

The findings and recommendations of the study will be discussed at a workshop where the UN and other international partners and experts, and those engaged in joint initiatives with the Diaspora in Somalia, including a broad range of civil society organizations and the private sector, will come together to develop a common approach for future partnerships between the UN and the Somali Diaspora.

In particular, the International Consultant will:

- Make an assessment of the contribution of remittances in supporting livelihoods of the households of the Somalis and the impact of the global economic crisis on remittance flows, identifying mechanisms that would safeguard Diaspora funding during times of economic crises.
- Examine the impact of remittances on capacity development, service delivery and poverty reduction.
- Recommend interventions required to sustain livelihoods of the households dependent on remittance incomes from Diaspora.
- Identify the areas and opportunities for the Diaspora to invest in higher education and recommend how these opportunities can be accessed, linking them with government strategies.
- Determine the nature and level of Diaspora business investments by sector.
- Assist in any other assignments that may be allocated by the team leader.

There are two stages in this initiative. The first stage is the proposed study, which will provide inputs to the second stage –the formulation of a programme for implementation on the ground. This study should be helpful in collating information on the contribution of the Diaspora, gathering gender-disaggregated data where possible, and identifying the interventions for sustaining social safety nets. These interventions can help in strengthening the backward linkages in the value chains and sustaining the small-scale initiatives to support the livelihoods of the poor. The study should also be able to identify the measures that need to be taken to create an enabling investment climate for public private partnerships, and commercial business investments. Further, the study should identify the capacity needs of the Diaspora as well as those of the government to achieve operational effectiveness and greater coordination for humanitarian assistance. These inputs will feed into a programme, which will be developed for implementation on the ground, to support Diaspora engagement and partnerships with the UN and other development stakeholders.

IV. Work Plan/Activities

The International Consultant will assist to:

- Prepare an inception report a week after the commissioning of the study with activities detailed out in a matrix with a work plan, with stipulated timelines, a clear delineation of responsibilities among all the consultants, a methodology for the survey, a set of questionnaires and checklists to be pre-tested and finalized in the field and the proposed outline of the report.
- Develop and conduct a survey on the Diaspora flows into Somalia, covering all forms of analyses under the scope of work.

- Review, pre-test and finalize questionnaires and checklists, conduct training of enumerators, guide and oversee the survey on Diaspora flows in Somalia, conduct interviews and focus group discussions (FGDs), collate and interpret the data and field-level information, and conduct analysis and draw conclusions and recommendations from them.
- Conduct thorough background research, using both primary and secondary information, for the assessment.
- Prepare an inventory of the available literature and an abstract of the literature review including the documentation of best practices from conflict/post-conflict countries.
- Make recommendations based on the findings from the assessment on more effective mechanisms of increasing the impact of Diaspora flows with an action matrix.
- Prepare a draft report to be widely discussed at a workshop and assist in organizing the workshop.
- Incorporate comments and recommendations from UNDP and the workshop and submit the final report to UNDP.
- Based on the findings and recommendations of the study, formulate a project document – using the UNDP format – with the strategic interventions, and an action plan in the areas identified for support.

In particular, he/she will focus on analyzing data and conducting assessments of business investments.

V. Monitoring and Progress controls

The international consultant, together with the two national consultants, will assist the Lead Consultant to prepare a work plan and weekly reports that can be reviewed from time to time as the situation dictates to assess whether the work performed meets the standards set by the Human Development and Economics Unit (HDEU).

VI. Final products/deliverables

- Inception report with activities detailed out in a matrix with a timeline. The report should contain a clear delineation of responsibilities between the consultants; a methodology for the survey; a set of questionnaires; and the proposed outline of the report
- Draft report to be presented to UNDP first and subsequently at a workshop.
- A final report, both in hard and soft copy, incorporating comments and recommendations from the workshop.
- A final version of the cleaned data set in soft copy.
- An action plan for the establishment of a network of the Somali Diaspora and forging of partnership with the UN (paying particular attention to advancing the delivery of social and humanitarian services; business interventions; and sustaining of livelihoods of remittance-reliant households).
- A project document for implementation in the field.

VII: Review/approval time

The study will commence from the beginning of March 2010 and the final draft report should be submitted at the end of July. A workshop will be organized in the first week of August to discuss the findings of the report and the Lead International Consultant, together with the other consultants, will submit the final report incorporating comments from UNDP and from the Workshop by mid-August. The project documents should be submitted to UNDP by end-August.

VIII: Qualifications

- An advanced degree in economics/social sciences and/or other field relevant to social protection and research specialization preferably in conflict/transition countries.
- A minimum of 10 years of relevant experience at the national and/or international level.
- Solid background in social safety net research and analysis in conflict, transition or post-conflict countries.
- Strong analytical and writing skills (including previous work published in the subject area).

IX: Other information

Payments will be made at the successful accomplishment of each pre-determined milestone. The final report, with the findings, recommendations, action plan, and the project document should be submitted a week prior to the end of the contract duration.

X: Submission of Applications

Interested and qualified candidates are requested to submit electronic application by visiting <http://jobs.undp.org/>. The closing date for receipt of applications is **12th February 2010**.

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**UNITED NATIONS DEVELOPMENT PROGRAMME SOMALIA
SSA VACANCY ANNOUNCEMENT**

III. General Information

Title of Consultancy:	National Consultant for the Assessment of Diaspora Contributions in Somalia (2 positions)
Type of Contract:	Special Service Agreement (SSA)
Duration of the assignments:	National Consultant 1: Four Months National Consultant 2: Three Months
Duty station:	Nairobi
Expected places of travel:	Somalia
Supervisor:	International Lead Consultant
Languages Required:	English
Presence at UNDP premises:	Full-time
Date of Issue:	29th January 2010
Closing Date:	12th February 2010

II. Objectives of the assignment

The UNDP Somalia Country Programme is focusing on post-conflict recovery and consolidation of peace. The Programme is composed of Rule of Law and Security, Recovery and Sustainable Livelihoods, Governance and Human Development and Economics. The cross-cutting areas/projects are HIV/AIDS, ICT, human rights and gender. UNDP has in the past undertaken studies to map out social networks of the Diaspora in the development of Somalia.

The Diaspora has been a major contributor to the Somali economy and its livelihoods through remittances, humanitarian assistance and participation in recovery and reconstruction efforts. UNDP commissioned a short study in early 2009 to understand both the areas where the Diaspora efforts are currently focused and to identify important Diaspora groupings and channels of communication with the development and humanitarian community in Somalia to enable the UN, international partners, the Diaspora and Somali stakeholders to join hands for more effective humanitarian assistance and recovery efforts in Somalia. The study was useful in providing a clearer picture about the Somali Diaspora and their attachments to their roots in Somalia. The findings of the study provided some useful insight into Diaspora activities.

UNDP wants to build upon those findings to provide continuity to the UN's initiative to partner with and establish ways to maximize the valuable contribution that the Diaspora can make to humanitarian, recovery and development efforts in Somalia, together with the international community, the governments and civil society organizations, and identify the mechanisms for engagement and support between the Diaspora and the aid community. The proposed study provides that continuity, which will also provide inputs to the development and implementation of new initiatives to engage with the Somali Diaspora.

The partnership with the Diaspora can be an effective means to accelerate progress towards achieving the MDGs as the overall results would impact upon all of the eight development goals. This engagement can also contribute to the outcomes of the United Nations Transitional Plan (UNTP) and the Recovery and Development Plan (RDP).

The main objective of this study is to provide evidence-based information to support the Somali Diaspora to undertake development interventions and support humanitarian assistance jointly with the UN to maximize results and move forward towards sustainable peace and development.

The mission will also make an assessment of the contribution and impact of the Diaspora's engagement in Somalia in promoting peace and development. The study should provide a policy framework and strategy, which will provide the direction for strategic interventions, and an action plan in the areas identified for support.

It is in this context that UNDP seeks to engage two National Consultants to assist in conducting a study to assess and quantify Diaspora contributions to social protection and investments in different sectors, in addition to the mechanisms

through which the funds are flowing into Somalia and how this is impacting upon livelihoods, development and humanitarian response; and recommend mechanisms through which the UN can partner with the Diaspora to facilitate effective humanitarian response.

III. Scope of work

The scope of work under this assignment will cover the following:

7. Conduct an assessment to determine how the economic contribution of Diaspora flows can be sustained to protect social safety nets.
8. Make an assessment of the investments of the Diaspora in basic social services and business in Somalia, identifying constraints and opportunities and recommending measures for expansion in these fields.
9. Make an assessment of existing channels for providing humanitarian assistance and recommend mechanisms through which the UN can partner with the Diaspora to facilitate effective humanitarian response.

The findings and recommendations of the study will be discussed at a workshop where the UN and other international partners and experts, and those engaged in joint initiatives with the Diaspora in Somalia, including a broad range of civil society organizations and the private sector, will come together to develop a common approach for future partnerships between the UN and the Somali Diaspora.

Under the leadership of the International Lead Consultant, and in close coordination with both the International Consultants, the two National Consultants will perform the following duties:

- Support the Lead Consultant in literature review and survey preparation, including methodological development and questionnaire design.
- Assist in developing the work plan and progress report writing.
- Assist in data collation, interpretation and analysis of the assessment.
- Assist in the write-up of the assessment report and project document.
- Support the International Consultants in all aspects of the assessment.
- Assist in developing networks of and communication channels with the Diaspora.
- Assist in any other assignments that may be allocated by the Team Leader.

There are two stages in this initiative. The first stage is the proposed study, which will provide inputs to the second stage –the formulation of a programme for implementation on the ground. This study should be helpful in collating information on the contribution of the Diaspora, gathering gender-disaggregated data where possible, and identifying the interventions for sustaining social safety nets. These interventions can help in strengthening the backward linkages in the value chains and sustaining the small-scale initiatives to support the livelihoods of the poor. The study should also be able to identify the measures that need to be taken to create an enabling investment climate for public private partnerships, and commercial business investments. Further, the study should identify the capacity needs of the Diaspora as well as those of the government to achieve operational effectiveness and greater coordination for humanitarian assistance. These inputs will feed into a programme, which will be developed for implementation on the ground, to support Diaspora engagement and partnerships with the UN and other development stakeholders.

IV. Work Plan/Activities

As directed by the Team Leader, and in close consultation with the International Consultant, the National Consultants will assist to:

- Prepare an inception report a week after the commissioning of the study with activities detailed out in a matrix with a work plan, with stipulated timelines, a clear delineation of responsibilities among all the consultants, a methodology for the survey, a set of questionnaires and checklists to be pre-tested and finalized in the field and the proposed outline of the report.
- Review, pre-test and finalize questionnaires and checklists, conduct training of enumerators, guide and oversee the survey on Diaspora flows in Somalia, conduct interviews and focus group discussions

(FGDs), collate and interpret the data and field-level information, and conduct analysis and draw conclusions and recommendations from them.

- Develop and conduct a survey on the Diaspora flows into Somalia, covering all forms of analyses under the scope of work.
- Conduct thorough background research, using both primary and secondary information, for the assessment.
- Prepare an inventory of the available literature and an abstract of the literature review, including the documentation of best practices from conflict post-conflict countries.
- Make recommendations based on the findings from the assessment on more effective mechanisms of increasing the impact of Diaspora flows with an action matrix.
- Prepare a draft report to be widely discussed at a workshop and assist in organizing the workshop. Incorporate comments and recommendations from UNDP and the workshop and submit the final report to UNDP.
- Based on the findings and recommendations of the study, formulate a project document – using the UNDP format – with the strategic interventions, and an action plan in the areas identified for support.
- The National Consultants will focus on supporting the team with literature review and in preparing for and participating in the survey, in the development of methodology and questionnaires. Additionally, they will focus on data collation, interpretation and analysis, and will support the International Consultants throughout the assessments.

V. Monitoring and Progress controls

The National Consultants will assist the Lead Consultant to prepare a work plan and weekly reports that can be reviewed from time to time as the situation dictates to assess whether the work performed meets the standards set by the Unit.

VI. Final products/deliverables

- Inception report with activities detailed out in a matrix with a timeline. The report should contain a clear delineation of responsibilities, with stipulated timelines, among the consultants; a methodology for the survey; a set of questionnaires; and the proposed outline of the report.
- Draft report to be presented to UNDP first and subsequently at a workshop.
- A final report, both in hard and soft copy, incorporating comments and recommendations from the workshop;
- A final version of the cleaned data set in a soft copy.
- An action plan for the establishment of a network of the Somali Diaspora and forging of partnership with the UN (paying particular attention to advancing the delivery of social and humanitarian services; business interventions; and sustaining of livelihoods of remittance-reliant households).
- A project document for implementation in the field.

VII: Review/approval time

The study will commence from the beginning of March 2010 and the final draft report should be submitted at the end of July. A workshop will be organized in the first week of August to discuss the findings of the report and the Lead International Consultant, together with the other consultants, will submit the final report incorporating comments from UNDP and from the Workshop by mid-August. The project documents should be submitted to UNDP by end-August.

VIII: Qualifications

- At least a Master's degree in economics/social sciences or a development related field with research specialization preferably in conflict/transition countries.
- A minimum of 5 years of relevant experience at national level with extensive experience in research and policy-level analysis.
- Solid background in social safety net research and analysis in conflict, transition or post-conflict countries is an added advantage.
- Good knowledge of UNDP programme formulation and project design formats and procedures.
- Excellent computer skills.

IX: Other information

Payments will be made at the successful accomplishment of each pre-determined milestone. The final report, with the findings, recommendations, action plan and project document should be submitted a week prior to the end of the mission duration. The National Consultants should adhere to any individual reporting requirements prior to the end of their contracts.

X: Submission of Applications

Interested and qualified candidates are requested to submit electronic application by visiting <http://jobs.undp.org/>. The closing date for receipt of applications is **12th February 2010**.

Applicants are required to fill and sign a P11 Form and submit it together with Curriculum Vitae on the online application.

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Appendix 2. Survey Instruments/Research Guides

Questionnaire for CBOs/local NGOs working in Somalia/Somaliland

Target group: All CBOs/LNGOs active in the area in project implementation within the last year, may or may not be engaged with the Diaspora.

To be identified through: Ministry of Planning registration records, umbrella organisations, snowball sampling

Data to be collected by: Enumerators in Somaliland, Puntland, South/Central

Type of data to be collected: Mostly quantitative.

Data to be supplemented by: Qualitative interviews with key informants – semi-structured and open ended discussions with CSOs/LNGOs known to be engaged with the diaspora. Interviews to be conducted by Peter Hansen, Mustafa Awad and Ali Ibrahim Dagane.

Questionnaire for CBOs/local NGOs working in Somalia/Somaliland

Basic Profile Information

1. Name of organisation: _____
2. Nature of work: _____
3. Year established: _____ 4. Number of permanent staff: _____
5. Of whom, number who are returnees: _____
6. If membership association, number of members: _____
7. How many members live abroad for any part of the year: _____

Engagement with Diaspora

8. Did the diaspora help support the establishment of the organisation? Yes No

9. If yes, what kind of support:

- _____ Funds/Materials
- _____ Technical support/Information
- _____ Staffing
- _____ Other _____

10. From which country(ies) _____

11. Do you now receive any support from members of the Diaspora? Yes No

- _____ Funds/Materials
- _____ Technical support/Information
- _____ Staffing
- _____ Other _____

12. From which country(ies) _____

13. Do you have contacts with any of the following : (If no, go to question 16)

- _____ diaspora organisations – which _____
- _____ private investors/donors from the Somali diaspora
- _____ international NGOs – which _____
- _____ UN agencies –which _____
- _____ donor governments – which _____
- _____ local NGOs _____
- _____ local administration _____

14. If yes, what kind of contacts:

- _____ implementing partners on joint projects
- _____ members of the same umbrella group
- _____ receive funding from them
- _____ work together on coordination activities
- _____ report to them on our work

15. What kind of benefit do you get from these contacts:

- _____ funds for implementing projects
- _____ technical support (skills, information, training, etc.)
- _____ staffing support
- _____ contacts with diaspora community

_____ contacts with local community

_____ Other. Please specify: _____

16. What kinds of projects are you involved in:

_____ Humanitarian assistance. Please specify: _____

_____ Construction/rehabilitation of School primary secondary university (circle one)

_____ Running costs for school primary secondary university (circle one)

_____ Technical support for school primary secondary university (circle one)

_____ Construction/rehabilitation of clinic. Indicate if special type of clinic: _____

_____ Running costs for clinic. Please specify: _____

_____ Running costs for hospital. Please specify: _____

_____ Technical support for hospital. Please specify: _____

_____ Water project. Please specify: _____

_____ Other. Please specify: _____

17. How many people do you estimate have benefited from your projects in total: _____

18. Specific target groups (please circle all those that apply):

 women children orphaned unemployed youth ex-soldiers
 elderly disabled widowed displaced refugees returnees

19. If you receive funds from the Somali Diaspora (organisations or private donors), please estimate how much you have received in the past year:

_____ Less than \$5000 _____ \$5000 – \$25,000 _____ \$25,001-\$50,000 _____ \$50,001 - \$100,000

_____ \$100,001 - \$500,000 _____ More than \$500,000

20. Through which channels do you receive funds from the Diaspora?

_____ Through Hawalas. Name of Hawala: _____

_____ Through local representatives of diaspora groups

_____ Through banks

_____ Through individuals from the Diaspora who visit us

_____ Through other channels (please specify): _____

21. Have you encountered any problems in receiving funds from the Diaspora? _____ Yes _____ No

22. If yes, what kinds of problems:

1. _____

2. _____

3. _____

23. In what way do you think international organisations might be able to help support the activities that you are engaged in with the Diaspora:

24. In what way(s) do you think that international engagement might disrupt the engagement of the diaspora in work that you are doing?

Thank you very much for your patience in answering our questions and sharing with us your valuable time and thoughts.

Questionnaire for Social Service Providers working in Somalia/Somaliland

Target group: All social service providers (particularly but not only active in the areas of health and education) active in project implementation within the last year, may or may not be engaged with the Diaspora.

To be identified through: Ministry of Planning, key informant interviews, enumerator familiarity with the area

Data to be collected by: Enumerators in Somaliland, Puntland, South/Central

Type of data to be collected: Mostly quantitative.

Data to be supplemented by: Qualitative interviews with key informants – semi-structured and open ended discussions with social service providers known to be engaged with the diaspora. Interviews to be conducted by Peter Hansen, Mustafa Awad and Ali Ibrahim Dagane.

Questionnaire for Social Service providers working in Somalia/Somaliland

Basic Profile Information

- 1. Name of organisation: _____
- 2. Sector working in: _____
- 3. Year established: _____ 4. Number of permanent staff: _____
- 5. Of whom, number who are returnees: _____
- 6. How many of your staff members live abroad for any part of the year: _____

Engagement with Diaspora

- 7. Did the diaspora help support the establishment of the organisation? Yes No
- 8. If yes, what kind of support:
 - _____ Funds/Materials
 - _____ Technical support/Information
 - _____ Staffing
 - _____ Other _____
- 10. From which country(ies) _____
- 11. Do you now receive any support from members of the Diaspora? Yes No
 - _____ Funds/Materials
 - _____ Technical support/Information
 - _____ Staffing
 - _____ Other _____
- 12. From which country(ies) _____
- 13. Do you have contacts with any of the following : (If no, go to question 16)
 - _____ diaspora organisations – which _____
 - _____ private investors/donors from the Somali diaspora
 - _____ international NGOs – which _____
 - _____ UN agencies –which _____
 - _____ donor governments – which _____
 - _____ local NGOs _____
 - _____ local administration _____
- 14. If yes, what kind of contacts:
 - _____ receive funding from them
 - _____ work together on coordination activities
 - _____ report to them on our work
 - _____ other. Please specify: _____
- 15. What kind of benefit do you get from contacts with the partners identified in Q13:
 - _____ funds for running costs
 - _____ technical support (skills, information, training, etc.)
 - _____ staffing support
 - _____ contacts with diaspora community
 - _____ contacts with local community
 - _____ Other. Please specify: _____

16. What kinds of work are you involved in:
 ___ Humanitarian assistance. Please specify: _____
 ___ Construction/rehabilitation of School primary secondary university (circle one)
 ___ Running costs for school primary secondary university (circle one)
 ___ Technical support for school primary secondary university (circle one)
 ___ Construction/rehabilitation of clinic. Indicate if special type of clinic: _____
 ___ Running costs for clinic. Please specify: _____
 ___ Running costs for hospital. Please specify: _____
 ___ Technical support for hospital. Please specify: _____
 ___ Water project. Please specify: _____
 ___ Other. Please specify: _____

17. How many people do you estimate have benefited from your projects in total: _____

18. Specific target groups (please circle all those that apply):
 women children orphaned unemployed youth ex-soldiers
 elderly disabled widowed displaced refugees returnees

19. If you receive funds from the Somali Diaspora (organisations or private donors), please estimate how much you have received in the past year:

- ___ Less than \$5000 ___ \$5000 – \$25,000 ___ \$25,001-\$50,000 ___ \$50,001 - \$100,000
 ___ \$100,001 - \$500,000 ___ More than \$500,000

20. Through which channels do you receive funds from the Diaspora?
 ___ Through Hawalas. Name of Hawala: _____
 ___ Through local representatives of diaspora groups
 ___ Through banks
 ___ Through individuals from the Diaspora who visit us
 ___ Through other channels (please specify): _____

21. Have you encountered any problems in receiving funds from the Diaspora? ___ Yes ___ No

22. If yes, what kinds of problems:
 1. _____
 2. _____
 3. _____

23. In what way do you think international organisations might be able to help support the activities that you are engaged in with the Diaspora:

24. In what way(s) do you think that international engagement might disrupt the engagement of the diaspora in work that you are doing?

Thank you very much for your patience in answering our questions and sharing with us your valuable time and thoughts.

Questionnaire for Private Investors working in Somalia/Somaliland

Target group: Private investors active in the area involved in activities that support development in the area (through employing large numbers of people, providing essential services, contributing to humanitarian and development initiatives in the area), may or may not be engaged with the Diaspora. May include restaurant/hotel owners, construction company operators, telecommunications operators, shop owners, for-profit educational institutions, pharmacy proprietors, factory operators, import/export traders, etc.

To be identified through: key informants, snowball sampling, discussions with local leaders, NGOs, and service providers

Data to be collected by: Enumerators in Somaliland, Puntland, South/Central

Type of data to be collected: Mostly quantitative.

Data to be supplemented by: Qualitative interviews with key informants – semi-structured and open ended discussions with private investors known to be engaged with the diaspora. Interviews to be conducted by Peter Hansen, Mustafa Awad and Ali Ibrahim Dagane.

Questionnaire for Social Service providers working in Somalia/Somaliland

Basic Profile Information

- 1. Name of business: _____
- 2. Sector working in: _____
- 3. Year established: _____ 4. Number of permanent staff: _____
- 5. Of whom, number who are returnees: _____
- 6. How many of your staff members live abroad for any part of the year: _____

Engagement with Diaspora

- 7. Did the diaspora help support your initial investment? Yes No
- 8. If yes, what kind of support:
 - _____ Funds/Materials
 - _____ Technical support/Information
 - _____ Staffing
 - _____ Other _____
- 10. From which country(ies) _____
- 11. Do you now receive any support from members of the Diaspora? Yes No
 - _____ Funds/Materials
 - _____ Technical support/Information
 - _____ Staffing
 - _____ Other _____
- 12. From which country(ies) _____
- 13. Do you have contacts with any of the following : (If no, go to question 16)
 - _____ diaspora organisations – which _____
 - _____ private investors/donors from the Somali diaspora
 - _____ international NGOs – which _____
 - _____ UN agencies –which _____
 - _____ donor governments – which _____
 - _____ local NGOs _____
 - _____ local administration _____
- 14. If yes, what kind of contacts:
 - _____ receive funding from them
 - _____ work together on coordination activities
 - _____ report to them on our work
 - _____ receive contracts from them to conduct work
 - _____ they are our customers
 - _____ other. Please specify: _____
- 15. What kind of benefit do you get from contacts with the partners identified in Q13:
 - _____ funds for running costs
 - _____ technical support (skills, information, training, etc.)
 - _____ staffing support
 - _____ contacts with diaspora community

____ contacts with local community

____ Other. Please specify: _____

16. What kinds of work are you involved in:

____ Humanitarian assistance. Please specify: _____

____ Infrastructural construction

____ Operate an educational institution primary secondary university (circle one)

____ Operate a health facility. If yes, what kind: _____

____ Electricity generation

____ Telecommunications

____ Xawalaad

____ Import/Export

____ Restaurant

____ Hotel

____ Small shop

____ Factory/manufacturing. If yes, what kind: _____

____ Water project. Please specify: _____

____ Other. Please specify: _____

17. How many people do you estimate have benefited from your projects in total: _____

18. Specific target groups (please circle all those that apply):

women children orphaned unemployed youth ex-soldiers
elderly disabled widowed displaced refugees returnees

19. If you receive funds from the Somali Diaspora (organisations or private donors), please estimate how much you have received in the past year:

____ Less than \$5000 ____ \$5000 – \$25,000 ____ \$25,001-\$50,000 ____ \$50,001 - \$100,000
____ \$100,001 - \$500,000 ____ More than \$500,000

20. Through which channels do you receive funds from the Diaspora?

____ Through Hawalas. Name of Hawala: _____

____ Through local representatives of diaspora groups

____ Through banks

____ Through individuals from the Diaspora who visit us

____ Through other channels (please specify): _____

21. Have you encountered any problems in receiving funds from the Diaspora? ____ Yes ____ No

22. If yes, what kinds of problems:

1. _____
2. _____
3. _____

23. In what way do you think international organisations might be able to help support the activities that you are engaged in with the Diaspora:

24. In what way(s) do you think that international engagement might disrupt the engagement of the diaspora in work that you are doing?

Thank you very much for your patience in answering our questions and sharing with us your valuable time and thoughts.

Guide for focus group interviews with CBOs/local NGOs

1. In what way is the diaspora involved in CBOs/local NGOs?

- Can you mention some examples?

2. What is the most important contribution made by the diaspora to CBOs/local NGOs ?

- Money, skills transfer via return migration, knowledge, networks, contacts to donors, etc.?

3. Are there any negative aspects of diaspora involvement in CBOs/local NGOs?

- Conflicts with local members over agendas, priorities, money, lack of accountability, etc.?

4. What are the obstacles to a stronger involvement of the diaspora in CBOs/local NGOs?

- Lack of coordination between diaspora initiatives, lack of commitment/understanding, lack of/weak government, violence, conflict, etc.?

5. How could the contribution made by the diaspora to CBOs/local NGOs be strengthened?

- E.g. through better communication/coordination with the diaspora, increased funds, etc.?

6. How could international organisations support diaspora contributions to CBOs/local NGOs?

- E.g. through advice, coordination, financial support, etc.?

7. How might international organisations disrupt diaspora involvement in CBOs/local NGOs?

- E.g. in changing local priorities, and agendas, etc.?

8. How do you communicate with members of the Diaspora?

- E.g. word of mouth, direct public appeals through websites, radio, other media, targeted appeals to known supportive organisations or individuals, etc.

Guide for individual interviews with CBOs/local NGOs

1. What is the most important contribution made by the diaspora to your CBO/local NGO? (E.g. money, skills transfer via return migration, knowledge, networks, contacts to donors, etc.?)

2. Is your CBO/local NGO part of any partnerships/networks? (E.g. government, local government, foreign governments, other investors, clinics, etc.?)

3. Are there any negative aspects of diaspora involvement in your CBO/local NGO (and beyond)? (E.g. conflicts with local members over agendas, priorities, money, lack of accountability, etc.?)

4. What are the obstacles to a stronger involvement of the diaspora in your CBO/local NGO? (E.g. lack of coordination initiatives, lack of commitment/understanding, money, skills, etc.?)

5. How could the contribution made by the diaspora to your CBO/local NGO be strengthened? (E.g. through better communication/coordination with the diaspora, increased funds, etc.?)

6. How could international organisations/governments (home/host) support diaspora contributions to your CBO/local NGO? (E.g. through advice, coordination, financial support, etc.?)

7. How might international organisations/governments (home/host) disrupt diaspora involvement in your CBO/local NGO? (E.g. in changing local priorities, and agendas, etc.?)

Guide for focus group interviews with social service providers

- 1. What are the primary areas of diaspora involvement in social service delivery?** (E.g. schools, hospitals, clinics, universities, etc.?)
- 2. What is the most important contribution made by the diaspora to social service delivery?** (E.g. Investment capital, networks, skills transfer through return migration, etc.?)
- 3. Are there any negative aspects of diaspora involvement in social service delivery?** (E.g. conflicts with locals, lack of sustainability/accountability, escalating prices, etc.?)
- 4. What are the obstacles to a stronger involvement of the diaspora in social service provision?** (E.g. lack of understanding, lack of control/coordination, lack of government, weak government, conflict, violence, etc.?)
- 5. How could the contribution made by the diaspora in social service provision be strengthened?** (E.g. through better communication/coordination with the diaspora, regulation, public-private partnerships, etc.?)
- 6. How could international organisations/governments (home/host) support diaspora contributions to social service provision?** (E.g. through advice, coordination, financial support, etc.?)
- 7. How might international organisations/governments (home/host) disrupt diaspora involvement in social service provision?** (E.g. in changing local priorities, and agendas, etc.?)

Guide for individual interviews with social service providers

- 1. In what way is the diaspora involved in your clinic/school/etc.?** (E.g. Investment capital, networks, returnees as employees/owners, etc.?)
- 2. Is your clinic/school/etc. part of any partnerships/networks?** (E.g. government, local government, foreign governments, other investors, clinics, etc.?)
- 3. Are there any negative aspects of diaspora involvement in your clinic/school/etc.?** (E.g. conflicts with local staff, beneficiaries/clients, lack of sustainability/accountability, etc.?)
- 4. What are the obstacles to a stronger involvement of the diaspora in your clinic/school/etc.?** (E.g. lack of diaspora resources, lack of commitment/understanding, conflict, instability, lack of government, weak government, etc.?)
- 5. How could the contribution made by the diaspora in your clinic/school/etc. be strengthened?** (E.g. through better communication/coordination of activities, government regulation, etc.?)
- 6. How could international organisations/governments (home/host) support diaspora contributions to your clinic/school/etc.?** (E.g. through advice, coordination, financial support, etc.?)
- 7. How might international organisations/governments (home/host) disrupt diaspora involvement in your clinic/school/etc.?** (E.g. in changing local priorities, and agendas, etc.?)

Guide for focus group interviews with private investors from the diaspora

- 1. In what sectors is the diaspora primarily investing?** (E.g. shops, restaurants, small businesses, import-export, schools, houses, plots, etc.?)
- 2. What is the primary role of the diaspora in the private sector?** (E.g. making investments, providing knowledge/networks, etc.?)
- 3. Do diaspora investors share any characteristics?** (E.g. being men/women, young/old, coming from particular countries, having specific resources, etc.?)
- 4. What are the positive/negative effects of diaspora involvement in the private sector?** (E.g. employment, economic growth, inflation, conflicts with locals over markets, etc.?)
- 5. What are the obstacles to a stronger involvement of the diaspora in the private sector?** (E.g. lack of opportunities, knowledge of markets, investment capital, weak government, lack of government control, conflicts/violence, etc.?)
- 6. How could diaspora investments be strengthened?** (E.g. through better credit-opportunities, regulation, counselling, public-private-partnerships, etc.?)
- 7. Could/should international organisations/governments (home/host) support diaspora involvement in the private sector?** (E.g. through advice, coordination, financial support, etc.?)

Guide for individual interviews with private investors from the diaspora

- 1. In what sector are you currently investing?** (E.g. shop, restaurant, small business, import-export, etc.?)
- 2. Have you made these investments alone or with the help from others/partnerships?** (E.g. partners with local businessmen, family, other diaspora people, government, etc.?)
- 3. Why have you chosen to make these investments?** (E.g. opportunities for profits, help the country, lack of opportunities in diaspora, etc.?)
- 4. From where did you get the start-up capital needed to make these investments?** (E.g. savings from diaspora, foreign banks, family in diaspora, friends, local credit, etc.?)
- 5. What are the challenges of being a diaspora private investor?** (E.g. having to travel back and forth, government regulation, etc.?)
- 6. What are the obstacles to increased diaspora involvement in the private sector?** (E.g. lack of opportunities/knowledge of markets, investment capital, government control, etc.?)
- 7. How could diaspora investments be strengthened?** (E.g. through better credit-opportunities, regulation, counselling, etc.?)
- 8. Could/should international organisations/governments (home/host) support diaspora involvement in the private sector?** (E.g. through advice, coordination, financial support, etc.?)

Appendix 3. Numbers and types of interviews conducted in each country

Country	Research Instrument	Type of Group/Indiv	Number of People
Toronto, Canada	Focus Group	Businesspeople	
Toronto, Canada	Focus Group	Youth	
Toronto, Canada	Focus Group	Women and Elders	
Toronto, Canada	Focus Group	Civil Society Leaders	
Toronto, Canada	Participant Observation	Fundraising Dinner	100 people
Toronto, Canada	Key Informant	Leaders	Several
Nairobi, Kenya	Workshop/Focus Group Discussions	LNGO leaders SSP leaders Private Investors Peace & Development Youth	1 men, 3 women 5 men 5 men 7 men 4 men, 4 women
Norway			
Dubai, UAE	Focus Group	Businesspeople	5 men
Dubai, UAE	Key Informant	Businesspeople	1 man, 1 woman
London, UK	Focus Group	Youth	4 men
London, UK	Focus Group	Youth (university students)	5 men, 3 women
London, UK	Focus Group	Somalilanders	1 woman, 3 men
London, UK	Focus Group	Puntlanders	4 men
London, UK	Key Informant Interviews	Remittance company staff, community welfare activist (Somaliland), youth group activist, 3 PhD students, visitor from Australia	2 women, 5 men
London, UK	Public meeting	Youth association	Approx. 40 men, 40 women
Bristol, UK	Workshop	LNGO leaders SSP leaders Private Investors Peace & Development Youth	20 men
Lewiston Maine, USA	Key informants	Community service workers, politician	2 men, 1 woman
Minneapolis, USA			~ 30
Hargeysa, Somaliland	Focus Group	QUESTS/MIDA participants	2 women, 1 man
Hargeysa, Somaliland	Focus Group	Diaspora Somalilanders (from UK, US, Canada, Tanzania)	
Hargeysa, Somaliland	Key Informants	LNGO managers, manager of umbrella organisation, diaspora	4 women, 7 men

		volunteer working with LNGO, Hargeysa University official, researchers, investor	
Hargeysa, Somaliland	Family interview	Doctor and his family	1 man, 1 woman, 2 adult children
Sool/Sanaag Somaliland	Key Informants	Businesspeople, teachers	6 men, 1 woman
Puntland	Key informants	University officials, QUESTS/MIDA participant, returnee now working with UN	4 men, women
Puntland	Focus Group	QUESTS-MIDA participants	2 people
Puntland	Focus Group	QUESTS-MIDA participants from Canada, UK, US	3 people
Puntland	Focus Group	Diaspora representatives from Finland and Saudi Arabia, as well as with representatives from Puntland State Univ and IOM.	??
Puntland	Conferences with local NGOs	LNGOs from Nugaal region; LNGOs from throughout Puntland	100 people; 80 people respectively
Puntland	Focus Group	Representatives and manager from Puntland Library and Resource Centre (funded by diaspora)	3?
Puntland	Conference of local NGOs	Local NGOs from Puntland	6 people
Puntland	Focus Group	Local researchers at PDRC	4 returnees from diaspora
South/Central - Adado	Focus Group	LNGOs/CBOs	6 men
South/Central - Adado	Focus Group	SSPs	5 men
South/Central - Adado	Focus Group	Private Investors	5 men
South/Central - Belet Weyne	Focus Group	LNGOs/CBOs	6 men
South/Central - Belet Weyne	Focus Group	SSPs	5 men
South/Central - Belet Weyne	Focus Group	Private Investors	5 men
South/Central - S. Mudug	Focus Group	LNGOs/CBOs	4 men, 2 women
South/Central - S. Mudug	Focus Group	SSPs	3 men, 2 women
South/Central - S. Mudug	Focus Group	Private Investors	5 men
South/Central - Mogadishu	Focus Group	LNGOs/CBOs	5 men, 3 women
South/Central - Mogadishu	Focus Group	SSPs	4 men, 1 woman
South/Central - Mogadishu	Focus Group	Private Investors	5 men

South/Central – Jowhar	Focus Group	LNGOs/CBOs	4 men, 2 women
South/Central – Jowhar	Focus Group	SSPs	4 men, 1 woman
South/Central – Jowhar	Focus Group	Private Investors	5 men
South/Central – Marka	Focus Group	LNGOs/CBOs	4 men, 4 women
South/Central – Marka	Focus Group	SSPs	5 men
South/Central – Marka	Focus Group	Private Investors	5 men
Total			248 + 3 large meetings with 280 people total