



Job Creation

through Public Market Rehabilitation

September 2015

*A Project Contributing to 'Economic Foundations',
Peace and Statebuilding Goal 4 of the Somali Compact*

MARKET REHABILITATION – A PEACE AND STATEBUILDING GOAL 4 PROJECT

Impressive Achievements in Economic Growth

An Interview with Per Karlsson, Senior Programme Manager, Somalia Section,
Embassy of Sweden

1. Sweden is the co-chair of Peace and Statebuilding Goal 4 of the Somali Compact, 'Economic Foundations'. Why is focusing on facilitating economic development so important in Somalia today, and what are some of the key obstacles?

Sweden believes that inclusive economic growth is the most important means of raising people's incomes and contributing to poverty reduction – it creates jobs and opportunities for poor people to support their families and communities. The *2011 World Development Report: Conflict, Security and Development* highlights the importance of economic growth for sustainable peacebuilding in post-conflict states. Research indicates that in post-conflict settings the risk of a return to violent conflict is reduced from about 40 percent of the

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time on average to only 25 percent when there is robust economic growth. Increased economic opportunities provide a peace dividend, offering tangible benefits of peace and a disincentive to return to conflict. Inclusive growth can raise income levels and create jobs, giving young people economic security and a stake in a peaceful future. A vibrant private sector could also eventually provide the state with the tax revenue it needs to deliver much needed social services and could lead to a more representative and responsive state.

Truly impressive achievements are being made in many sectors of the Somali economy, such as livestock, remittance companies, and, not least, telecommunications. However, further growth is constrained by underinvestment, the lack of regulation, and of course continued widespread insecurity. Unsustainable management of natural resources is another huge challenge. Overgrazing and the widespread production and illegal export of charcoal is resulting in environmental degradation, directly threatening the livestock trade.

However, we are very encouraged by the leadership shown by the Federal Government of Somalia and other Somali authorities in establishing broad-based socio-economic development. In the Somali Compact, one of the strategic objectives is to “revitalize and expand the Somali economy with a focus on livelihood enhancement, employment generation, and broad-based inclusive growth”. Sweden, among other members of the international community, is happy to support the government and Somali stakeholders in building a future that is prosperous as well as peaceful.

2. How is the work of the Peace and Statebuilding Goal 4 Working Group contributing to the New Deal? What achievements have been made so far?

I think the Working Group has made great strides over the last 12 months, thanks to the leadership of the Ministry of Finance and the commitment of

the Somali members. We have an important responsibility in managing the development and coordination of projects for all three funding instruments of the compact (i.e. the trust funds administered by the World Bank, UN, and African Development Bank), and I believe that we’ve carried out that responsibility very well. These projects will soon begin to deliver tangible results for the Somali public.

We’ve also had important policy discussions in the Working Group, such as the integration of international trade into national planning frameworks; conflict sensitivity and gender mainstreaming in socio-economic development; and the contribution of the Working Group to the upcoming development of an Interim Poverty Reduction Strategy Plan.

The Peace and Statebuilding Goal 4 Working Group has developed a momentum and dynamics of its own. I believe that we’ve only just begun to see the value of this forum, where Somali authorities and stakeholders from all parts of the country, together with international development partners, can jointly deliberate on development priorities and coordinate initiatives.

3. How will the rehabilitation of Sinay Market contribute to building ‘economic foundations’?

The rehabilitation of productive infrastructure is crucial for the inclusive economic growth that I mentioned earlier, i.e. a growth which is generated by poor people themselves, as producers, distributors, sellers, and consumers. A marketplace is a particularly important intervention, given that many of the economic actors who are involved and will benefit are women. Sweden believes strongly in supporting women’s economic empowerment. We hope that this rehabilitation will be an example of the New Deal Compact resulting in improvements for the Somali public, and a sign that the new hopeful future, which Somalis have been longing for, is actually arriving.

SINAY MARKET URBAN RENEWAL PROJECT

A New Lease on Life for Market Community

Sinay Market in Warta Nabada District is an informal marketplace that sprouted on public land during the time of heavy conflict in Mogadishu. The original market hall is located on an adjacent plot – it became occupied by internally displaced persons after economic activities shifted to the current market area, which is scattered around an old unused cinema.

Today’s market largely consists of iron sheet shacks used as stalls and little shops selling basic goods. Access is difficult, hygiene and sanitation are poor, and security is problematic. The market space is located in a low-income neighbourhood that lacks numerous other social services.

In response, Benadir Regional Administration and UN-Habitat developed a vision for the future use of the whole block, with the idea of bundling project activities and resources to increase the impact of single activities, and therewith mark a turning point for the whole area towards economic growth, improved social services, and better security.

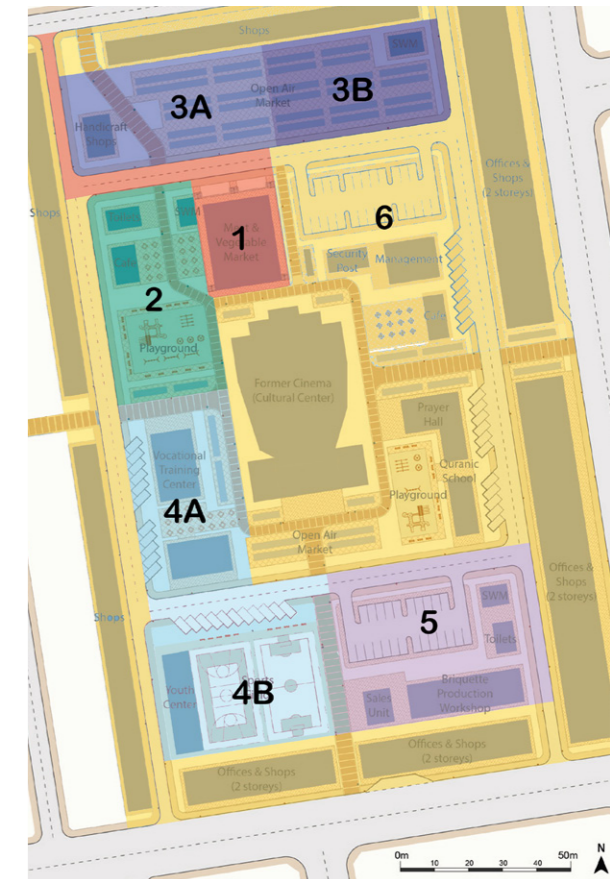
In Phase 1 of the renewal project, a new market hall was built at the location of a former waste heap, with funding from the European Union. The hall has a size of 2,340 m² and accommodates 58 interior market stalls. In addition to the hall, a solid waste station and access roads have been constructed to improve hygiene and access. Phase 1 was completed in June, and vendors are currently moving into the new hall, which provides better conditions for selling fresh produce like vegetables and meat. Priority has been given to vendors who either had to free up land for the construction of the solid waste station or who currently operate from land targeted by Phase 2 and 3 of the project.

The public space next to the market hall is currently being upgraded (Phase 2 of the renewal project) through the construction of a playground, café, and toilet block. The rehabilitation works are being funded by Block by Block, an innovative partnership between UN-Habitat and Mojang, the makers of the independent video game Minecraft, and will be completed in September.

With funds from Sweden, a third phase is currently being implemented to establish an open-air market north of the market hall (approximately 3,500 m², with 200 exterior stalls), a handicraft shop, and another solid waste station. The outdoor stalls will complement the produce offered inside the market hall – a variety of stalls are available, depending on the products being sold and the financial capacity of the vendors.

The area west of the old cinema is mapped as a Youth and Vocational Training Centre, and the plan is to implement activities of the newly signed Joint Programme on Youth Employment here. Other areas are reserved for economic activities (more market space, shops, and offices), but also for security, market management, livelihood activities, a prayer hall and Quranic school, and another playground, and it is envisaged that the former cinema will be turned into a cultural centre!

The close proximity of the market and trade spaces and the social, religious, and cultural facilities is expected to create a hub of both economic and social activities, thereby strengthening social cohesion by creating a sense of belonging and community.



The implementation phases of the Sinay renewal project.





The public spaces planning workshops in Mogadishu.

IMPLEMENTATION STRATEGY

Strengthening Local Ownership and Building Stronger Communities through Participatory Planning Workshops

Participatory planning approaches are critical for creating inclusive spaces that allow local voices to be heard, particularly marginalized voices such as those of women and youth. This participation enables them to be drivers of social, cultural, and political change in their community.

Recognizing that the participatory approach has a profound impact at the local level and contributes to sustainable development, the Job Creation through Public Market Rehabilitation Project has used the approach as its cornerstone.

Local participants were put at the helm of decision-making processes in several workshops, most notably a series of planning workshops in Mogadishu for the design of the public space in Sinay District. The sessions brought together a variety of interest groups, including residents of the district, business owners, youth groups, women's groups, and representatives from the district office and relevant departments within the regional administration.

Participants welcomed the opportunity to build on previous planning sessions and refine the design of the communal space. Engaging in this collaborative process has enabled the community stakeholders to not only create a public space in a densely populated district devastated by war, but also to envision and invent a shared public space that creates social dividends for the community.

As the first 'place-making' initiative established in Somalia, the Sinay public space project has the opportunity to enhance social cohesion. For a district that has faced a myriad of challenges, including elevated criminal activity and violence, a high proportion of internally displaced persons, and segregation within the community based on clan affiliation, accessible public space can be a game changer.

A similar, but more focused, participatory planning process was used to finalize the design of the outdoor market stalls. Through consultations, Sinay Market vendors and the Benadir Regional Administration Market Department were able to select the type of stalls most suitable to their needs. The discussion was designed to cultivate genuine participation, and when participants felt reticent, follow-up questions were used to garner all opinions. A visual presentation of the design options for the market stalls aided the discussion greatly.

Engaging in participatory planning workshops at the local level generates public value by creating a process that enables beneficiaries to participate in and lead developmental change in their communities and allows them to take ownership of project activities. Revisiting this process throughout the various stages of the rehabilitation of the Sinay public space and the outdoor market hall will be essential for creating genuine community-driven development.



A Sinay Market stakeholders meeting.





Barcelona bet on its future by revitalizing its public markets; in turn, the booming markets have helped to revitalize Barcelona.

Cultivating Creative Ways to Revitalize Public Spaces: The Sinay Market Example

Markets have long formed the epicentre of activity in communities around the globe, acting as sustainable drivers of urban development. As spaces where vendors can sell their goods to the local community, markets generate economic benefit for the vendors, as well as the local government through the levying of taxes. Not only do they create employment and entrepreneurial opportunities, they also provide social and cultural services that facilitate social interaction for the wider community.

The rehabilitation of Sinay Market presents a prime opportunity to restart the engine of urban development in Mogadishu. The market is well placed to act as a hub of community activity and to contribute to the establishment of a public space that is inclusive, safe, and resilient.

The participation of representatives from the local and federal government in the Ninth International Public Markets Conference, held in Barcelona, was aimed at strengthening their capacity to advance positive linkages among economic, social, and political factors that contribute to the success of public markets.

The first necessary step towards reviving the market and the surrounding public space has been to pilot an approach between the Benadir Regional Administration and the Ministry of Public Works and Reconstruction that would mobilize the community to participate in activities that bring them together.

Holding a collaborative strategy session in Mogadishu, the participants from the Barcelona conference were able to infuse the lessons they learned into a plan that considered the local context and generated culturally specific ideas, such as theatre events, concerts, and connecting popular radio programmes to

community and promotional activities, geared towards enhancing consumer knowledge of the products and services available at the market.

Linking the market with the surrounding public space also enables a plethora of activities to take place, including enhancing women's social, economic, and political engagement through community discussions at the tea shop. A common Somali adage, *shax iyo sheeko* (tea and talk), applies here, as mothers can network and engage in conversations that stimulate their civic participation, while their children use the playground.

Through vocational and life skills training, the construction of a One Stop Youth Centre will allow youth to also engage in the political and economic spheres. The centre will focus on relevant labour market skills such as construction and will provide a safe space for youth to meet. It has the potential to cultivate their political participation through activities such as youth debates and political role plays.

The nexus of these activities and the various segments of the community they bring together create an opportunity to bring alternative content and economic opportunities to two districts which have often been associated with poverty and insecurity, Warta Nabada and Boondhere. As the hub of the public space, Sinay Market will economically benefit from the thoroughfare created by community stakeholders' daily use of the public space.

Ultimately, the development of a playground, a tea shop for mothers, a youth centre, various indoor and outdoor market stalls, and economic enterprises that target vulnerable women, the Sinay public space will embody a vital inclusivity and will serve as a foundational platform towards the community's civic empowerment and towards restoring Mogadishu's social fabric.



Activation of public space in Barcelona (example from the study visit).



Inclusive Approaches to Generating Public Space

“Everyone has the right to live in a great place. More importantly, everyone has the right to contribute to making the place where they already live great.”
— Fred Kent, founder and president of the nonprofit organization Project for Public Spaces

Public spaces are the heart of the community. Life in the city takes place in public spaces. They are hubs where people meet, where things move. They are mirrors of the essential characteristics of a city, such as local economy and culture.

Despite the importance of cultivating public spaces, which entrench critical values that support long-term development goals in a society, it has been a challenge to secure public spaces in Mogadishu, a city experiencing a proliferation of privately owned land. Often challenges also arise from residents and business owners who have been operating on public land – a direct result of over 20 years of civil war. With private activities flourishing on public land, available public space is scarce.

Recognizing this challenge of securing land for public initiatives, it is imperative to work closely with the Benadir Regional Administration and the respective District Commissioners to highlight the importance of public space and the positive contributions to development that it can bring.

More importantly, it is essential to adopt an inclusive approach that involves numerous consultations with local authorities and community stakeholders in order to guarantee that all stakeholders are heard and included in the process to rehabilitate the public space. In each phase of rehabilitation, consultations (facilitated by UN-Habitat) are held with the local community, the regional administration, and district authorities, with the aim of ensuring that suitable alternatives are found for those impacted by the rehabilitation.



Conducting road awareness activities in Sinay.

For the rehabilitation works at Sinay Market presented in this newsletter, this inclusive approach has been strictly applied, and in cases where the affected individuals owned business on the land, they were given first priority and accommodated in the rehabilitated public market hall. When the individuals impacted were residents in the public space, UN-Habitat worked closely with regional authorities to find adequate alternatives.

Clear examples of this inclusive approach can be observed in the construction works of the solid waste transfer station at Sinay Market and the access road. Both activities included extensive efforts to raise awareness about the interventions, as well as an intensive participative process led by the local authorities in collaboration with UN-Habitat, CESVI, and Human Relief Foundation. In both cases, the objective was to free the public land needed by engaging in a fruitful discussion with the residents and vendors occupying it.

The active involvement of multiple stakeholders was fundamental to making the process successful: key roles were played by Benadir Regional Administration, the District Commissioner of Warta Nabada, and, of course, those individuals directly affected by the works through either living or owning a business on the public land. Several meetings and discussions were held with the residents and vendors to guide them in the process of understanding why it was vital to free public land for infrastructure beneficial to the whole community. Ad hoc visits were paid to households to discuss the relocation of their shelters – in the case of the solid waste transfer station, it was necessary for the residents to shift their fences to allow for the rehabilitation of the road.

Benadir Regional Administration mobilized and made available staff and resources to facilitate the physical relocation. This unique approach, welcomed by all the stakeholders, has so far been successful in obtaining land for the various phases of rehabilitating the public space at Sinay. The same process is currently being undertaken to secure land for the construction of the playground. Inclusivity is critical in managing the varied interests on the ground and in developing solutions for complex needs.



Discussions about access roads being held with members of the Sinay community.



PHASE 1: SINAY MARKET HALL

Laying the Economic Foundation – Sinay Market Opening

Sinay Market opened its doors with great success in July 2015, with the market operating at full capacity. Vendors and buyers from all over Warta Nabada and Bondhere Districts filled the market, buying and selling various goods. The successful opening of all 54 stalls in the market is a small but necessary step towards revitalizing and expanding the Somali economy.

Since the collapse of formal economic structures as a result of the civil war, an informal economy flourished in the dilapidated streets of Mogadishu. This had a devastating impact on the ability of any incumbent authority to generate public revenue and adversely affected their ability to provide public services.

Therefore, developing strong economic foundations is a critical component of the state-building and peace-building process, and the rehabilitation of Sinay Market fulfils this key priority, as it shifts economic activities back to the formal sector. The rehabilitation of the market hall has facilitated the regional administration's capacity to collect taxes in a district which has been prone to high levels of insecurity. This was supported by the rehabilitation of critical roads leading to the market, which enhance access to the market and enable its financial success.

The inclusive participation of vendors, particularly women, from the poor neighbourhood surrounding the market underlines the role markets can have in the broad-based engagement of people in the economy by creating an enabling environment for employment. With a bustling market now in the heart of the district, other vendors from the informal market are requesting stalls in the outdoor market, which will be rehabilitated as part of the expanded public space.

In order to further support an enabling environment for economic growth, and thereby enhance the livelihoods of the vendors, current activities aim to strengthen the vendors' capacity to effectively manage the needs of the market in conjunction with the Market Department of the Benadir Regional Administration.



A vendor serves customers at her fresh vegetable stand in the Sinay Market hall on 1 August 2015.



Top: The newly opened Sinay Market hall in July 2015. Bottom: The busy meat section of Sinay Market in August 2015.





Top: Installing the solar pump for Sinay Market hall; the new water tank; the solid waste transfer station under construction.
Bottom: The solid waste transfer station at different stages of construction.



Touring Barcelona Markets

A delegation from the Ministry of Public Works, Housing, and Reconstruction and the Benadir Regional Administration, both currently involved in the rehabilitation of public markets in Mogadishu, participated in the Ninth International Public Markets Conference in Barcelona, Spain, from 26 to 28 March 2015.

The conference focused on new trends and innovations for the preservation and revitalization of public markets internationally. Over three days, the delegation from Mogadishu learned how Barcelona succeeds as a market city and had plenty of opportunities to exchange ideas, views, and challenges with public market operators, developers, and managers from around the world.

Conference themes included interesting topics such as 'Why markets matter – and why they represent one of the most cost-effective investments cities can make', 'Innovative ways markets are achieving a broad range of community benefits', 'New trends in market design, infrastructure, and management', and 'Catalytic impacts of markets as public spaces and community destinations'.

The conference package also included one full day of visits to Barcelona's markets, including recently renovated markets, markets currently operating in a temporary location while the market building undergoes renovation, and a flea market in a new building that retains an open-air feel.

Participants from Mogadishu agreed that the conference was an eye opener. The main learning point has been that markets do not function by themselves, but need interventions to activate them to become not only economic hubs, but also community meeting points.

During the closing session, participants adopted a conference declaration that reflects the value of markets and the need for increased policy support, since public markets receive funding and policy recognition that is vastly insufficient in light of their potential benefit and impact.



The delegation from Mogadishu in Barcelona.



PHASE 2: PUBLIC SPACE UPGRADING

Bringing Life to the Sinay Public Space: The Inclusion of Safe Recreational Spaces for All

There is a dearth of quality public spaces in Mogadishu. And there are hardly any that incorporate safe spaces for children and young people to enjoy, allowing them to interact with each other and perhaps even escape the harsh realities of their lives for a short while.

That is why the rehabilitation of the Sinay public space has taken an innovative, holistic approach. It ensures the inclusion of culturally appropriate and authentic spaces that incorporate prayer facilities, commercial activities, vocational training centres, and a handicraft centre to recover and preserve traditional Somali heritage and culture.

In addition, through the development of a playground and tea shop, it will provide a quality recreational space for all members of the community, particularly children and youth, to relax and have fun.

Phase 2 of the Sinay Market Urban Renewal Project will commence with the construction of the playground and tea shop, as well as public toilets. Suitable for various age groups, the playground will have different zones equipped with locally made recreational facilities, including 'up-cycled' items such as old tyres, wooden boats discarded by local fishermen, and reused plastic bottles filled with sand.

Besides being fun, the playground will sensitize the community about the possibility of reusing waste for both practical and noble purposes.

The tea shop, adjacent to the playground, has been designed as a recreational area that complements the kids' zone. It will be a hut selling hot and cold beverages, combined with a larger shaded seating area where people can relax and converse.

The whole area has great potential to become a safe open space, where different age groups are given the opportunity to interact in different ways, as it offers a link between social and leisure activities for both children and adults. Parents will have a place to sit, have a cup of tea or a bite to eat, and socialize, while watching their children playing.

With the construction of the public toilets, which will have separate access for women and men, the quality and liveability of the public space will be enhanced.

Once again, inclusion and consultation underpinned the design of the intervention: stakeholders from both the public and private sectors were involved throughout the whole process. This is fundamental in creating a space that boosts the lives of residents from both the district and the wider city.

The top-down mentality often used in consultations was dismissed in favour of a more 'horizontal' approach. A series of workshops, meetings, discussions, and debates preceded and are accompanying the implementation of the works.

The main stakeholders, with facilitation from UN-Habitat and Benadir Regional Administration, discussed the public space, chose the design they preferred, and ultimately discarded those options they thought were not suited to their needs and tastes.



This has been a time-consuming process that involved all stakeholders extensively – from the municipality to the district authorities, from the local community to the internally displaced people. However, these efforts are critical to enhancing a sense of ownership in the community and to fostering a spirit of social cohesiveness.



Left: An example of building with sand-filled plastic bottles.
Above: Design concept for the Sinay public toilets.



Tendering for the Construction of the Playground and Tea Shop at Sinay Market

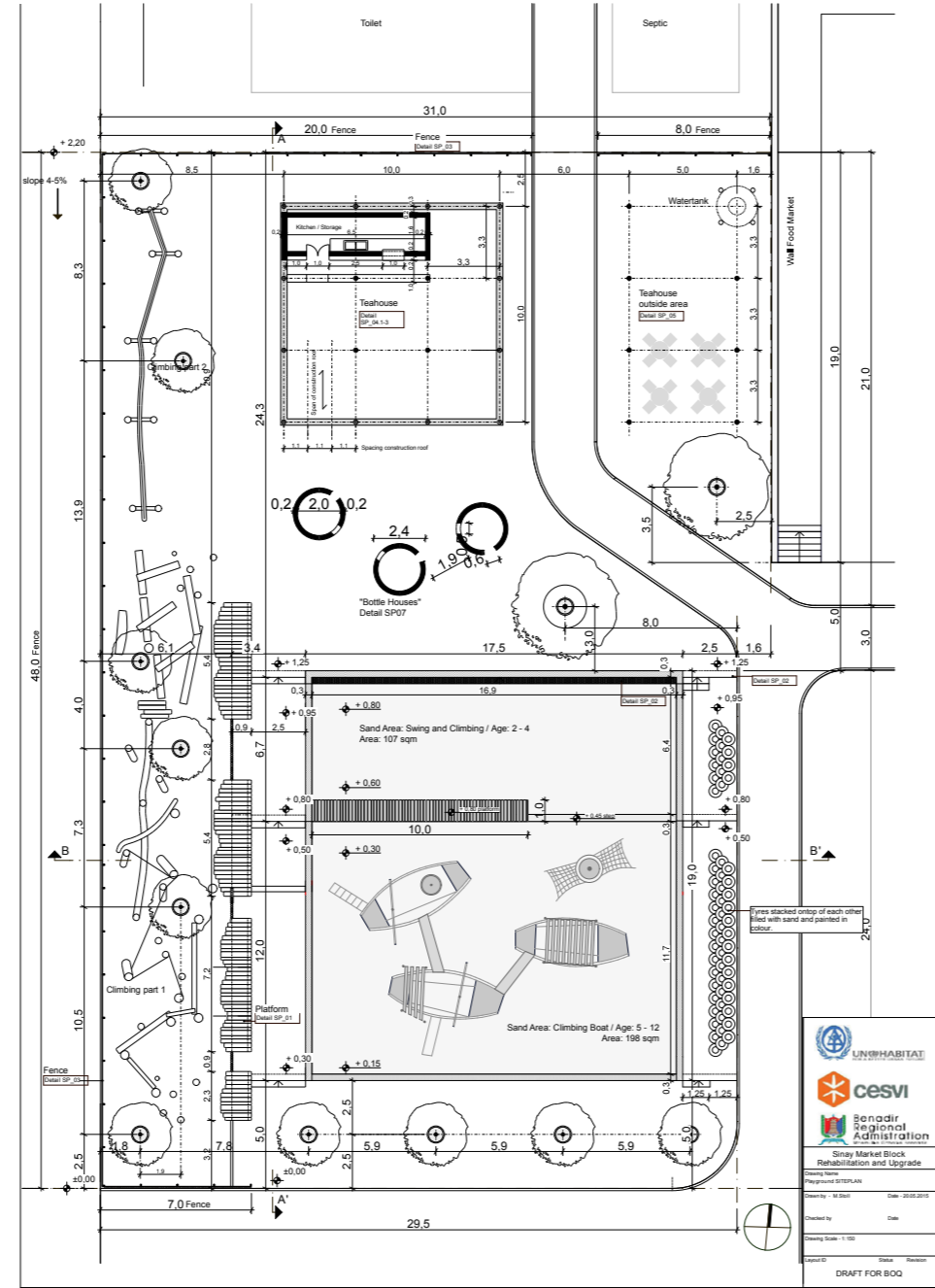
On 5 July 2015, UN-Habitat and CESVI invited six selected construction companies to bid for the construction of the playground and tea shop at Sinay Market in Warta Nabada District.

The selection of the six contractors was based on quality criteria: they were among a range of contractors that participated in the previous tenders launched by CESVI/UN-Habitat in Mogadishu for construction/rehabilitation works under the framework of the recently ended SECIL project.

On 22 July, a formal presentation of the bids was held at the Benadir Regional Administration (BRA) premises in the presence of representatives from the six companies, BRA, and CESVI/UN-Habitat. In order to pursue transparency and accountability, each envelope was opened and the financial offers were read in front of the audience. The tender evaluation by a committee composed of technical staff from BRA and UN-Habitat/ CESVI took place the same day.

A second evaluation session took place in Nairobi on 27 July 2015 at the CESVI Kenya and Somalia Coordination Office, with the purpose of reconfirming the results reached at the field level.

The double evaluation system was adopted to foster the project's inclusive approach and to build the capacity of the technical staff from BRA's Project Department. The process, initiated under SECIL and still ongoing, is also vital for enhancing the sense of ownership the local authorities have of public infrastructure. The contract for the construction of the playground and tea shop will be signed in the coming days.



The layout plan for the Sinay public playground.



Examples of creative playground elements made from pieces of old wood, used tires, ropes, and similar items.



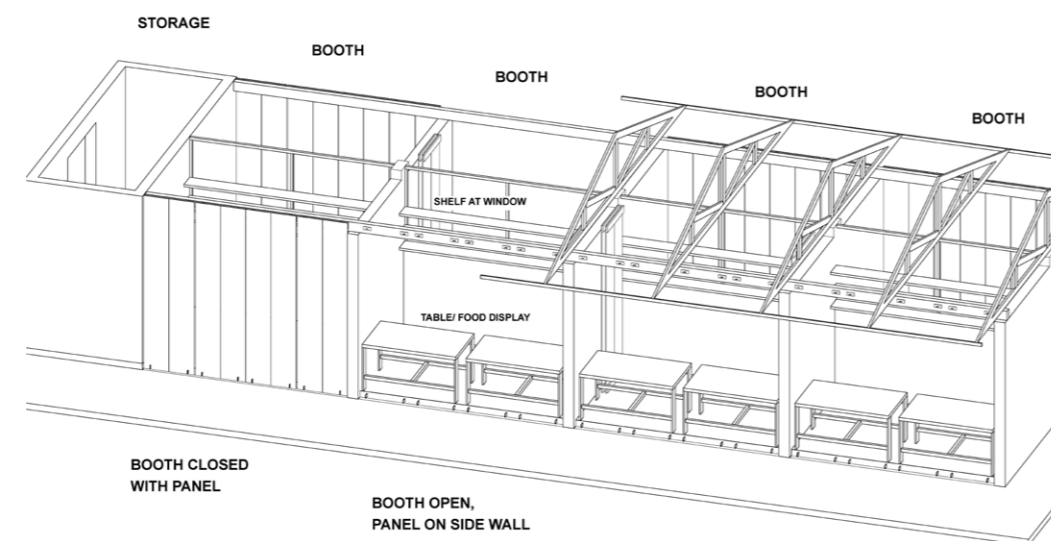
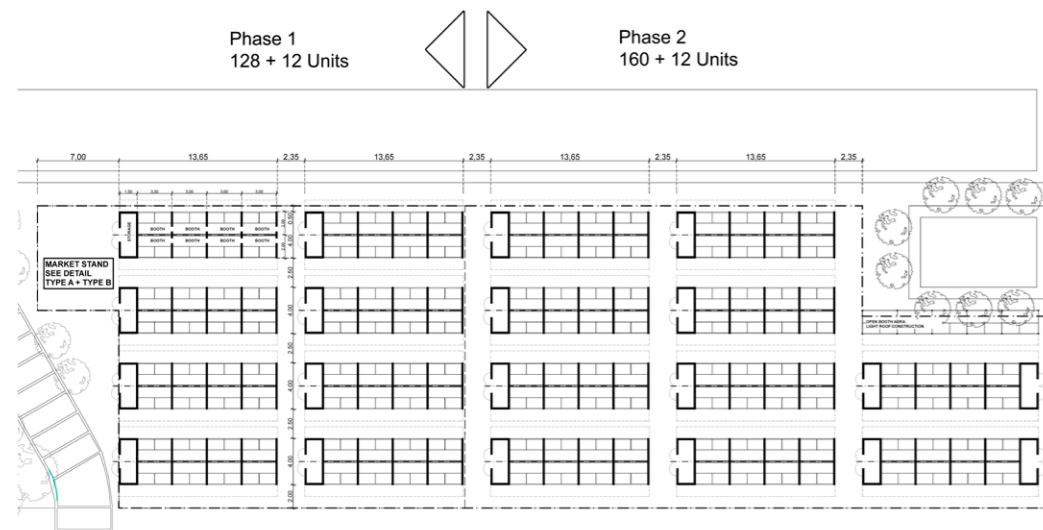
PHASE 3: OUTDOOR MARKET

Sinay Outdoor Market Stall Design and Tender

The design of the outdoor market stalls was a result of a participatory process that began with meetings with stakeholders in Mogadishu to collect inputs and cooperate with vendors and the community, as well as meetings with the Benadir Regional Administration Market Department (as the responsible administrative unit) and the Department for Urban Planning. Additionally, the previous construction of outdoor stalls at Ansalooti Market in Mogadishu provided guidance – it was clear that improvements could be made in both security and shelter functionality (for example, one set of outdoor market stalls had been clad with fixed iron-sheet walls, which limited the proper ventilation of the stalls). What follows is a summary of the results and recommendations from the stakeholder meetings from 9 May 2015.

The lockable box stall option is preferable for protection against theft. The ground in between the stalls should be levelled using concrete or interlocking bricks. There should be lighting of the area for security and protection. The proposal aims at implementation in two phases: the first phase shall provide 128 plus 12 units, and the second phase 160 plus 12 more units.

Two units are arranged on each side (north/south), in between cross walls, and can be used by two vendors or combined into one bigger stall. The area of the single unit is approximately 2.8 square metres – a double unit shall have an area of 5.6 m².



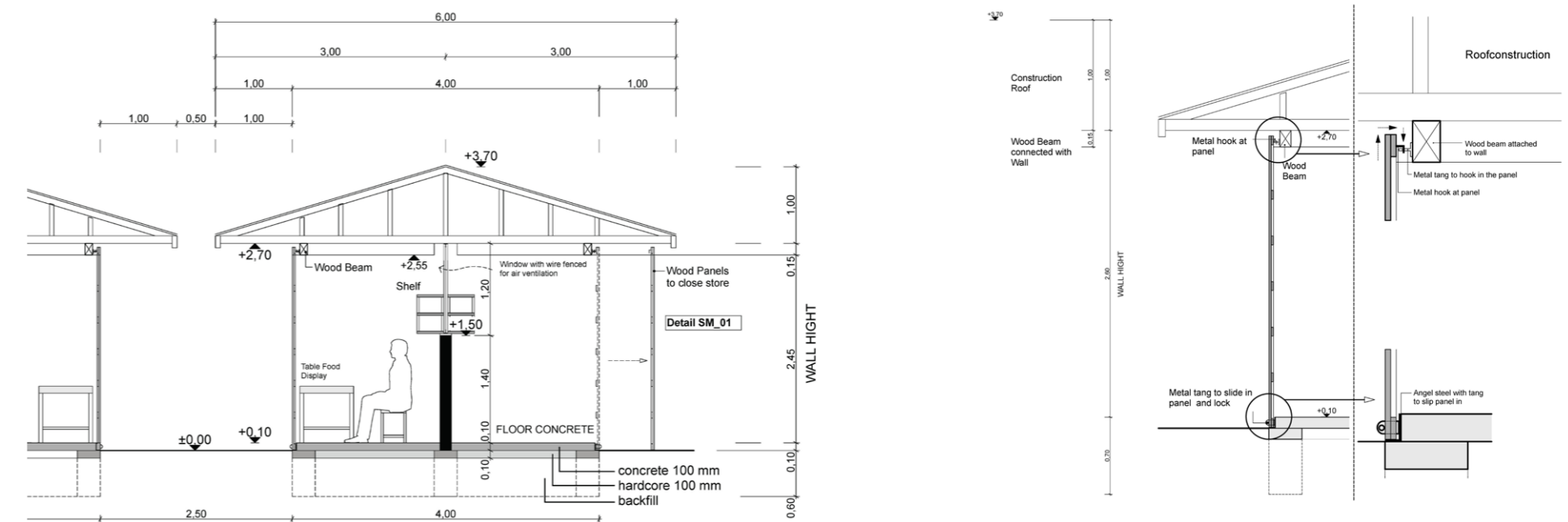
Left: The plan for the market stalls in phases. Right: The structural plan for a building unit with market stalls.

Stalls shall be arranged on a concrete platform, with the pathways in between ideally paved with interlocking bricks. The pathways will have a dimension of 2.35 to 2.50 m in order to still have decent sun protection between the stalls. The stalls shall be equipped with flexible display boards for the merchant's goods, with a space to enter that can be opened by a flap-board.

On either short front facing the western side of a row, there shall be one double unit with massive walls to provide more lateral stability for the cross walls. These units shall be used for storage or as special kiosks.

Cross ventilation is mainly provided in a north/south direction, which is the prevailing local wind pattern. To support the ventilation, the wall in the middle axis is only 1.50 m high, with a metal grill above to protect the stalls against theft. See the cross section image (below left).

The stalls are small (but easy to combine) and can serve those vendors with a small income and/or few goods to display. To secure the stalls overnight against theft and bad weather, the front of each single unit has two wooden panels, which can be closed and secured with locks in latches at the bottom. See the detailed sections of these hanging wooden panels used for locking up the stalls (below right).



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