



TVET Private Sector Orientation

Final Report

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1. Background

This report covers all the stages of the TVET private sector orientation. It is set out in three parts; the first section covers enterprise mapping and data collected, the second presents the promotional activities as well as the open-call invitation, and the third, sums up the enterprise evaluation of applicants. The objective of the private sector mapping exercise was to identify businesses that are capable, interested, and willing to take part in the rehabilitation of technical and vocational education and training projects. The project aim is to implement a context-adopted dual system approach that focuses on two locations of learning and training i.e. the training TVET institution and the training enterprise.

Shaqodoon has been working with GIZ under this project to systematically establish cooperation with the enterprises since they have a huge role in the implementation of this cooperation approach that equally considers school and in-company training Rehabilitation of TVET. Companies are expected to work with established model TVET schools in the target project regions.

Building on the successes of Shaqodoon's access to businesses and its programmes addressing business challenges in Somaliland, Puntland, and South-Central Somalia the orientation exercise aimed to identify existing potential and competent private-led enterprises for TVET practical training cooperation at the respective industries per selected occupational profiles.

As the successful implementation of the cooperation approach essentially depends on the capacities and willingness of the private sector, the orientation was conducted to map and identify potential private sector enterprises for the successful implementation of the cooperation training approach through a bidding competitive process.

The private sector mapping and orientation action targeted four main cities of the project regions in Somalia/Somaliland (Hargeisa, Garowe, Mogadishu, and Kismayo).

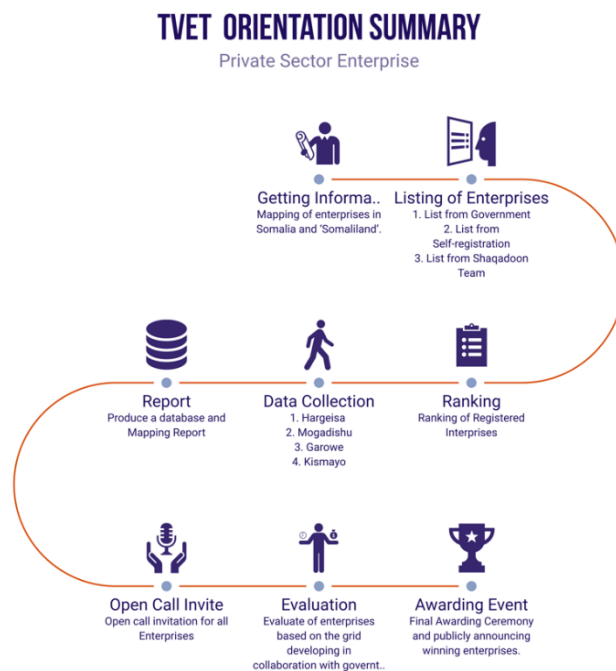


Figure 1: Main steps in the orientations exercise.

The private sector mapping and orientation action targeted four main cities of the project regions in Somalia/Somaliland (Hargeisa, Garowe, Mogadishu, and Kismayo). Private sector enterprises were identified based on their capacities, relevance of the target profiles of both long-term and short-term qualifications respectively, and their willingness to participate in the program.

The below occupational profiles have been included in the assigned cities:

Hargeisa	Garowe	Mogadishu	Kismayo
Agriculture (Crop and animal production)	Agriculture (Crop and animal production)	Media Design	Agriculture (Crop and animal production)
Car Mechatronic	Construction (architecture/interior design)	Plumping and Pipe-fitting	Plumping and Pipe-fitting
Construction (architecture/interior design)	Plumping and Pipe-fitting	Welding and Metal Fabrication	Welding and Metal Fabrication
Plumping and Pipe-fitting	Welding and Metal Fabrication		
Welding and Metal Fabrication			

Figure 2: Occupational profiles and assigned cities.

2. Mapping of Enterprises

The mapping activities are intended to explore specific enterprises providing or can provide services in an identified set of occupational profiles that consist of highly demanded longer-term and short-term profiles in specific targeting regions. This preliminary report outlines the results of the mapping exercise/survey conducted thus far and a final report will be shared after the data collection is completed. Activities under the mapping exercise in each area focused broadly on basic information of the target enterprises, which in the context of the project relates to willingness, relevance of the target proficiencies, current capacities other relevant information such as safety and gender aspects, as well as legal existence. The first phase of the mapping activities was focused on promotions and sharing basic project information with as much as target enterprises as possible. This was highly promoted to facilitate accessible project information to a wider audience through different media channels. This included activities in designing information materials, physical billboards, and promotional videos for Television and social media promotion, with a particular focus on all relevant enterprises calling strongly for registration and application.

After the tools had been developed, an enterprise survey was conducted which is a firm-level survey of all enterprises of in each target economy's private sector. The survey covered a broad range of business environment topics including physical address and contact, legal capacity, safety, and performance measures. The current survey instrument (Mapping tool is annexed to this report). Survey instruments have been matched and approved according to the requirements in the TOR. The raw individual enterprise datasets, aggregated datasets, and all relevant survey documentation are available and will be added to this report as separate attachments.

The first stage of data collection was just to get a blanket list of all target enterprises in each city by the regional coordinators and lists from other sources such as the government, Shaqodoon, GIZ, and other business networks. The second phase was to collect basic data/information from the potential enterprises in the longlist and the third stage was to distribute the call for applications document and get forms dully filled and submitted by the enterprises. Therefore, early on in this first phase, along with the work plan, a template of a long listing which is an initial unscreened list for all businesses in each occupational profile in each city was prepared. The draft template which is a form in Google shared with the GIZ team and other project contact persons. The template consisted of the name of the business, contact information, occupational profile, source of information, and a rank that is to be provided by the regional coordinators after the initial contact of each enterprise. Subsequently, the mapping tool questions were based on the general information mentioned in the orientation TOR including enterprise info such as sector, and basic business information. It also included data about location and accessibility such as physical address, and access for staff, for customers. Other questions focused on the conduciveness and Safety of the workplace followed by observation of available facilities such as space usage, and facilities available/functional. Finally, gender sensitivity and inclusion at the workplace were inquired as well as their willingness to apply to the program.

Many enterprises that were collated in the long-list stage were screened through a telephone call to enquire about the existence of the business and their physical address to ensure that the business is in the target city. Also, they were asked about the services they offer. It was found that many of the businesses were not relevant. For example, in Hargeisa, the regional coordinator had compiled lists from Shaqodoon databases, and he was able to get a list from M-DALAG, which was a project to register farmers and connect to the market. During the screening stage, all the farmers were found not to be relevant as they were not 'actual' businesses but rather rain-fed farm owners who were in surrounding towns. Hence, a much-reduced number of enterprises have been included in the mapping data collection. Another reason why the number of mapped companies so far is far less than we expected according to the long list we had received was that the promotion didn't attract the relevant companies and most of them didn't self-register through the SMS or the call. The regional coordinators were involved in explaining in person about the project and calling for applications.

Plumping and pipefitting was the most difficult type of enterprise to find or identify as a standalone company with an established office across all areas although Mogadishu was much better compared to other locations. In other locations such as Hargeisa, Garowe, and Kismayo, there are construction companies that have long-term plumping contractors, and it was agreed to include and take mapping data from construction companies as plumping enterprises.

Key enterprise mapping findings:

A list of 623 enterprises has been received from different sources of which 304 of them were eligible to be mapped as per the below table summaries. Below is a summary of the mapping exercise and key findings.

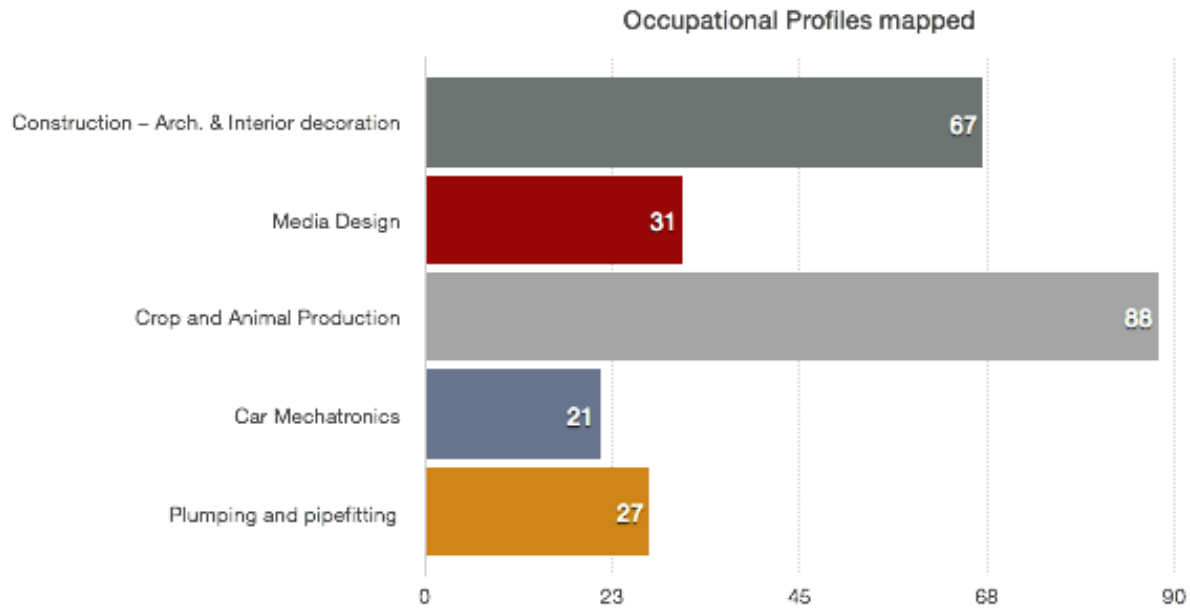


Figure 3: Mapping findings

- A total of 304 enterprises have been mapped so far. The number initially long-listed was 623 but only a small fraction of that has had mapping data collection. Mainly this was because large numbers of not relevant businesses that don't exist were included in the long list which came from different sources (see above table summary). The data collection is still ongoing, and we expect to reach more companies.
- The crop and animal production sector accounts for almost 30% of the overall enterprises mapped (88 out of 304), welding and metal fabrication 23%, media design 10%, plumbing and pipefitting 9%, architecture, and interior decoration 22%, and car mechatronic for the remaining 7%.
- A quarter of the enterprises mapped had previously worked with a TVET program and almost all the enterprises that have been visited are owned by males.
- Approximately 87% of businesses surveyed say they have expertise in the sector they work.
- The average number of hours of operation in a day is 9.45 hours.
- Almost all the enterprises interviewed were owned by males.
- Average working hours is 9.5 hours. Hargeisa reported the highest 10.2 working hours on average while Kismayo is the lowest 8.4 hours. In terms of profiles, an ANOVA test was run to test if there is any statistically significant difference between occupational profiles and mean working hours. There was a statistically significant difference between groups as demonstrated by one-way ANOVA ($F(5,191) = 4.106, p = .001$). A Tukey post hoc test showed that the car-mechatronic profile was able to throw the crop and animal production and media design statistically significantly further than other profiles ($p =$

.001). There was no statistically significant difference between plumbing and car-mechatronic ($p = .150$) or between the welding, architecture interior decoration, and car mechatronics ($p = .098, 0.13$ respectively).

- 83% of mapped enterprises indicated that they are satisfied with the current location of business.
- 75 out of 304 (24%) companies had indicated that they had previously taken part in a TVET program. Among those with previous TVET experience Hargeisa 36%, followed by Mogadishu 16%, Kismayo 40%, and the remaining 8% from Garowe.
- At the end of the interview respondents were asked how they would like to get information regarding open-call information as well as further contact, most of them responded through a telephone while others reported other means such as a meeting or written document. This could be explained by the fact that COVID-19 messages encouraging people to avoid physical contact may have affected the response to prefer talk over the phone.
- An important data point was an observation question to be recorded during the site visit. The question was composed of two layers of information, ticking availability, and asking if it is functional or being used. Overall, 90% of enterprises had a building structure or an office space, 72% had a storage facility, 63% had a toilet (combined both for male and female), and 63% had a prayer area or a small mosque. Little over half had a car Parking Area or had at least one machine. Just less than half (48%) had a designed space for production or sales. 29% had a maintenance function, and 28% had an IT system. Only 26% had a waste disposal area. 23% had a fire extinguisher/smoke detector. In terms of safety, only 15% of the enterprises had safety label instructions during the visit while 13% had safety wearables during the visit which included gloves, safety clothes, goggles, and belts. The below chart shows the distribution very clearly. One of the most striking differences is the percentage of waste disposal and production or sales space as well as the high frequency of prayer areas/mosques within the businesses.

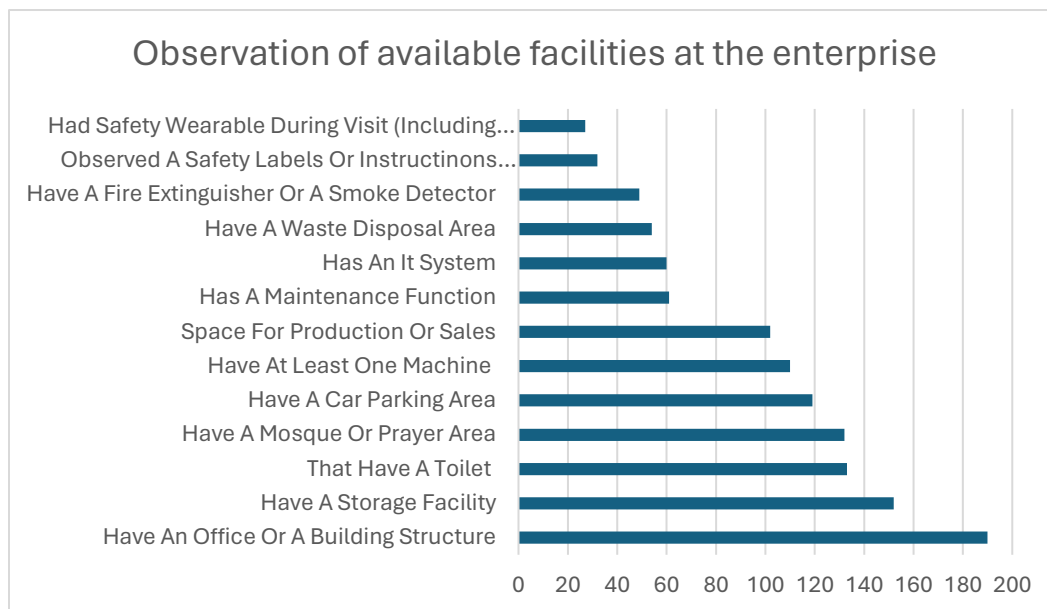


Figure 4: Observation of available facilities

- Another vital data point was when respondents were asked to state their target market such as the age of their typical customer, gender, and social-economic status, i.e. whether from rich or low-income families. A combination of those that mentioned any of the market questions was aggregated and the

result is as follows. 62% had mentioned their target market. Among those mentioned 31% were crop and animal production enterprises, 29% were welding and metal fabrication, 20% were media design, remaining 20% was split between media design and construction and interior decoration.

3. Promotions and Open-call Invitation

The promotion and the open-call invitation were the focal activity for the entire orientation exercise and special priority was given as this was essential to reach more enterprises. The promotion strategies mentioned in the terms of reference have been implemented some earlier and others later. For example, the designs of billboards were prepared early on while the TV spots were done later. This is because the approvals were taking longer in each stage. However, the main promotional activities were Informational materials such as TV spots, SMS self-registration of enterprises, and street billboards. Despite the different iterations of billboard designs that have been corrected several times all the billboards are set up in each city. In addition, a one-page project brief has been developed to be used as a brochure for further information dissemination and translated into Somali. This one-pager explained all components of the project in a way that is easy for the average business owner who can read. Below are the main activities conducted during the promotion stage.

Project Information Material - Project Brief (one-pager)

The objective of the project brief was to summarize the key project information and to make it accessible to enterprises to understand the context-adapted TVET. The regional coordinators will explain during the mapping and share these documents for future reference. The documents have concise explanations of the project and clear clarifications on the idea of the project. It outlines the benefits of the enterprise participating, the requirements for relevant enterprises, as well as contacts for further information if required.

Street Billboards

The Billboard design aimed to emphasize the promotion of awareness of the project and show all the sides of the design, whether it's graphical or writing. The design was drafted in English first and shared with the GIZ team for their comments and review. The design was later translated into Somali. The design of the billboard was easily visible and easy to read and understand. The Billboards have been set up in all three cities with a strong call to action signage (see below sample snapshots), a list of all relevant occupational profiles which was inclusive of other profiles as well and was followed with instructions for self-registration such as who to contact and how to use it. Much of the time in late January and early Feb. was spent on updating the lists and finalizing the promotional materials including billboards and TV spots.

Approved billboards were installed in Mogadishu, Garowe, Kismayo, and Hargeisa. The total number of billboards was 6 with dimensions were 3m tall by 2m wide with a clear call to action message inviting all relevant enterprises to register through SMS and a toll-free call. Below is the summary of installations. The content included the logo of the donor, GIZ, and Shaqodoon, the type of relevant profiles, benefits and requirements, instructions on self-registration, and contact information for further information.



Figure 5: Billboard

Billboard Locations		
City & Date	Area	No. of Billboards
Mogadishu 02/03/2020	KM 4 Area and Banadir Junction	2
Garowe 01/03/2020	Barxada, Airport Road near Majid	1
Kismayo 25/02/2020	Uthman Downtown	1
Hargeisa 05/02/2020	Near Central bank	2

Figure 6: Billboard locations

TV Spot and Promotional Video

Another key aspect of the promotion was to release a TV spot and use it as a promotional video for social media and other appropriate promotional events.

A script before the video was shared with GIZ for review and approval. The script consisted of the same information as the billboards and contained the type of occupational profiles the call is intended for each city, a brief introduction of the project, the benefits, the requirements as well as the instructions on how to self-register, and the contact numbers for further information. The script was translated into Somali first and the video was shot. The voice actor/narrator was tested and was intended to be brief and also at the same time grab the attention of the audience.

The video included Logos of both GIZ, the donor, and Shaqodoon. Also, Relevant icons and clips of each sector were used so that the narrator can point to each icon while mentioning sectors to make the video as intuitive as possible and those unable to read can visualize the meaning.

The TV spot was used as an open call invitation for enterprises to self-register and respond to the call. The spot was released on the prominent Somali Television channel Universal Television three times a day for 10 days.

Promotional Video			
Date	Locations	Duration	Channel
11 th – 20 th March 2020	All locations	2 minutes (x3 a day) for 10 days	Universal TV (affiliated social media platforms)

Figure 7: Airing Schedule

Self-Registration SMS/Calls Received

We have received 243 SMS (68 Garowe, 175 Hargeisa) and 158 Calls (Kismayo and Mogadishu). If relevant enterprises register, they need to go through our initial screening for completion and eligibility. Hence, a clear change in updated numbers after the first stage of screening or mapping. The ways SMS works is through the Shaqodoon SMS System which is a quick and convenient way for enterprises of any project to directly send a text to a specific short code such as the number used for this project 777 for Garowe and Hargeisa and voice calls (315) for Kismayo and Mogadishu. Enterprises can send information which can be followed up with a call by the regional coordinator. The regional coordinators then visit the relevant enterprises. This platform and the service are brilliant for monitoring small- and large-scale projects promoting accountability and transparency in program delivery.

Meetings with relevant Government authorities

The team made regular contacts with the relevant authorities of chamber commerce in each region to get an initial list of enterprises as well as share the progress of the orientation and challenges for example, the regional coordinator in Somaliland, with the help of Harun from GIZ, had a meeting with the director of the chamber of commerce in Hargeisa. And we were able to get a list of enterprises. While in Puntland, Abdirahman, regional coordinator, had a meeting with the Chamber of Commerce in Puntland who provided a list of construction companies, and met Garowe local municipality who had provided most of the welding and metal fabrication enterprises. Likewise, in Jubaland, Omar, the regional coordinator, had several meetings with the Jubaland Chamber of Commerce as well as the Jubaland Ministry of Trade and Industries. They were able to provide a list of registered enterprises. Also, in Banadir, Ahmed, the regional coordinator, didn't initially manage to have a meeting with the chamber of commerce of Mogadishu, especially after the incident where the chairman was detained over links¹ with Al Shabaab. But had been working closely with GIZ contact for Banadir who had established connections and provided with the initial media companies that had been identified before.

4. Evaluation of Applicants

The process of mapping, promotion, open-call invitation, and data collection has become iterative and has been happening synchronously as the team accommodated the schedule of enterprise owners because in some instances they had accepted, and we had to prioritize providing them with more information, and move them to the next stage of filling application forms. The open invite has been publicized widely but has resulted in few enterprises to self-register therefore, the team had to reach out and do more proactive engagement. Once enterprises had submitted their filled application to the regional coordinator, then each application was entered into an online database. An evaluation grid has been developed and shared with the GIZ team. The grid has been revised and finalized before the conducting of the evaluation. Regional coordinators in the target regions of the project collected applications from enterprises and the amount of information to be collected through this stage has been more in-depth. Confidentiality of the survey respondents and any sensitive information they provide was considered necessary to ensure the greatest

¹ <https://www.somaliland.com/security/benadir-regional-chamber-of-commerce-dissolved-over-al-shabaab-links/>

degree of participation, integrity, and confidence in the quality of the data. The structure of the grid followed the key criteria outlined in the terms of reference which were mainly the capacity of the enterprise (observation of available facilities, workshops, machines, equipment, and necessary premise for trainee practical learning, business working hours, experience with offering enterprise-based training, availability of technical expertise), conduciveness and safety of the workplace, and willingness.

Evaluation Team and Process

This enterprise evaluation committee has been set up in each region and Shaqodoon has nominated some of the team and the GIZ team has been involved in the committee. The list of evaluation committees in each region/city is annexed to the report but typically includes two members from Shaqodoon, a member from the Chamber of Commerce or Ministry of Trade, a representative Ministry of Education and Ministry of Labor and Social Affairs, and finally a representative member from a TVET institution or an expert from the model school. The evaluation committee once agreed upon had received an official invitation letter from Shaqodoon, together with the invitation the lead consultant shared the evaluation grid, data collection tools, presentation consisting of progress made so far as well as preliminary findings from the mapping of enterprises.

Results of Evaluation per City

Below is the summary of the enterprises short-listed per city and can be accessed using this

<https://bit.ly/3fe9qDB> as the below tables are chosen for easier presentation.

Hargeisa									
Architecture And Interior Decoration		Plumping and Pipe fitting		Welding and Metal Farbication		Car Mechatronics		Crop and Animal Producti	
Enterprise Name	Score	Enterprise Name	Score	Enterprise Name	Score	Enterprise Name	Score	Enterprise Name	Score
Amin Workshop	95	Rusgsan Home Service	85	Faroolle Alluminium Factory	90	Sh. Cali Eng workshop	90	Masno Agrobusiness Co.	97
Idman Interior Decoration	92	Hira construction company	81	Al-Nuur Workshop	90	Gaameelo Garage	90	Horn- Gardens	95
Tusa Architects	90	Somproperty Construction Company	80	Tayo-maal workshop	90	GSG	80	Maandeeq Poultry House	91
Taran Alluminium	89	Najax Construction Company	78	Rasmi Workshop	80	TAwakal Cadde Garage	80	Nimco Farm	90
Rashid Ali Architects	82	Lucky Star Construction Company	75	Yaasiin Himilo Metal Welding	80	Toyota Meril	80	Maandeeq Slaughterhouse	86
Ashqaraar Interior Decoration	79	Jiciir Construction Company	72	Sanyare Workshop	75	Hargeisa Automative Company	80	Beerta C/qani Dahir	86
Quruxshil workshop and decoration	76	Almis Construction Company	72	Dheeg Workshop	73	Gacan Garage	70	Caano Maal	85
Asal Aluminium	72	Rashid Construction Company	71	Ilkacase-workshop	70	Chain Autorepair	70	SomaYemen Poultry Farm	80
Cajab Alluminium	71	Muuqaal C. Company	70	Awale Workshop	70	Geedi Garage	70	Beegsan Seeds & Garden Decor	80
Hanaqaad Allmunium	71	Boos Construction Company	68	Bir-shiil Workshop	70	Muraase Garage	70	Beerta Cadami Axmed	79
Bitlicsan Alluminium	71	Caynaanshe Construction Company	68	Caalami Workshop	70	Rashid Workshop	60	Beerta Cali Siciid	75
Dream house architect and interior decoration	63	Dhoore Construction Company	65	Al-baraka workshop	55	A. Cigaal workshop and Garage	60	Global Group Farm	72
Dhimbiil Gypsum	61	Sarmad C. Company	63	Hormuud Workshop Alluminium	52	Ismaaciil Dable Garage	60	Beerta Cabdi Maxamed	61
Giire allmunium	48	Mudan Construction Company	60	XGX	50	Qoofal 1	60	Beerta C/lahi Aadan	60
Sanca Workshop	45	Al badar Construction Compay	55	Aw-Geelle Workshop	50	Maxmed Dable	50	Beerta Dayib Maxamed	55

Garowe

Architecture And Interior Decoration		Plumping and Pipe fitting		Welding and Metal Farbication		Crop and Animal Producti	
Enterprise Name	Score	Enterprise Name	Score	Enterprise Name	Score	Enterprise Name	Score
Mubarak Group of Companies	96	Tayo engineering solution company	80	SECCO WORKSHOP	95	Usoo Godol Dairy camel and fod	90
Al najax construction Company	90	Nugal water company	80	Rayaad Workshop	80	SOMA Chicken Farm	85
AQAL construction and planning	90	Gurmad construction company	65	Tawakal Workshop	80	Ciise Juur Farm	80
Wafi Engineering company	90	Solari group	60	Tayo workshop	80	Garowe animal farm	80
Weyrah building company	90			Alnasar workshop	80	GLG agricultural company	80
Horizon Aluminium, Furniture and decoration	82			New Ifitin Aluminium	70	Beerta 22-aad	80
Daaus decoration Company	80			Tarabi Technical workshop	70	Horn Agrovet Company	70
AlBashid Construction Company	80			Wadani workshop	70		
Garowe Alluminium City	75			Shukaan workshop	65		
Cimaad Construction	75			SOMTURKE PVC COMPANY	65		
Bonyan Construction and engineering	60			Sandhere workshop	61		
SKY service provider (SSP)	40			Curiye	60		
				Smart aluminium	60		
				Cawl Workshop	55		

*Cimaad Construction, and AlBashid (Architecture and Interior Décor Profile), managers are absent and some of the information is missing but the evaluation committee had promised to help with the missing information and hence was highly recommended to include it in the Garowe list.

Mogadishu

Media Design		Plumping and Pipe fitting		Welding and Metal Farbication	
Enterprise Name	Score	Enterprise Name	Score	Enterprise Name	Score
Midabsan Digital and printing	90	Somalia Water Umbrella (somali wat	95	Hadiid Industries Group	90
Goob Joog tv	87	African drilling wells and electricity	85	Jey Jaranjaro Company	75
Mogadishu Cable Tv	85	Wabax Water Supply Company	76	Bushra metal fabrication and construction comp	80
Kumiye News Network	83	Juba Water Development supply com	70	Rasmi Workshop Company	65
Star FM	81	Isaf Water and Supply Company	70	Salanweyn Company	60
Goob Joog fm	80	Nageele Water Supply	65	Asal workshop Company	63
Dalsan TV	75	Khayr Qabe water supply company	57	Al Rixab	55
shabelle Radio	75	Loosow Water supply Company	55	Xaydar Company	55
Nasri Sign stationary and print Center	70	ciltire water supply company	50	Tanaad workshop	50
Bulbul Adverised Agency	70	Somali Water Treatment Company	50		
Som news TV	60				
Som Print					
Signjet					

*Likewise, in Mogadishu Somprint and Signjet (Media Design Profile) had proposed by the evaluation committee to be included and that they will help us get the application filled.

Kismayo

Plumping and Pipe fitting		Welding and Metal Farbication		Crop and Animal Production	
Enterprise Name	Score	Enterprise Name	Score	Enterprise Name	Score
Soyaal General Trading Company	70	Xadiid Welding Company	72	Kismayo Poultry Farm	87
Bakaal Mineral Investment & Cruster Co	68	Kismayo Aluminiums	69	Wamo Garden	85
Zeytun construction and transportation C	67	Garyaqaan Welding Company	67	Jamaame Brothers	84
Juba Water supply	65	TOWFIQ WELDING AND GARAGE	64	Mall Group Supplies	82
Juba Union	64	Barwaqo Motors and welding Company	61	Anfac Farmers cooperatives	80
Kinoor construction company	61	Gardhool Welding	61	Towfiq Farming company	80
Tayo Water	58	KHEYR WELDERS	58	City Developers Initiatives(CDI)	79
Juba Purifiers	55	Ali Baba	56	Jubaland Intergrated Agriculture	78
Al Furat Plastic centre	52	TAWAKAL ALXAN	52	Maxjar	76
Cumar Tubiste	49	ISRA WELDING	49	KISMAYO BEE KEEPING	75
Lailo Plumping	47	FAREY WELDING	44	Yontoy Farming Company	75
Kaafi Building Material	44	Onkod Welding Company	44	HALGAN FARMING COMPANY	73
		Dacad workshop	43	Waamo-1 Farming	71
		MACRUUF WELDING COMPANY	42	Al-khayrad Group	70
		Abuu Welding Company	42	Balgoroy garming company	69
		Gengava Welding and Metal Fabrication	42	Kismayo Poultry Farm	69

5. Main Challenges

COVID-19 Crisis:

Although many businesses are operational in all areas and can be visited, some companies have already implemented the government's social distancing guidelines that made the decision-makers and senior management persons of the enterprises minimize their movement and work from home. Most of the initial contacts of the enterprises were not the owners or decision-makers but an employee who could not share enough information about the business also couldn't do the application because of their authority levels. We have tried to reach out and set up a meeting with key decision-makers in each business but found out that scheduling a meeting takes more time than expected. We had met with a few business owners who declined a meeting due to safety issues related to the COVID-19 situation. The situation has affected the working hours in some towns such as Garowe and the availability of decision-makers of companies especially the construction sector was quite limited. For instance, engineers conventionally work during the morning hours at the sites and come back to the office during the afternoon. but at this time due to COVID-19, they no longer come back to the office during the afternoon session.

Although many of the restrictions are now lifted in Somaliland and the easing of some of the rules elsewhere, the danger of COVID-19 is still there and will affect the future engagement of the enterprises during this orientation as well as the project itself.

Difficulty in reaching businesses through their phone/physical contacts:

We have received a long list of enterprises from different sources including GIZ and the chamber of commerce of the target regions. However, for the initial screening of the enterprises, we had planned to

reach more businesses through the phone to find out and identify their physical address and other basic information to be visited later for mapping. However, most businesses couldn't be reached by phone either by not picking up their phones or switching them off, which has resulted in impossible to visit physically. Physical access to enterprises during the visit was also challenging, particularly for Mogadishu, and was associated with checkpoints that were set up on the streets in the city by the government that restricted movement in the town as the regional coordinator needed to visit many enterprises. Due to the COVID-19-related lockdown, the senior manager and the owner of the companies were not available and did not pick up their phones. In addition, some of the crop and animal production enterprises are mainly located outside of the towns (e.g. Garowe), this has created further logistics challenges and took more time than anticipated. Also, the list in Garowe was gathered from different sources such as the government, some of the given numbers belonged to the owners of companies who happen to be senior people in the government offices/politicians. so that it became difficult to communicate with them and get basic information.

A willingness to share company information:

Some of the visited businesses during the mapping were not willing to share their business-related information, complaining that they were previously visited by different institutions who had collected some information from their businesses and promised to support them through the provision of training or grants but didn't come back to them for any supports. When explaining about the project most business owners demand more time to think or further to consult among themselves before they fill in the application form. Furthermore, some companies were unwilling to participate in the program as they didn't want to share any information. Particularly, in Mogadishu as they don't see the project as something valuable for the companies as they also don't care about the other social responsibility duties.

Context Adapted dual TVET system:

This is a new approach and is a bit difficult for companies to easily understand the role and scope of the future partnership and makes most of the visited people curious and raises new questions on the details of the project and how it will be implemented.

The formal approach doesn't work with businesses overall:

When explaining about the project most business owner demands more time to think or to further to consult among themselves. We feel that the more explanation we provide about the project, the more the expectations they have increase. This might be related to the fact that most projects are financed through schools where equipment and other more visible benefits are provided. Thus, it took more time to accept the basic data collection for the mapping exercise. Some automotive enterprises stated that they already got students from TVET schools and were confused about the difference while others inquired about technical details of the project such as the selection criteria of students and their background which was beyond the scope of the orientation.

6. Conclusion and Recommendations

Reliance on promotion and mass communication:

We have heavily relied on mass communication or promotion of the project to get more business but that hasn't been as effective as we hoped. The team currently uses more of its network and authorities to find more relevant businesses in each city. The low interest from businesses has resulted in taking this step. Although this is taking more time than we expected but has been more effective than mass communication and self-registration systems.

Adopting different approaches for different sectors:

This method has been effective, for example, the crop business is often outside the towns which requires more time and logistical arrangements.

Conduct a COVID-19-specific survey:

In case this pandemic continues further as some of the experts are predicting², it might be important for the project management to think about modalities and ways to deliver the training. Enterprises would be involved in the training and a survey on COVID-19 and how it is affecting different proficiencies might be useful. This could be a short survey administered by telephone to assess the effects of this global pandemic during 2020 on target businesses/profiles in each city. We have included some questions such as if the enterprises have an IT system but didn't dig deeper into the details.

Adopt a more business-to-business approach:

The team had met with difficulties in explaining about the project to business owners who have issues with providing information about their businesses. The more formal approach creates huge expectations of funding "from Aid". We feel that the more explanation we provide about the project, the more the expectations increase. This might be related to the fact that most projects are financed through schools where equipment and other more visible benefits are provided. Thus, it is taking more time to accept the basic data collection for the mapping exercise. The high number of Kismayo suggests more closer collaboration with authorities is very helpful in reaching more businesses.

Classification of sectors:

A possible limitation was the enterprises have not been classified into manufacturing and services sectors.

² <https://www.medrxiv.org/content/10.1101/2020.04.23.20077503v1.full.pdf+html>

7. Way Forward – Awarding Ceremony

The next steps for the orientation exercise were to conduct an awarding ceremony in which the winners are announced, and information is provided about the project and future engagement. Other activities such as Reviewing/consultation meetings between Shaqodoon, GIZ, and the chamber of commerce; and evaluation/selection meetings were mainly conducted via Skype or Zoom. There was limited physical engagement. The awarding events can't be conducted currently as previously planned because of the COVID-19-related social distance unless we employ a new and different approach to move forward. The intentions to hold this awarding ceremony physically are stipulated in the terms of reference to synthesize businesses about the cooperative model of the project and their role as a training company. Given the current situation with COVID-19 and the necessary duty of care for the implementing agency and the donor of this project is paramount that necessary actions are proposed to ensure the safety of both staff and project stakeholders. Our proposed option for the way forward is summarized below.

Arrangement	Option 1	Option 2	Option 3
Plan	Wait until the end of August and monitor the COVID-19 situation in the region.	Conduct a physical meeting with social distancing protocols enforced and work with one or two short-listed companies over a short-term period to fully explain the project.	Conduct an online awarding ceremony
Modality	Physical ceremony	Limited physical meetings	Online
Process	Conduct an awarding ceremony in each city with stakeholders present.	Several meetings in each city for different sectors. These meetings are to be arranged ahead of time to ensure the safety and availability of enterprises, government, and project team	One-time online event for each region or can be extended.
Feasibility	High likelihood of success in Hargeisa, Garowe, and Kismayo. Might be costly to conduct in Mogadishu.	This is also feasible but due to the limited number of companies per meeting, this might drag on and continue for longer. Also, this might require a lot of logistical/scheduling arrangements.	Limited capacity for enterprises might affect engagement

8. References

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