



NORWEGIAN CHURCH AID
actalliance

Country plan 2011-2015

Somalia

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Contact information:

Name Resident Representative:	Gaim Kebreab
Office telephone:	+254 20 4452465
Telefax:	+254 20 4452468
E-mail:	gaim.kebreab@nca.no
Address:	Waiyaki Way, Westlands, Nairobi, Kenya P.O Box 52802, 00200 City Square, Nairobi, Kenya

Name Program Coordinator:	Benedicte Petersen
Office telephone:	+47 982 46 446
E-mail:	bep@nca.no
Address:	Norwegian Church Aid Bernhard Getz gate 3, 0165 Oslo Postboks 7100, St. Olavs plass, 0130 Oslo

NCA COUNTRY PROGRAMME PLAN – SOMALIA

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1. CONTEXT ANALYSIS

1.0 Brief Overview

Somalia, with an estimated population of 8.7 million people, defies neat analysis being the only country in Africa that shares a common language and is religiously, ethnically and culturally homogeneous and yet has been the classic case of a failed state since 1991. The international communities have made several unsuccessfully attempts to create a transitional government set up. The current and ineffective Transitional Federal Government (TFG) controls a small enclave in Mogadishu and is sustained by the presence of UN troops - United Nations Operation in Somalia (UNISOM). Since early 2007, that is, following the withdrawal of the Ethiopian troops, Somalia has disintegrated into a messy jigsaw controlled by different armed groups or factions with different and often contradictory agendas. The main players, as it were, include the TFG and the militia groups such as the Ras Kamboni, ¹ASWJ, Hizbul Islam and the Al Shabaab which has links to Al Qaeda. Previously, armed conflicts in Somalia were localized. Today, the war has been internationalized and transformed into a religion based ideological warfare between radical and moderate factions. Arch enemies Ethiopia and Eritrea have also been waging a proxy war by supporting the opposing groups. All in all, today's wars are a lot more ferocious and bloody.

On the coastal areas of Somalia, however, the conflict has taken a different dimension; running a thriving conflict economy out of piracy. The centers from which pirates operate are the southern coastal districts of Puntland in the North Eastern. About 10,000 young Somalis are believed to be engaged in the act of piracy, which traces its roots to the unscrupulous way international fishing vessels were vandalizing the fishing resources of Somalia and in the process depriving the livelihoods of the local people. In addition to the war situation, Somalia suffers from the effects of climate change with recurrent droughts and flooding of the low laying areas in the South Central, seriously undermining the populations' fragile sources of agro-pastoral livelihoods. The consequences of the prolonged war and drought conditions have thus reduced Somalia to become the country with the worst humanitarian crises in the world. Currently, over 3.5 million people, 43% of the entire population, live under condition of extreme poverty and needing external assistance for survival. Adding to the crisis are over 1.4 million internally displaced people and another half of a million refugees who reside in impoverished camps in neighboring countries. Somalia is, therefore, a country where the fundamental rights and freedoms, as captured in international human rights instruments are least respected. Unfortunately, the yoke of these rights deficits rests much on women, girls and other vulnerable and marginalized groups.

1.1 Analysis of Main Rights Deficits

Participation

In the Somalia environment of violent conflict and where factional and powerful groups dominate, there is limited space for people's democratic participation and extra judicial means have replaced the rule of law and thus negatively affecting the less powerful. Ordinary people do not have the possibility to influence the development of peace and nor do they have a say on aspects of governance. This negates international conventions on rights such as participation in governance and decision making [CCPR(25)], and freedom

¹ ASWJ – Ahlu Sunna Wal Jameca

of assembly/organization [CESCR(8) and CEDAW(21-22)]. Injustices emanating from cultural practices coupled with prevailing context of war and violence deny women and girls of their rights to participate in decision making processes and air their voices even in issues directly affecting them [CEDAW(7-8)].

However, traditional and cultural norms in Somalia do accord women a role with regards to settling family and clan conflicts. Unfortunately, these roles have been eroded in the current Somalia situation, particularly in the areas under the control of the radical Islamic Groups, where women's particular roles and needs are being denied. In these women's right to engage in business, to travel alone, to wear what they like, to work with NGOs and to speak in public meetings have been curtailed.

In today's Somalia, people do not have the freedom to freely assemble; to practice a religion of their choice and cannot freely access information, watch films or listen to music deemed "incorrect" by those exercising power.

Equity

The prolonged conflict in Somalia has had a debilitating effect on the social service infrastructure, particularly in the health and education sectors. According to a UNDP report, 71% of the entire population in Somalia does not have access to safe drinking water. These deficits result in the escalating frequency of communicable disease outbreaks and other serious health risks for vulnerable groups, particularly women and children. Maternal and under-five mortality rates in Somalia are among the worst in the world with 140/10,000 and 142/1000 respectively (WHO statistics 2009). These substantial health deficits are symptomatic of the poor coverage and quality of essential health care, including maternal, neonatal and child care, and shortages in psychosocial support².

Escalating conflict and the ongoing threat of drought have worsened access to education. Access to basic education in Somalia remains extremely low with gross enrolment rates in South Central to be just 22%. And less than one-quarter of those are girls (UNICEF). Emergency education programs can be both life-saving and life-sustaining. Education in emergencies reduces risks faced by children and youth by providing a safe environment and protection from exploitation or recruitment into militia groups and an opportunity to learn life-saving lessons [CESCR(13)], [CRC (28-29)]. In Gedo region education has proven to be a stability factor to keep people from moving away from their villages and districts, as this was the original rationale for starting it by UN. In short, education in emergencies provides stability, immediate protection from the devastation of war while, on the other hand, it is an investment which the future Somalia can utilize when the time for nation building starts.

Nineteen years of conflict and recurrent environmental and climatic calamities have taken their toll on the people of Somalia. A recent report by the Food Security and Nutrition Analysis Unit-Somalia (FSNAU) showed that 70% of the population of Somalia is reduced to such a poverty level that they all require assistance. Such a huge scale of livelihood deficits will thus be requiring an extraordinary response and in a coordinated and sustained manner to enable people diversify their coping mechanism and to begin rebuilding their lives [CESCR (11)].

Protection

Somalia remains one of the countries generating the highest number of displaced people and refugees in the world. There are more than 1.4 million IDPs in Somalia while over 560,000 Somalis live as refugees in neighboring and nearby countries.

² As flagged on the UN 2010 Consolidated Appeals

A recent UNHCR report (12 March 2010) speaks of the worsening situation for the civilian population in Somalia as a result of relentless and indiscriminate fighting in Mogadishu and elsewhere in the country. UNHCR estimated that since the beginning of the year more than 100,000 civilians have been forced to flee their homes across the country. Though provided under UN Res. 1325, CFC 22 and CSR Sphere instruments, access to the IDP settlements is constrained by the unceasing conflicts and its impact has been that emergency services such as water and sanitation and health cannot be delivered as needed.

South Central Somalia is where factional groups have been fighting for supremacy and where the situation of insecurity is greatly impacting on the lives of the ordinary people. As mentioned above, civilians and particularly women and children continue to bear the brunt of the conflict and insecurity in the country. Many people have died and many suffer from psychological trauma having experienced degrading violation of their rights such as rape or other forms of gender based violence. UN records show that high numbers of people are being displaced every month and their safety and well being remains of great concern as access to reaching them is hampered because of violence targeting humanitarian personnel. In 2009 alone, 10 aid workers were killed and 7 abducted. Humanitarian aid delivery was thus negatively impacted with donor organizations suspending or closing their operations. As such, all international instruments to redress protection deficits have all been flouted [CCPR 14-16, 26; CAT CCPR 7; CRC 19, 32-36, 37; CEDAW 4].

Sustainability

Given the chaotic and fragmented reality of Somalia's political landscape, radically affecting peace and sustainable livelihoods, aid organizations have taken a strategy that addresses mainly the short-term humanitarian crisis, and to less extent the long-term dimensions. Therefore, the emphasis on short term humanitarian crisis has been that implemented projects suffer from deficits of sustainability as the necessary maintenance provisions such as spare parts for water projects are not put in place.

In the UN's consolidated appeal of 2010, developed together with all the humanitarian organizations involved in Somalia, emphasis was made on the importance of building the capacities of civil society structures (NGOs and community based organizations) to enable them respond to the growing humanitarian crisis in a sustainable way. Accordingly, it was suggested that such a capacity development effort has to be based on an assessment and identification of the capacity gaps in civil society structures.

1.2 Role of Local Civil Society and FBOs

Since the emergence of the radical Islamic groups in 2007 that currently control almost all of South Central Somalia, the role and influence of UN agencies and civil society has increasingly been diminishing. Women based organizations have either been forced to close or gone underground as the radical Islamic groups continued to impose strict codes that are alien to the Somali society. In spite of the existing cruel climate, however, women groups are finding a way of circumventing their difficulties and even taking on the Islamic Groups on their mistaken interpretations of the Sharia Law.

The role of faith based institutions in Somalia is almost limited to the spiritual teachings within the confines of the mosque, which makes it difficult to collaborate in the kind of operational and advocacy actions that NCA does. Representatives of Somali faith communities have only to a limited extent been able to participate in regional peace initiatives. But some participation in capacity building sessions or peace building and in

local peace committees (boarder area to Kenya, and in Gedo) represents positive contributions. In some instances, Islamic spiritual leaders have used their position to raise awareness and pass on messages regarding issues like harmful traditional practices such as FGM and the social exclusion and stigma that people living with HIV/AIDS face. Some religious leaders have also been engaged in counter piracy efforts. Clan leaders and community leaders have hold significant roles in civil society, but do not operate according to democratic principles. There are many local NGOs in Somalia and while the majority of them are weak or at their nascent stage, there are some with considerable capacity. Other community structures such as Community Based Organizations (CBOs), women groups, Community Education Committees (CECs), WASH committees, farmers associations, youth groups etc exist but are weak, scattered and with limited coordination within and between them.

1.3 NCA's Added Value

Uninterrupted experience in the management of projects in Somalia since 1993 puts NCA at a vantage position for its continued presence. The added value is that lessons learned and best practices indentified over the years are being applied to ensure success and the maximization of impacts. NCA operational bases in Gedo and in Puntland with a project management capacity have often been mentioned as exemplary by other stakeholders. NCA's local staffs in Somalia are professionals with the relevant capacities. The Somalia Program Coordination office based in Nairobi provides the required monitoring back stopping. In addition, NCA has a pool of professional staff at the Head Office in Oslo whose resources can be tapped when needed and particularly during acute emergency situation.

NCA has cultivated positive relationships with local communities' and local authorities of different persuasions as well as traditional - and religious leaders by ensuring their participation in all aspects of project planning and implementation. Even in the dire circumstances of current day Somalia, NCA is one of only few organizations that maintains its presence and continues to support the most vulnerable and desperate communities, also in terms of long-term dimensions such as capacity development of civil society structures. NCA believes that this has happened as a result of the trust that the beneficiary communities have accorded to it. Indeed, the ability and commitment of NCA to work with communities, despite all the odds, has earned it a good name among its peers.

The flagship of NCA's program in Somalia has been its education program. Given the absence of government structure in South Central Somalia, NCA has been responsible for the management of the 33 primary schools that it supports. The Community Education Committees (CECs) that NCA establishes and trains are there but do not have the required capacity to take on the demanding task of managing a school system. However, in appreciation of NCA's role it has been the communities' support that has guaranteed NCA continued presence even in the areas under the control of the radical Islamic groups, to the envy of many other donors.

Education is mentioned as the main example because of the huge impact it has had, but the same can be said of other activities that have given NCA the good name it has in Somalia. One such activity has been the peace building effort through which some potential sources of conflict were resolved. A typical example is how, through the inclusion of peace building activity in the water program, conflicts around the use of water sources have been greatly reduced if not totally eradicated. Unfortunately, peace building is one of the activities that NCA has not been able to pursue rigorously in the areas under the control of the radical Islamic groups.

1.4 Relevance in relation to Development Priorities

1.4.1 Relevance to national policies, plans and priorities

NCA has been participating in the UN-led Consolidated Appeal Process for Somalia (CAP), which is meant to provide coordination and support for the emergency humanitarian needs of Somalia. The CAP process was informed by the Joint Needs Assessment (JNA) conducted in 2005 for Somalia and coordinated by UNDP. The JNA was translated into Reconstruction and Development Program (RDP) for Somalia, which was endorsed by the TFG. Thus, NCA's plans and priorities, though anchored on the CAP process and separately developed, are very much linked to and in line with the RDP.

1.4.2 Relevance to Norwegian development objectives

NCA Somalia has a deliberate policy to coordinate and integrate efforts in relief, rehabilitation and reconstruction in its country programme which, is in line with Norwegian Humanitarian Policy (St. meld. No 40, 2008-2009 on Norwegian Humanitarian Policy). The principle behind this approach is to lay the foundation for long term development and thus helping communities to tackle the root causes of poverty. Moreover, NCA Somalia's educational programme is paramount to provide protection for the children in NCA target area as well to promote stability in Gedo district. The responsibility to protect is also high on the agenda of Norwegian Humanitarian Policy. The school as an arena for increased knowledge, equity and participation is an important strategy in the NCA Somalia programme and is supporting Norwegian development principles which emphasizes protection, participation, empowerment and equity (NOU 2008: 14 "How coherent Norwegian policies can assist development in poor countries" and "Action Plan for Women's Rights and Gender Equality in Development Cooperation, 2007-2009"). The role of faith communities in peace building is also part of the Somalia programme and supports the aspirations Norway have in contributing towards peace and stability in Somalia and is of relevance to the policy document "Towards Strategic Framework for Peacebuilding, 2004". NCA Somalia will continue its interventions in providing access to safe water and sanitation in selected target areas. Access to safe water and sanitation is now recognized as a universal right by UN, and supported by Norwegian development policies.

2. MAIN INTERVENTION STRATEGIES

2.1 Strategic Priorities and Programmes

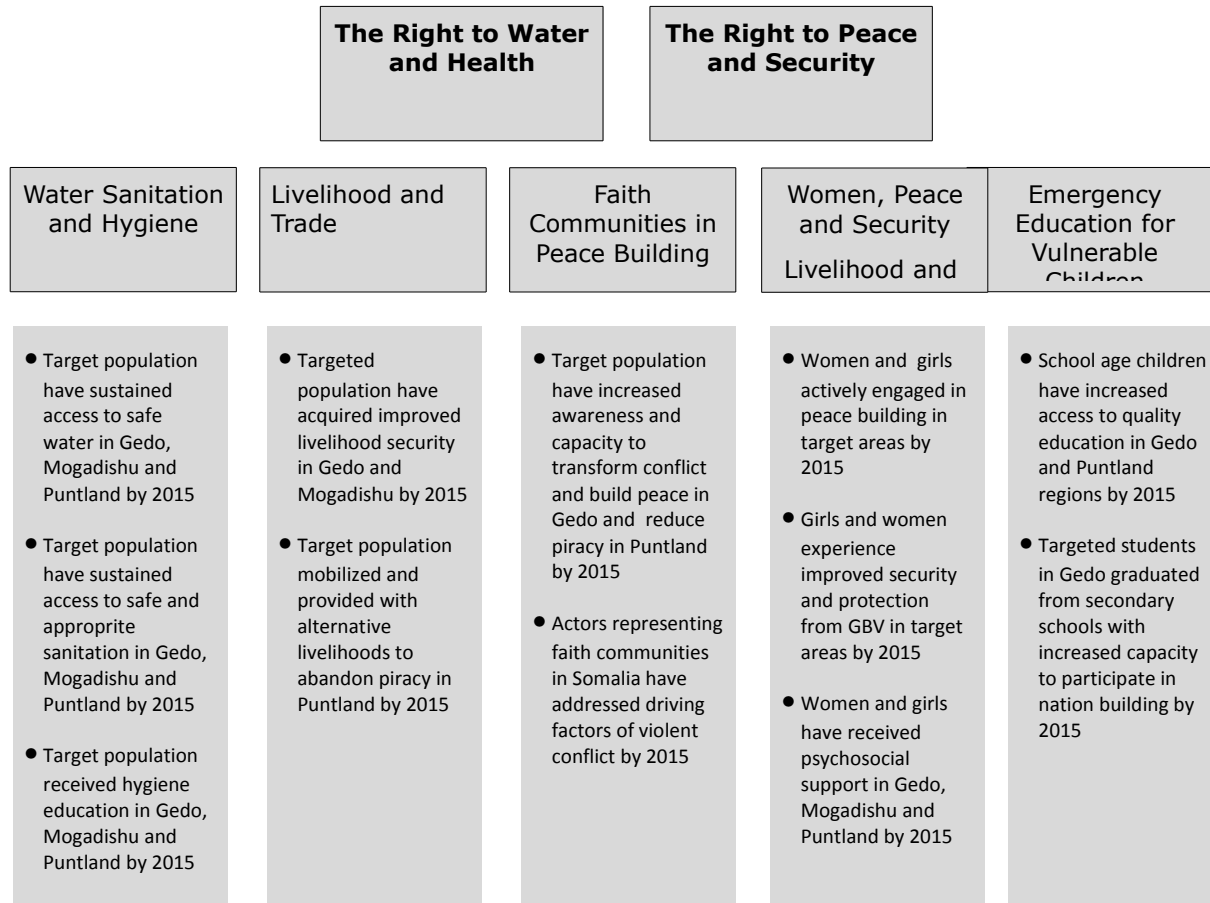
From the country analysis above, a number of rights deficits exist in Somalia though NCA does not have the capacity to work effectively on all, important though they are. Therefore, the NCA Somalia Program has selected two strategic priorities that need to be supported to contribute towards addressing two of the crucial rights deficits in Somalia, which are; the right to peace and security and the right to water and sanitation.

These two strategic priorities will give the overall direction for the Somalia Program whilst the actual intervention will be operationalized through five programmes presented below. The education program has been the flagship of NCA's program in Somalia. It was UNHCR that initially invited NCA to start with education program as a strategy to make people stay in their places and support stability in the area. Several assessments have confirmed that the communities strongly expressed their need for education to their children. Since 1993 the NCA education program was supported by UNICEF (running and rehabilitation), UNESCO (development & production of educational textbooks), and WFP (with supplementary feedings). Throughout NCA's presence in Somalia, the education program has been the flagship and most attractive component in the NCA partnership with MFA. The NCA education program currently supports 43 schools with over 11,250 students in attendance. In the recent years, these schools, and particularly the vocational and secondary schools, have become a protection strategy for young boys and girls from being an easy target for recruitment by the radical Islamic groups. In addition, the education program has been a useful tool through which other equally important development goals such as gender, environment, peace building and hygiene education were entrenched. Particularly, it is about the only program that has given the hope for girls' education and greater gender equity and equality.

To the Somalia Programme, emergency education, for all intents and purposes, is a means to an end. Educational provision is a tool to a larger and longer term goal, which includes supporting transition to peace and development of human resource capacity for future leadership, when peace finally returns. It is worth reiterating at this juncture that NCA is the only international organization that remains operational in the Gedo region in spite of the difficult political and security situation. Therefore, provided security and stability improves in Somalia for the better, NCA's education program will be phased out. This needs to be done through careful analysis of the implications stage by stage, in consultation with the right holders and UN, and securing that other actors can take over this important area.

NCA follows a distinct implementation approach in Somalia such that each program area is a part of the whole. Accordingly, all the selected five program areas will be integrated in the current plan in order to promote people's right to water and sanitation and the right to peace and security.

The NCA Somalia program will specifically address the following strategic priorities and programs



Linkages between the selected strategic priorities and the selected program areas

For the Somalia Program, the right to water and sanitation and the right to peace and security are essential and complementary components.

- In the arid and conflict ridden environment of Somalia, the availability of adequate and safe drinking water is not only a life saving intervention, but together with provision of education, is a means for stability. In the Gedo region, for example, where NCA has done more in terms of implementing water projects, there is clear evidence that conflicts over water resources and displacement due to water shortage have been lessened.
- Another significant point is the condition that the provision of adequate and safe drinking water creates enabling communities to lead a sedentary life style. The trade off is that communities get the required stability to send their children to school and also gives them the opportunity to diversify their coping strategies and hence improve their livelihoods. NCA's experience in Somalia has been that, unlike nomadic pastoralists, who because of their life style are an easy prey for manipulation, sedentary communities have the better potential to demand their rights for peace and security.
- In Gedo region, women groups have formed networks and every year organizes a caravan for peace and awareness campaign on FGM and HIV and AIDS. In Puntland

religious leaders have been active in promoting peace and stability by fighting piracy. The livelihood intervention is, therefore, a necessary programme to support the peace and security efforts by religious leaders and communities.

- NCA's current counter piracy project is a small intervention and as we continue to gain experience, the need and potential for expanding will be there. The main objective for the expansion of the counter piracy project will be on the same approach as at present, but will expand to include other livelihood activities that have economic potential for trained ex-pirates and vulnerable youth. In addition the objective will include such that the affected communities take measures to persuade the youth to take up more socially acceptable means of livelihoods.

The choices of the strategic priorities and the program areas in Somalia are informed by the positive social dynamics that they would create in the promotion of peace and stability supported by the provision of adequate and safe water and sanitation on one hand and the improvement of livelihoods on the other. These coupled with awareness creation and community mobilization in peace promotion with an ultimate aim to bring peace and security are the core of the NCA Somalia intervention. The Livelihood and Trade programme is, therefore, under the strategic priority Right to Peace and Security.

2.2 Strategy for Strengthening Local Civil Society from a Rights' Based Approach

Civil society organizations are not only poorly organized but also lack the institutional and operational capacity to implement projects. Although NCA Somalia has largely remained directly operational, it has in the last two years made efforts to develop the capacity of some selected local NGOs. It has also helped them to strengthen their legitimacy in the areas that they operate by making them accountable to the communities that they serve. However, a lot more needs to be done during the current strategic period to bring the standard of the local NGOs such that they will become full partners of NCA. The important thing here is to further develop the financial and operational capacities of the partner NGOs.

Therefore the NCA Somalia program will initiate support that aims to strengthen civil society in the following areas:

Mobilizing communities for social change: Communities will be mobilized and sensitized to participate and take full responsibility for sustaining any project that NCA implements, and appreciate that they have the right to claim for their basic rights from duty bearers such as the UN, INGOs, and the international community. NCA Somalia will thus continue with its community empowering work, including peace building initiatives, to achieve the lasting and positive changes.

Building vertical and horizontal alliances and networks: NCA has been an active member of the UN's cluster system which is organized around program areas and coordinates at Nairobi as well as field levels. NCA plays active part in six of the clusters (education, WATSAN, agriculture and livelihood, protection, NFI's and shelter, and food aid), which has been a useful forum for coordination and planning. NCA will continue to strengthen this links in order to achieve better program results and accessing funding. The ACT Somali Forum, that brings together the ACT members involved in Somalia, has also been a useful avenue to voice arising injustices in Somalia. ACT alliance has also been and will continue to be a source of funding for NCA'S program in Somalia.

Networking between faith communities in Somalia engaged in peace building, as well as networking with regional interfaith peace initiatives will be an important contribution to peace building and advocacy in the coming GLS period.

Another useful forum that NCA plays an active role has been the Somalia NGO forum (SNF). Many International and national NGOs are members of NFA, which has been instrumental in coordinating and advocating of issues common to all members. Finally, a useful collaboration that NCA has made a start but likes to continue developing it in the current plan period is the potential of the Somali Diaspora. NCA believes that the experiences that they have and the qualifications that they would have acquired can be utilized usefully for the development of Somalia.

Mutual capacity development: NCA is directly operational in Somalia but it has local implementing partners that take part of a project when they are proved to have the required competency. NCA would now like to go into full partnership with some of them with the aim to develop a strategy for the enhancement of their capacities so that they, together, can achieve sustainable results as well as to chart its exit strategy in the long term.

2.3 NCA integrated approach

Operating in a protracted humanitarian situation NCA's preferred approach in its Somalia program has been of integrating emergency interventions with long term support processes so that poor people are enabled to increase their opportunities for self-sustaining and dignified lives. For example, emergency water trucking is integrated with the development of water sources and hence a lasting solution. Similarly, food distribution is integrated with the increase of peoples coping mechanisms to produce their own food. However, a glaring gap in NCA's work in Somalia has been the issue of little or no advocacy initiatives. Efforts will thus be made in the current strategic period to strengthen NCA's capacity and to enable it influence political decisions made by individuals, communities, religious leaders, government authorities and business with regard to issues that affect the political, economic and social rights of the poor as far as the difficult security situation permits. Working with faith communities will also provide a means of accessing local, national and regional bodies with advocacy issues.

2.4 NCA Accountability commitments, including accountability framework

NCA has been striving to become a compliant of Humanitarian Accountability Partnership (HAP) standard and has started the process of being certified. In the Somalia Program, efforts have been made to raise awareness of the field staff, the partners and the beneficiaries on the principles of HAP. The awareness raising on HAP mainly focused on the fact that NCA, in as much as it is accountable to its donors, it is also equally accountable to its partners and the beneficiary communities. As such, partners and beneficiaries have the right to hold NCA accountable so that relationships are developed on a transparent platform.

During the current planning period, the NCA Somalia Program shall aim to internalize the principles of HAP and to that effect, comprehensive and continuous capacity development trainings will be given to the staff, partners and the beneficiaries.

1.1 NCA Commitments to Mainstreaming Development Principles

2.5.1 Gender Equality

NCA's operational projects in Somalia target marginalized groups, and the most vulnerable of these are women and children. Due to the persistent armed conflict, the majority of households in Somalia are headed by women and therefore they hold the key to the survival of the Society. Women also suffer from discriminatory practices and hence are

double jeopardized as a social group. As a result, NCA's approach has been to empower women not only in terms of economic empowerment but also enabling them combat the harmful practices such as FGM. While implementing interventions in education, water & sanitation and food security etc, NCA's approach has been on the formation of gender responsive community structures. Through this approach, women's participation in the design, implementation and management has been increasing including their role in decision making.

As described above, cultural and traditional practices in Somalia do unfairly discriminate and violate the rights of women and girls. FGM, early marriage and discrimination that favor boys, for example in school enrolment, are some of the areas that women and girls face unequal treatment.

Therefore, the NCA Somalia Program will undertake gender analyses to ensure that gender based differentials are addressed.

1.1.1 Conflict Sensitivity

NCA has adopted a conflict sensitive approach in the implementation of projects. Therefore, efforts will be made that any activity of the project does not in any way become a source of conflict. The involvement of religious leaders, community elders youths and women groups will particularly be crucial, as, in the Somalia context, they are well respected and have the moral authority to see to it that potential sources of conflicts are handled in good time. In addition, the Do No Harm approach that NCA has embraced as a methodology has appropriate tools that are designed to ensure sensitivity to conflict situations. NCA's field officers will thus build local capacities for peace by identifying dividers and connectors and develop strategies for addressing them with a view of addressing potential sources of conflicts.

2.1 Environmental sustainability

Environmental concerns and climate change has become a global challenge impacting on relief, recovery and development. NCA and its partners in Somalia will take appropriate measures to care for the environment. For the WASH sector water projects where water is abstracted from a source will be checked for sustainable yield (water balances) and possible impact on water point for livestock and the consequence for vegetation around the water points. Environmental impact assessments will be conducted when needed to safeguard that NCA's programmes in Somalia will be checked for adherence to the minimum standards in environmental concerns. All programmatic deliverables, be they rainwater harvesting, agriculture production, school construction or borehole drilling will all be checked out for conformity to environmental sustainability.

3. FUNDING STRATEGY

3.1 Resource Frames 2011-2015

Program Area	Funding source	Expected funding for the planned years in NOK x1000					
		2011	2012	2013	2014	2015	Total
WATSAN	MFA	2,600	2,600	2,600	2,600	2,600	13,000
	Fin Church Aid (FCA)	2,400	2,400	2,400	2,400	2,400	12,000
	FCA/EU	3,000	3,000	3,000	3,000	3,000	15,000
	ACT	900	900	900	900	900	4,500
	Programme & Office Support costs	890	890	890	890	890	4,450
	SUB-TOTAL	9,790	9,790	9,790	9,790	9,790	48,950
Women Peace and Security	MFA	1,100	1,100	1,100	1,100	1,100	5,500
	NORAD	400	400	400	400	400	2,000
	UNDP	100	100	100	100	100	500
	Programme & Office Support costs	160	160	160	160	160	800
	SUB-TOTAL	1,760	1,760	1,760	1,760	1,760	8,800
Faith Communities in peace Building	Shipping Association	200	200	200	200	200	600
	DNK	2,000	2,000	2,000	2,000	2,000	6,000
	MFA	2,000	2,000	2,000	2,000	2,000	6,000
	ACT	600	600	600	600	600	3,000
	FCA	300	300	300	1,300	1,300	1,500
	Programme & Office Support	510	510	510	610	610	2,750

	costs						
	SUB-TOTAL	5,610	5,610	5,610	6,710	6,710	30,250
Livelihood and Trade	MFA	800	800	800	800	800	4,000
	NORAD	150	150	150	150	150	750
	FAO	0	300	300	1300	1300	3,200
	UNOCHA	1,500	1,500	1,500	1,500	1,500	7,500
	Programme & Office Support costs	245	275	275	375	375	1,545
	SUB-TOTAL	2,695	3,025	3,025	4,125	4,125	16,995
Education	MFA	3,100	3,100	3,100	3,100	3,100	15,500
	NORAD	1,600	1,600	1,600	1,600	1,600	8,000
	UNICEF	1,200	1,200	1,200	1,200	1,200	6,000
	Programme & Office Support costs	590	590	590	590	590	2,950
	SUB-TOTAL	6,490	6,490	6,490	6,490	6,490	32,450
	YEAR TOTAL	26,345	26,675	26,675	28,875	28,875	137,445

The above table shows the sources of funding over the planned period with the annual income increasing slightly in course of the period, which is linked to the potential increase related to NCAs work against piracy and the provision of alternative livelihoods. However, the Somalia situation being so unpredictable, it is difficult to think of a realistic scenario for the future. If the situation further deteriorates, the plausible scenario for NCA might be to maintain a much reduced program in Somalia. On the other hand, the political situation could improve were a legitimate national government will assume power in Somalia. Under this scenario, were the need to help Somalia on the road to recovery will be high, it is feasible that NCA's program will also concurrently grow. Therefore, the above program funding tabulation is the best that can be formulated given the volatile nature of Somalia's politics.

The tabulated funding picture by programme area may look ambitious and to be successful will require enhanced fund raising capacity at the Somalia program level. In addition, however, increased cooperation synergy between the area representation and HO will be

paramount in order to enhance quality control, policies, networking, and support for program development.

3.2 Proposed Funding Strategy

3.2.1 Main funding sources

The main funding sources for Somalia will be drawn from the Norwegian government, national level UN system in Somalia and internationally from various bilateral and multilateral donors including the Norwegian Government, UN, ACT Alliance, Finn Church Aid (FCA) and EU funding.

3.2.2 Diversification strategy

Again, the above table shows the planned diversification of sources of income. It is envisioned that the larger part of the planned income will be sourced from the Norwegian Government, UN, International and bilateral organizations. The Somalia program has already made a head way in this and believes that the potential for expansion is there to exploit.

3.2.3 Capacity assessment

The Somalia program will regularly engage in capacity assessment of its own and that of its partners aiming to identify and address any existing gaps. The assessment will be informed by clear inputs from partners and communities in the target areas. This will include partners' technical and human resource capacity, development capacity for program management, monitoring and reporting including capacity development for fund raising.

3.2.4 ACT Alliance coordination

NCA has played an active role in the formation of the ACT Somalia Forum (ASF). The forum has, since its establishment in 2008, served as a useful platform for sharing experiences among its members. More importantly too, the three active members (Christian Aid, Diakonia Germany, Lutheran World Federation (LWF) and NCA) have worked closely by submitting a joint proposal to ACT, although the funds the funds raised was small in spite of the efforts made by ACT international. Nevertheless, continued efforts are made to coordinate and raise funds, and recently a new consolidated appeal to address the growing humanitarian crisis in Somalia was issued through the ACT Alliance.

The objective of the ASF is to enhance members ability to respond better to the emerging humanitarian crisis in Somalia and to utilize the different competencies that the member agencies possess.