

Norwegian Church Aid Somalia Strategy 2016-2020



NORWEGIAN CHURCH AID
actalliance

Updated 23 September 2015

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List of abbreviations

ABBREVIATION	FULL NAME
ACT	Action by Churches Together
AMISOM	African Union Mission in Somalia
AS	Al Shabab
ASF	Act Somalia Forum
CAP	Consolidated Appeal Process
DFID/UKAID	Department for International Development
DNH	Do No Harm
FGM	Female Genital Mutilation
FGS	Federal Government of Somalia
FOTL	Field Office Team Leaders
FSNAU	Food Security Nutrition and Analysis Unit
GBV	Gender Based Violence
GBV	Gender Based Violence
HADMA	Humanitarian Affairs and Disaster Management Agency
HAP	Humanitarian Accountability Partnership
HO	Head Office
HR	Human Resource
ICU	Islamic Court Union
IDP	Internally Displaced Persons
INGO	International Non-Governmental Organization
MFA	Ministry of Foreign Affairs
NCA	Norwegian Church Aid
NGO	Non Governmental Organization
NSP	Ngo safety Program
OCHA	Office for coordination of Humanitarian Affairs
PO	Program Officer
PSG	Peace building and State building Goals
SC	save the Children
SDMA	Somalia Disaster Management Agency
SMP	Somali Program Manager
SOF	Strategic Operational Framework
TFG	Transitional Federal Government
UN	United Nations
UNDP	United Nations Development Program
UNICEF	United Nations Children Education Fund
WASH	Water, Sanitation and Hygiene

Executive summary

Somalia has witnessed over two decades of conflict, violence, human rights violations and natural disasters, all of which have triggered repeated waves of displacement. There are still an estimated 1.1 million Somalis – approximately a tenth of the population – who are internally displaced. Most internally displaced persons (IDPs) continue to live in dire conditions in protracted displacement. For many, prospects for durable solutions remain remote. Since the establishment of the Federal Government of Somalia 2012, it has sought to promote peace, good governance and better relations with parts of the country which have been seeking degrees of autonomy. However, political and social challenges to the consolidation of the federal structure remain. The instability experienced coupled with drivers of the crisis namely; Conflict, drought, lack of basic services and dire the economic situation have impacted on the humanitarian situation in the country with about 3 million people are in need of life-saving and livelihoods support¹.

NCA has been operational in Somalia from 1993 and has walked with the local communities through the toughest times which has given NCA knowledge and expertise to understand the local context. In this strategic period 2016-2020, NCA will continue to work in the same target locations as with the previous strategy which are Gedo, Banadir, Lower Shabelle regions and the Puntland state. This will help entrench and deepen the work NCA has been doing over the last 23 years in this areas. Over the years, NCA and partners have walked with communities amidst very difficult humanitarian situations making NCA a true and trust worthy partner whom rights holders trust and hence quick buy in of identified interventions by the targeted communities. The uninterrupted presence of NCA in Somalia have given NCA expertise in implementing diverse interventions related to the prioritized programmes hence building the capacity of targeted rights holders towards self-reliance.

This strategy highlights some key lessons learnt in the previous years that can be adopted to improve humanitarian response. Consequently, in this strategic period, NCA has prioritised four programme areas that are most likely to positively impact the local communities the most and transform their lives. The prioritised programmes are Water, Sanitation and Hygiene (WASH), Economic Empowerment, Gender based Violence (GBV) and Education for Peace & Development. The strategy has further adopted the 'theory of change' model to explore causality on the various thematic areas, highlighting strategies that will be employed during response.

The NCA Somalia country Strategy will adopt a Rights Based Approach in humanitarian assistance, where the right holders are central to all the interventions. Transparency and accountability to the right holders as enumerated by HAP will be a key focus in this strategic period which will help enhance ownership by the target communities of the projects to be implemented. Somalia being in a post/conflict state, NCA will adopt Do No harm principles in all its projects and will ensure conflict sensitivity in all its interventions. The organisational development and capacity to implement this strategy is described in our goal where NCA Somalia together with partners is to build resilient communities with equitable, sustainable basic social services for improved health, economic empowerment in a secure environment.

NCA remains committed to empower the civil society actors to strategically position them to take active roles towards improving their communities. In this regard, NCA will continue to work closely with local NGO partners, faith based institutions/ actors, Right Holders, community authority structures, local networks and widen its partnership base for wider coverage in delivery of quality services and advocating for the rights of vulnerable sections of the community. Strengthening civil society will involve;

¹ OCHA midyear Monitoring Report 2015

- Making different stakeholders aware of their role as civil society actors as well as identification of issues that need engagement and advocacy at local and national level with duty bearers. NCA Somalia program will pay special focus on Religious leaders as significant actors towards achievement of the desired change in all our project areas.
- Educating and informing target groups on diverse issues in order for them to be well positioned to challenge and influence governments and local authorities to actively work towards realization of positive change.
- Ensuring rights holders involvement through multi-stakeholder consultation forums; and supporting their efforts towards advocating for the desired change in the society.

Over the years, there has been significant progression in the role of faith based institutions among other local actors in advocacy initiatives. In addition, the capacity of local partners has improved as evidenced by the quality of work over the years. This has enhanced ownership and capacities of the local actors towards self-sustenance. Opportunities still exist to enhance civil society efforts in Somalia, and NCA will continue to pursue further these efforts through engagements at different levels and in various forums as contexts allow. Given the climate change patterns, NCA will continue to respond to emergencies caused by conflict, drought and floods to ensure that needs of the most vulnerable groups are addressed. The capacity of NCA and partner staff with regards to emergency preparedness and response is routinely strengthen through workshops and trainings, as well as other initiatives by the ACT Forum, UN Clusters, and NCA HO.

Monitoring and evaluation will remain an integral part of programing during this strategic period. NCA will where possible conduct internal monitoring exercises but seek services of external consultants when need arises. Internally the program will use a contextualized monitoring tool which was developed to complement the 6M tool and also to accommodate the principles of remote monitoring, especially in instances where there is limited access. Field visits, observation, debrief and the checklist method will be the target methodologies to be adopted for monitoring.

With regard to Funding NCA will target funds from ACT Alliance, the UN (UNOCHA/CHF, UNICEF, UNHCR, WFP and FAO), EU, DFID, and other relevant funding institutions, (who have designated Somalia as a focus country to be supported financially) to broaden our operations both programmatically and administratively. New funding approaches will include encouraging new partnerships, which may mean working more closely with government agencies, local authorities, private or public institutions, as well as the private sector.

1. Context analysis

Socio economic situation undermine

The Somali people currently have some of the lowest development and humanitarian indicators in the world, and inequalities across different social groups, a major driver of conflict, have been widening. It is reported that 81.8 percent of the population in Somalia are multi-dimensionally poor². Life expectancy stands at 55 years with 75% of the population living below 2 dollars a day (UNDP 2014). Poor basic services decrease the resilience of vulnerable people with the impact felt among the IDP population affected by cyclical disease outbreaks. About 3.2 million women and men in Somalia need emergency health services, while 2.8 million women and men require improved access to WASH services. ³The majority of Somalis depend on subsistence farming and pastoralism for their livelihoods in rural areas while urban areas depend on waged labour from business enterprises. Both men and women make significant contributions to the household economy and food production. Besides conflict, drought caused by failure of successive rains remains the most significant climatic cause of humanitarian crisis in

² Human Development Report 2014

³ 2015 Humanitarian needs overview in Somalia, OCHA November 2014

Somalia. In Al Shabaab (As) -held areas, humanitarian assistance is largely provided through local partners. Taxation, kidnapping and detention of humanitarian staff are among the main access impediments.

The humanitarian situation and poverty exacerbates existing gender inequalities that are already severe, with women and girls being most disadvantaged across all sectors including, shelter, protection, food security, water and sanitation, health, nutrition and education. Statistics on GBV indicate a high prevalence of FGM/C in Somalia, at around 97.9% for women 15–49 years old (Population Reference Bureau, 2014)⁴. Women are further placed at enormous risk of sexual violence and rape when trying to obtain access to food, water and sanitation by armed groups, due to insecurity and violence both in IDP camps and host communities. In addition to a lack of educational opportunities for girls, early/child marriages and associated physical and psychological damage severely continue to erode girls' rights. A round 1.7 million children are out of school, and among those in school only 36 per cent are girls.⁵ While women perform increasingly vital economic roles in Somalia and have become in many cases the family breadwinner, they still are excluded from political and economic positions. Women remain marginalized, despite some having achieved some level of economic and political power. The Compaq (a central policy priority of the Somalia Government under the New deal (the Somalia Compaq)-Peace building and State building Goals) recognizes the role women have played and will continue to play in community mobilization and peace building in Somali society. It promotes their economic empowerment and participation in political and public decision making processes.

Over 70%⁶ of Somalis are under the age of 30. Most face challenges in transition to adulthood due to multiple social, economic and political exclusions related to clan/ cultural affiliations, conflict, gender, age, illiteracy and poverty, among other factors. Exclusion limits capabilities and opportunities, and constricts the contributions of youth to peace building and development. It also dampens the natural energy and enthusiasm of youth, and systematically hinders their potential for positive advancement. These challenges deter their transition from school to the labour market. The unemployment rate for youth aged 14 to 29 is 67%, one of the highest rates in the world. Females experience higher unemployment at 74% than males at 61%. The majority of unpaid family workers are young women who were mostly forced to take traditional occupations due to entrenched traditional gender roles. A higher labour force participation rate for youth, estimated at 66%, further reflects lost opportunities for many who might otherwise attend school and acquire skills and education that could raise their future productivity and potential earnings. The potential of youth should be harnessed for positive transformation in Somalia, as otherwise this large generation has the potential to threaten peace, stability and sustainable development.

State's institutional capacity

The ⁷Somali Compact lays a strong foundation for building reliable, transparent, accountable and functioning state institutions, respectful of the fundamental rights, freedoms and equality of its citizens. In South Central Somalia, relative peace and security is beginning to be secured in certain areas through localised settlements often supported by armed forces⁸ defining the structure, parameters and capacity of government and regional Authorities. Progress towards strengthening of the formal security and justice institutions has been severely curtailed by lack of stability. Administrations in Puntland have more extensive formal governance structures. Beyond the formal structures, governance in Somalia is determined by a highly influential informal system. Traditional leadership has primary responsibility for dispute settlement, co-existing with Sharia and secular courts to provide justice. Access to the formal justice remains limited to the main urban centres, and majority rely on customary law and their elders

⁴ DFID Situational Analysis of FGMC- Stakeholders and Interventions in Somalia

⁵ BTI 2014; Somalia Country Report

⁶ UNDP Somalia Human development report 2012

⁷ The Somali compact 2012

⁸ UNDP Somalia Strengthening Governance and Rule of law in Somalia 2012 -2015

to provide justice on the basis of sharia laws that impact the situation of women and girls. In essence, the challenges to governance in Somalia are wide-ranging and cover a mixture of political, institutional, cultural and human resource issues. This demands that the international community pursues a comprehensive and sustained approach to governance strengthening and the fostering of state-societal relations (including the engagement of traditional authorities, religious leaders and civil society).

With the protracted conflict and emergency state, Somalia is struggling to provide public goods like water, food, health and education following the existence of weak central institutions. Security remains critical for political, social and economic progress. Weak institutions with limited human and financial capital/capacity are unable to engage in local development. Increased political and clan conflict hampers the establishment of proper governance structures that should ensure access to basic services. The lack of coordination amongst development partners and government have contributed to the slow progress towards development. The Compact strengthens the mutual commitments between the Federal Government and development partners; defines aid policy and principles; and sets out the framework for short and medium term sectoral reforms. In this respect, the establishment of local and regional administrations and federal units, in the spirit of the provisional Constitution, are key milestones for a vibrant and stable Somalia.

⁹Somalia is vulnerable to disaster risks from a range of natural hazards including droughts, cyclones/storms epidemics, floods and desertification. Human induced hazards that threaten the country include; militia/terror attacks, transport accidents, urban fires, civil conflicts; resource based inter-clan conflicts and internal displacements of communities due to multiple factors. Based on the deliberations of regional authorities' representatives, high priority hazards in terms of their frequency and scale of impact are: droughts, floods, resource based inter-clan conflicts, Piracy, civil conflict and transport accidents that have caused widespread damages and losses in the past. All the above replicate in the whole of Somalia apart from the cyclone and tsunami that affected both coastal and inland parts of the Puntland state. The federal government has established the Somali Disaster Management Agency (SDMA) that is responsible for disaster management in the country the Puntland state has a parallel body Humanitarian Affairs and Disaster Management Agency (HADMA. The Federal government still lacks operational led disaster management policy, legal framework and appropriate institutional arrangements, strategies and programmes to minimize risks and vulnerabilities. The Puntland state has developed a contingency plan and a disaster management policy. Despite the existence of this documentation; there are capacity gaps in that must be addressed to enhance disaster management across the country.

Power analysis

The influence and the power of various stakeholders can have a major impact on communities, by either facilitating (positive impact), or preventing (negative impact), access to various resources and service that are critical for their continued well-being. Due to the long standing presence and acceptance by the communities the power analysis will continue to assist us to anticipate responses and prevent factors or actors that might be a hindrance to our interventions or those of our partners from being blocked, thrown off course or co-opted by powerful interests. In Somalia power is heavily concentrated in individuals rather than formal institutions. Somalia now features a nascent central government as well as regional polities, however, government institutions are not the sole or even primary locus of power. Most power continues to reside in actors who may operate outside the government, or who may hold a position in the government but act autonomously.

Within the fragmented context of Somalia, several actors such as militias, religious groups/leadership structures, civil society and women's organizations, Elders, Business community, diaspora, regional actors, citizens and clan structures are as important to engage with as those with formal political power. They all hold stakes that can have

⁹ Puntland Disaster Preparedness Contingency Plan; Disaster Preparedness for Effective Response: Supporting the Implementation of Priority 5 of the Hyogo Framework for Action in Puntland, September 2012

positive or negative impact as far as resources are concerned. Clanism is the most powerful driver of political calculations and group behavior. The Somali experience demonstrates that clan is a double-edged sword—it closely links Somalis and tears them apart. Clan identities are not the basis for conflict; rather, their deliberate manipulation creates and exacerbates divisions. Clan groups can serve as destructive or constructive forces as well as traditional conflict moderators.

The role of religion in the Somali conflict has frequently been neglected, misunderstood or dismissed as irrelevant. Researchers have often preferred to focus on warlords, but religious actors have always been important, causing violence as well as establishing peace and creating forms of justice, delivering services and building educational and developmental institutions.

Structural Features:¹⁰ Somalia is rich in resources and the main natural resources include livestock, cash crops, charcoal, marine resources, frankincense, and potential oil and mineral reserves. Livestock export was one of the main Somali economic activities, but the long-term ban definitely had serious economic repercussions. Other economic sources of conflicts come from the control of commercial arteries, such as the control of seaports, airstrips and key roadways, and from the negotiations over return of property and land. If the government enforces sound policies (Foreign, Political and governance; Economic and Trade; Public Financial Management; Rule of law and Judiciary; Education and Public Health; Foreign and Maritime), this is bound to reduce conflicts and enhance equitable resource distribution. NCA intends to collaborate with relevant government line ministries/agencies i.e Ministry of Women Development and Family Affairs-MOWDAFA, *Humanitarian Affairs and Disaster Management Agency-HADMA*, Ministry of Public Works-MoPW and *Ministry of Justice, Religious Affairs and Rehabilitation-MOJRAR* where possible, and support capacity development initiatives as may be required to strengthen Youth empowerment among others.

Institutions:¹¹ Somalia is a heavily clan based country. Clan divisions still remain obstacles to national integration and stabilization. The construction of national identity will be a long term nation building project for the new government. The weak state remains challenged towards providing incentives to regional elites to subscribe to the idea of a homogeneous nation. Lack of national institutions and networks that run across clans or regions continues to undermine the emergence of a strong national identity. Where possible NCA will continue strengthening institutions like Somalia Federal Government; Regional State authorities; Local authorities; Council of clan elders; LNGOs; Media groups; Vocational institutions and Health institution. NCA will also where possible create linkages with UN agencies and diaspora associations which will go along way in improving service delivery for all irrespective of clan affiliations.

Agents: Traditional elders have continued to broker peace among clans alongside the international community. The diaspora has been the backbone of the local economy through remittances while laying instrumental roles with external actors in formation of the new administrations in Puntland, Somaliland and South-Central Somalia. International and local organizations have continued to address humanitarian and development gaps in the country with neutrality and impartiality. NCA will continue where possible in coordination with:- Diaspora; Elders/Clan leaders; Business owners; Livestock & Agricultural traders; Private sectors; Health & Education providers; Community development committees; Women groups; Youth groups; in providing humanitarian relief and development support to the country.

Role of civil society

¹⁰ Conflict Observers project

¹¹ Joseph Kioi Mbugua 2013; Drivers of Insecurity in Somalia: Mapping Contours of Violence Occasional paper SERIES 4, No 3

Civil society groups in Somalia mainly compose of development non-governmental organizations, faith-based institutions, community based organizations and local network groups. Due to insecurity and political instability that has existed in the country for decades, the room for maneuver for these civil society groups has been limited, since there lacks effective legal framework as well as state protection for these organizations. In addition, inadequate capacity limits effectively advancement of their course. However capacity building of these institutions continues to strategically position them to take an active role towards contributing to a more stable Somalia. For instance, In spite of the existing harsh environment, women`s groups have strived to promote women rights in spite of the unfavourable conditions.

NCA recognizes the role that faith actors play in promoting positive social change as they have the moral authority and mandate to influence the communities. For instance in addition to engaging in peace initiatives and fighting piracy in Somalia, religious leaders are supporting engagements by civil society while using religious platforms where possible to advocate for abandonment of harmful practices such as FGM, early child marriages and promote unity among diverse communities. However there are still sections of religious leaders who are opposed to change in beliefs and practices that continue to propagate violation of women through the above mentioned harmful practices. Based on the positive experiences from Puntland, NCA in the new strategy will build on this and replicate in other program areas with limited access to working with religious leaders. There are a number of local NGOs, networks, committees and community based organizations who act on, and advocate on issues affecting people`s lives through local or external support; gaining communities` confidence and trust. However, majority of them are weak in capacity with limited coordination, which NCA will seek to continuously improve in the next strategic period.

NCA plays a significant role in strengthening local institutions including government and local authorities through capacity building to ensure self-reliance and enhance their capacity to work for the good of their communities. In the new strategic period NCA will continue to partner with these local institutions and relevant government ministries as duty bearers to ensure service delivery and implementation of plans in line with our program strategic focus.

Conflict analysis

Somalia has suffered from protracted conflicts since the fall of the central government in 1991. This has led to massive displacement of Population internally as IDPs and refugees in neighbouring countries. These conflicts has led to catastrophic humanitarian situation which is made worse by limited access of the affected. To operate in such a context, NCA Somalia employed conflict sensitivity programming especially community involvement and collaboration. NCA Somalia has also deliberately followed principles of do no harm in every stage of project cycle management. The results of this is uninterrupted presence of NCA in Somalia from 1993 in Gedo region and Puntland from 2004. This is the same path that NCA Somalia seeks to follow in this strategic period. The uninterrupted presence of NCA in Somalia coupled with conflict analysis conducted in 2014 has given NCA knowledge of main conflict and drivers of conflict in our area of operation categorised below as follows:

Puntland which is a semiautonomous region of Somalia, remains stable even after collapse of the Somalia state in 1991. The *Isimo* and other traditional elders were able to fill the power vacuum ensuring Puntland did not succumb to the same levels of violent conflict experienced in southern and central Somalia. However, there has been major conflicts reported in the last few years; a clan based conflict which occurs now and then though on much less scale, and example being in 2004 where two sub-clans of the Osman Mahmoud (Majeerteen/Harti/Darood) conflict broke out following an escalation of revenge killings. Border conflict between Somalia and Somaliland for control of the contested Sool and Sanaag regions is still rife to date.

Gedo region is one of the most conflict prone areas of Somalia and it suffers from cyclic clan based conflict due to dispute in administrative boundaries, resource based conflicts and sectarian conflicts e.g.

between Al shabab and al-Shabaab and ASWJ fighting for political control of the region. Northern Gedo experience more clan-based resource conflicts. The major inter-Marehan clan conflict in northern Gedo included the Rer Dini and Rer Ahmed on one side, and Rer Hassan, Hawarsame, Ali Dhere, and Fiqi Yaqub on the other side. There has been tension between Marehan and non-Marehan communities over political control of some districts, such as the armed conflict between Marehans and Garre over control of El Wak in 2005.

Banadir Region – geographically the smallest of all regions in Somalia – incorporates the 17 districts of Mogadishu, the capital city. Mogadishu has witnessed some of Somalia’s worst conflict throughout the last 23 years. Violence in Mogadishu emerged and persists due to a complex web of conflict drivers. In the years following the collapsing of the central government, Mogadishu was carved out between competing warlords, each backed by clan-based militias. In 2005, the Islamic Court Union (ICU) emerged and gained popular support against the warlords and following heavy fighting the ICU eventually secured Mogadishu bringing to an end more than a decade of warlord rule in the city. However in 2009, they lost control of Mogadishu to Al shabab who were later dislodged by AMISOM and Transitional Federal government (TFG) installed.

The key drivers of conflict in Puntland include non-State Armed Actors, which are Al-Shabaab and other militant groups, including the Golis Mountain Militia and pirate networks especially at the coastal areas. Recent reports suggest that an increasing number of al-Shabaab militants are residing in Puntland and this is evident with the bombing of UN car in Garowe by Al shabab. Another factor is access to Resources: Clans often fight over access to grazing lands and water resources which leads to internal displacement of populations therefore worsening humanitarian situation. Competition over marine resources is often related to piracy in the region. Key drivers of conflicts in Gedo are territorial control, resource control, political marginalization and exclusion, cross border conflict and the spill over effect in neighbouring countries and ideology. The districts of Luuq, Belet Hawa and Bardera are regional flash points. In Banadir, key drivers include Individual political and economic aspirations of the elite at the expense of social cohesion, Clan-based political and economic mobilization, and the 4.5 power-sharing mechanism and absence of effective, accountable, and transparent government institutions.

The needs and rights of all affected people (women, girls, boys, and men) should be given due attention in the planning and implementation during the project cycle. The gender marker¹² will be adopted into key aspects of the programme cycle, as a guide for needs assessment and response planning. Protection of civilians remains key cross-cutting issues. There is need to strengthen and improve safe programming based on ‘Do No Harm’ principle ensuring that basic protection principles are included into the humanitarian response across thematic priorities.

In the midst of protracted crisis, successive humanitarian responses in Somalia have largely neglected the environmental costs, even though these are now emerging as a significant source of conflict escalation. Climate change is making the environment and the human beings who live in it more vulnerable, threatening livelihoods and ecological security. This has perpetuated the vicious cycle of poverty and environmental distress in the country. Humanitarian principles related to community/stakeholder participation, accountability, enhancing partnerships and information sharing will be integrated in all aspects our work.

Given the factors seen above, NCA Somalia programme will aim to address diverse programme issues towards enhancing rights holders’ health status through provision of Water, Sanitation and Hygiene; enhance their economic status and contribute to quality of life through provision of education and enhanced protection for safer environment.

¹² IASC Gender marker; Improving Humanitarian effectiveness.

2. Lessons learned

The uninterrupted presence of NCA in Somalia from 1993 has brought important lessons which informs the direction that NCA is taking in this strategy as enumerated below:

- Adopting an integrated approach in responding to Humanitarian needs across sectors (WASH, Livelihood, Education and GBV) in Somalia is the most effective way of making lasting impact. Due to nature of Somalia context where rights holders have suffered from years of unending conflict and cyclic calamities like drought, the needs of the rights holders are immense and diverse hence the need to implement holistic programme instead of standalone projects. This will strengthen the resilience of the rights holders and hence promote self-growth and reliance away from donor dependency.
- Continuous information sharing and engagement of different stakeholders on GBV/HP is an integral programming aspect which leads to multiple effects including wider coverage and sustainable interventions. In addition realization of change in social norms may take time, hence continuous efforts and strong commitment is needed from all stakeholders at all levels since it involves transformation of deep rooted practices and attitudes. Most significantly, engaging men in reducing GBV in project areas will be key towards realization of social change and will be enhanced in this strategic period
- Working closely with communities through mobilization and capacity building has been a useful strategy towards promoting participation and ownership of education interventions. In addition, it has helped them understand the importance of education which in turn results to increased access and retention of children in schools. This practice will be continued in this strategic period.
- The inclusion of gender issues in the development of WASH projects in Somalia is critical. e.g access to latrines in safe places encourages women to use latrines without fear of being seen. Additionally this reduces the risk of sexual attacks. Women and girls receive sanitary kits that have allowed them continue with their lives uninterrupted (Schooling and daily chores). Despite these successes, the inclusion of women in water committees needs further exploration on how best it can produce results. Women have often been included in committees but we cannot guarantee their participation in decision making.
- NCA Somalia operates in a fragile context and insecure areas where access for monitoring is sometimes limited. As a best practice in remote monitoring, NCA has implemented beneficiary and community led monitoring where information about the implementing partner and project (including relevant project targets, outputs and outcomes) are shared with stakeholders/local communities and complemented with targeted training on monitoring practices. The communities become the 'eyes and ears' of NCA, providing regular assessments of project progress and quality through photos, documentaries and telephone calls. The community also have access to complaints handling mechanism established under HAP which they can use to channel any feedback they have on the projects.
- Conflict sensitive programming and adoption of Do No harm principles has been key to NCA work in a conflict setting like Somalia. Beneficiary targeting is an area with potential for aggravating conflict, where clanism has strong roots and there is marginalization of some communities in accessing resources. To manage this, NCA uses community managed beneficiary targeting. This is a joint selection process by a mixed committee representing different communities. This approach helps to minimize nepotism, while at the same time ensuring inclusiveness, hence reducing animosity between communities. The practice has contributed to reconciliation among rights holders. This aspect of programming will be further enhanced in this strategic period.
- In livelihood programming, organizing right holders in groups has added value and lasting impact and promotes sustainability of the interventions. For riverine farmers, farming in groups, has shown that they put more acreage into farming unlike when they were farming on their own

(one farmer could only do 1/2 acre per season but a group of farmers are now able to farm 15 acres). Consequently, after NCA organized farmers into groups, other actors e.g. WFP and FAO came in and provided them with agriculture inputs e.g. seeds, since they saw the value of targeting farmers as a group

- For sustainability of interventions in Somalia, there is need for Co-ordination, collaboration and partnerships. NCA has recognised the value of coordinating its efforts through UN cluster system which has helped in minimising the duplication or overlapping of humanitarian effort ensuring various organizations are synchronized to work together to achieve a common objective. The ACT Somalia Forum (ASF) is also an important coordination mechanism that will feature prominently in this strategy. The ASF members work closely and create synergies in their interventions in implementation of common programmes. For instance in responding to emergencies, the ACT members through joint appeals has helped in responding to critical lifesaving needs during emergencies.

3. Geographic focus

NCA's geographic focus areas

NCA has had continued presence in the management of projects in Somalia for the last 22 years, with geographical focus in Gedo, Punt land, Banadir, and Lower Shebelle in 1993, 2004, 2007 and 2013 respectively. Lower Shebelle has 7 districts with an estimated population of 1,202,219 people majorly IDPS, Pastoralists and agro pastoral communities. Some districts are still heavily under Alshabaab rule while others have been liberated and with challenges accessing humanitarian aid. Banadir region has 16 districts and hosts the largest number of internally displaced persons in Somalia.¹³The population stands at 1,650, 277people majorly IDPs in Mogadishu and Afgooye. Gedo region has 6 districts with an estimated population of 508,405 people largely pastoral, agro pastoral and farming communities. The region is prone to cyclic droughts following poor deyr and Gu rainfalls that impact on water access. Puntland state consists of 2 regions i.e. Nugaal and Bari region with a population of 392,698 and 719,512 people respectively. There are an additional three contested regions (Mudug, Sool and Sanaag).

Criteria used for geographic selection

These geographical areas will continue to be our focus in the next strategic period. NCA longstanding presence and acceptance by the communities in these areas; coupled with cyclic droughts/conflicts; weak/no government structures to deliver basic services; and presence of NCA partners rooted in these areas has guided our geographic priority focus In line with the ambition to making the Somalia Programme a fully-fledged country programme, continued focus on these areas will be imperative in entrenching capacities, best practices and lessons learnt over the years for continued success, maximization of impacts and ownership of programmes by communities. In Gedo, NCA will work in the six districts with six partners and minimal direct implementation. Each partner has physical presence in at least one district while NCA has direct focus in three districts. In Puntland and Banadir and Lower Shebelle, NCA will work with partners and in close coordination with local networks, faith based institutions and line ministries in implementation of programmes. In addition, NCA and partners will continue to coordinate and create synergies in our work through active participation and collaboration with the ACT Somalia Forum members working in the target locations. The forum serves as a coordination and resource mobilization mechanism to support the needs of Somalia population during emergencies.

There will be continued capacity building for partners to take up implementation of all programmes while NCA role remains that of an accompanier/facilitator. In this strategic period, there will be a continuation of thematic focus in WASH, Gender Based Violence and Economic empowerment in all geographical areas; while Education will also be implemented as a key component for sustainable development with a specific focus on Gedo.

¹³ Population Estimates Survey 2014, UNFPA

4. Theory of Change for NCA Somalia

Country programme goal and vision

NCA Somalia programme 2016-2020 will contribute to safer and resilient communities where people have participated in their own development for improved health, economic empowerment and secure environment.

Preconditions to reaching the vision

- Rights holders achieve improved health and overall well-being safe and just society where Women, Men, Boys and Girls enjoy lives free from Gender Base violence in Somalia
- Rights holders secure entrepreneurial opportunities and sustainable employment
- all school aged children access education

If communities have knowledge on the importance of clean water, sanitation and hygiene then they will be able to adopt appropriate hygiene and sanitation practices that will reduce their exposure to diseases outbreaks. NCA assumes that Rights holders will use this knowledge to explore mechanism that will improve access, ownership and sustainability of WASH services.

If community actors and religious leaders are willing to change social norms, mobilized and capacity build to act against social norms upholding GBV, then women and girls will be able to live without fear of GBV. NCA assumes this advocacy will influence decision makers at all levels and lead to an improved protection environment hence reduced GBV incidences.

If Rights holders have access to market/demand driven vocational skills training and access to local markets, they will gain increased employment and entrepreneurial opportunities. NCA assumes that the Rights holders will seize and create sustainable economic opportunities for employment and diversified livelihood.

If communities are mobilized and educated/informed on importance of education for both boys and girls, then there will be increment and retention of school going children. NCA assumes that community members will take ownership and actively engage in management and running of schools which will lead to improved literacy levels.

5. Strengthening civil society

Working strategically with civil society

NCA Somalia adopts a rights based approach in all aspects of programming, to strengthen duty bearers respond to issues affecting communities, while empowering rights holders to hold their leaders accountable for just and sustainable communities. This is done through engaging with local networks and partners to empower them to actively participate in promoting change through various aspects of programming for purposes of ownership and sustainability of programmes. For instance NCA works closely with local structures, who play a double role; as civil society actors, as well as duty bearers in different contexts given the uniqueness of each region in Somalia. These local actors mainly comprise of community and religious leaders, chiefs and regional/district commissioners; Networking groups, Community Committees and NGOs. Involvement of partners and local networks in multi-stakeholder consultations is largely done through various committees working within the respective projects. The committees include, community Education, WASH, Protection and Food security committees engaged throughout implementation of programmes. They represent their communities in needs identification and prioritization, setting the beneficiary selection criteria, project planning, implementation, monitoring and evaluation. A significant value of working with local actors among others has been NCA's ability to enhance community participation and wider coverage in the implementation of programmes as well as ownership and sustainability, which will be enhanced in the next strategic period.

Strengthening civil society through programme work

NCA has a keen focus on continuously building the capacity of civil society actors to strategically position them to take active roles towards improving their communities. As it is, some of them still lack the institutional and operational capacity and space to implement programmes. However, notable improvement in capacity for partners was realized in the current strategic period through continuous capacity building, as was noted from the partners' capacity assessments and respective auditor's reports. This improvement is anticipated to go on in the next strategic period. There are a number of rights deficits in Somalia. NCA Somalia Program in the next strategic period will continue to work closely with faith based institutions, community authority structures, local networks and widen its partnership base for wider coverage in delivery of quality services and advocating for rights of the vulnerable sections of the community. This will ensure ownership and enhanced capacities of the local actors towards self-sustenance.

Three priority thematic programmes will guide NCA operations in Somalia, in the next strategic period which include WASH, Economic empowerment and Gender based violence. In addition, Education program will be implemented (outside the NCA global priority focus) to empower communities towards sustainable development. Together with its partners, NCA will promote and uphold human dignity through efforts to ensure human development, human rights and human security. In all the four thematic priorities, NCA will build the capacity of local civil society actors towards self-reliance through sustainable livelihoods, ability to mobilize communities, negotiate and advocate on issues affecting communities to the duty bearers on behalf of vulnerable communities and influence communities towards change in attitudes and practices and social norms upholding GBV that have existed through generations among other things.

Capacitating core partners as civil society actors

In the current strategic period, NCA has worked with 10 local NGO partners in the implementation of various projects within our geographical areas of focus in Somalia. NCA has actively focused on building partners and key stakeholders' capacities to ensure quality delivery of interventions in line with NCA goals, ownership and sustainability of programmes and as a result, remarkable results have been noted in the implementation of NCA programmes as well as their own interventions. Capacity assessment conducted within the current strategic period shows that partners are at different levels in terms of capacity and NCA anticipates to elevate those with adequate capacity to level of co-partnership in future. NCA will work with the same partners in the next strategic period. In addition to working with the local NGO partners, NCA works closely with the Key actors such as faith based institutions among others, as they have a significant role in influencing the community towards change, and their ability to advocate for change through holding leaders accountable in their duties and commitments. NCA and partners actively participate in all relevant thematic cluster forums at Nairobi and field level which are essential for coordination and support and also provided opportunities to explore synergies in the implementation of their work. In addition, NCA organizes partner forums twice per year where capacity gaps are explored and acted upon and provides opportunities for sharing experiences, best practices and challenges for learning purposes. Moving forward, NCA Somalia will continue enhancing capacities of partners to take a more active role in the implementation of skills learnt on diverse areas of financial management, HAP benchmarks with focus on complaints handling mechanisms as well as active participation in coordination forums such as ACT and others.

6. Programmes

6.1. Global Programme: Water, Sanitation and Hygiene (WASH)

Needs analysis

Across Somalia,¹⁴ unpredictable rainfall patterns, ongoing conflict, and lack of maintenance has resulted in only 29 per cent of the population having access to clean water and 39 per cent to sanitation. Unsafe water, inadequate sanitation and poor hygiene increase the risk of diarrhoea and other illnesses that deplete children of vital nutrients and can lead to chronic under nutrition and increase the risk of death. Diarrhoea, is the cause of nearly one in five deaths (19 per cent) of children under five. The mortality rate for Under-five stand at UMR: 180 per 1000 live births. Lack of sanitation, safe water facilities and services and poor hygiene are significant contributors to the high rates of disease in Somalia.

The population in target locations; Gedo, Banadir, Lower Shabelle and Puntland is Composed of IDPs, Riverine pastoral and agro- pastoral communities .Majority of populations in this locations live in sub-standard conditions in crowded settlements, and remain at high risk of acute watery diarrhoea (AWD)/cholera and other waterborne diseases due to inadequate access to basic sanitation and hygiene services. The practice of open defecation and on Site human waste disposal combined with overflowing pit latrines and faecal contamination of drinking water in the high risk districts also continues to contribute to disease outbreaks. Women and girls pay the heaviest price for poor sanitation. In many locations, the absence of toilets and restrictive cultural norms means women or girls can only go out after dark to relieve themselves. This exposes them to high risk of protection violations, including rape. The acute shortage of water in some districts is further exacerbated by seasonal droughts and floods leaving the vulnerable households with limited affordable options¹⁵.

Based on the NCA WASH review conducted in 2014 by Raad solutions, there is seemingly good progress in water access in NCA target locations for schools, the community and health facilities. An estimated 23% of the target population access up to 7.5 litres of water per day and 69 % access above 15 litres of water per day. During drought, this situation often changes as water scarcity becomes the norm. Water borne diseases have significantly reduced by 60% and often there is a fallout on this numbers when there is water scarcity as AWD outbreaks are often reported. ON open defecation and open garbage disposal 35% of the population still need support towards behaviour change and adoption of appropriate sanitation and hygiene practices. Despite this Milestones, The locations remain fragile owing to climate change patterns, conflict causing continuous displacements and constrained humanitarian access.

Specific target locations have varied needs for instance, ¹⁶Kutunwarey district in lower Shabelle area lacks functional water systems to enhance access to safe water and communities' tap water from the irrigation schemes. The area is prone to floods and gaps include, rehabilitation and construction of water facilities, Household water treatment boreholes/shallow wells/institutional latrines and construction of communal latrines; . In¹⁷ Abdiaziz district Banadir region, there is an acute shortage of sanitation facilities and water. People have to walk long distances to access water that is saline. Open defecation and poor hygiene practices are evidenced by the AWD and cholera outbreaks. IDPS in some parts of Darkanley have been forcefully evicted increasing the need for WASH response due to lack of facilities with access to water limited to households that can buy.¹⁸ A tri cluster assessment conducted

¹⁴ Water Sanitation and Hygiene: Unicef Global site

¹⁵ 2015 Humanitarian Needs Overview, OCHA November 2014

¹⁶ Kurtunwarey WASH Assessment Baseline Report December 2014; Baniadam Organization

¹⁷ Mubarak Community Development Organization (MCDO)

¹⁸ SOMALIA TRI-CLUSTER ASSESSMENT Fact-sheet: Luuq September 2014

Luuq district Gedo region for instance, shows the need to investigate health implications related to consumption of river water, prioritize latrine construction, improve existing water facilities and conduct hygiene promotion interventions. ¹⁹WASH concerns in Puntland are wide to include limited water access due to limited water sources and long queues being experienced in some locations, inadequate amounts of water have compromised hygiene standards increasing the risk of diarrhoea, high salinity levels in ground water, limited latrines in IDP camps, limited hygiene knowledge and Open defecation increasing health vulnerabilities.

Programme goal and theory of change

NCA WASH Program in Somalia will contribute to goal that “Rights holders (IDPs, Host communities and minority groups) achieve improved health and overall well-being”. To achieve this the WASH Program will where possible work with communities/stakeholders to address identified concerns using the following pathways:-

If NCA and partners facilitate the construction/rehabilitation of water supply systems; encourage application of sustainable technologies and water treatment; then community will have access to safe water at the recommended quantities and reduced collection time. NCA assumes that stakeholders will actively participate to ensure delivery of sustainable water services.

If NCA and partners make communities aware of the importance of adopting positive hygiene behaviour like latrine usage and the links to disease outbreak, then they will take measures to adopt acceptable sanitation and safe hygiene practices hence reduced contamination of water sources. NCA assumes that this knowledge will reduce dependency on hand outs for latrines and cause communities to construct own latrines hence reduced open defecation. NCA also assumes that Rights holders will work towards maintenance of set hygiene standards and protect themselves against health risks at household, institutional and communal levels. Local leadership structures will work with different community groups through a DNH approach to influence change in regard to allocation human and financial resources related to WASH.

If we capacity build and inform duty bearers on their role in delivery of WASH services as well as developing and making follow ups on their WASH agenda, then they can follow up on recommendations of Rights holders on WASH services. If we mobilise and educate Rights holders on their right to WASH services, then they can participate in decision making processes and challenge duty bearers towards sustained service delivery. NCA assumes that this will facilitate ownership, improved management and delivery of WASH services. NCA also assumes that rights holders and duty bearers are willing to engage and participate on these issues.

Programme description

To address the needs highlighted above NCA will adopt a comprehensive, inclusive (considering age, gender and vulnerability status i.e. persons with disabilities, the aged e.tc) and participative approach that includes increasing access to sanitation, safe water services and addressing hygiene behaviour on the basis of community preferences. Recurrent poor hygiene and sanitation practices combined with the use of unsafe water cause chronic and/or acute diarrhoea. Increasing access to safe water must also be accompanied by efforts to ensure the quality of drinking water. Household water treatment and safe storage are critical interventions that aim to reduce the risk of contamination of water supplies.

NCA will respond to Water needs through construction and rehabilitation of strategic water sources like piped boreholes, shallow wells and berkad and Household water treatment to improve the quality of consumed water. Capacity development of partners, communities and Governance structures on Management of wash facilities to enhance sustained access for all will also be undertaken. Sanitation needs will be met through adopting Progressive implementation of Community Led Total Sanitation approaches in rural areas while construction/rehabilitation of latrines will be undertaken in IDP camps, institutions and Transit centres e.t.c. To ensure that Behaviour change is achieved the program will work through dissemination of Hygiene messages and better practices (focusing on key messages for disease control), hygiene promotion in target locations both in communities and public institutions.

The project will target the most vulnerable Populations, analysing and taking into consideration the needs, priorities and capacities of both men and women including IDPs, People living with disabilities,

¹⁹ IOM-Somalia-WASH-KAP-research-briefer; Healthy migrants in healthy communities; August 2013

people at risk of acute watery diarrhoea and cholera, people living in drought affected areas as well as households and public institutions. NCA's main focus on WASH is to contribute to increased equitable and sustainable access to, and use of, safe water and basic sanitation services reducing diseases and hazards resulting from deficient environmental health conditions, unsafe disposal of faeces, water borne diseases, unsafe water sources, poor sanitation and hygiene.

6.2. Global Programme: Gender Based Violence (GBV)

Needs analysis

Gender based violence against women and girls is a serious problem in Somalia. Despite limited statistics and data about the scope of the violence, the Federal Government of Somalia, GBV affect women and girls servery and must be curbed, as stipulated in the constitution.²⁰ The violations may be extreme raging from domestic and sexual violence and rape, FGM, Early and Child marriages and other harmful practices. Due to the increased insecurity, war, weak rule of law, natural disasters, and conflicts which may cause displacement of populations among others. ²¹ The national prevalence of child marriage in Somalia is estimated to be 45%. Poverty or economic insecurity is a major factor influencing CEFM practices as marriage can be seen as a way to alleviate economic hardship in the shorter term through the payment of dowry, as well as the alleviation of the economic burden of children (especially girls) for the parents. Dominant gender norms relegate girls and women to a position in which they are expected to be dependent on men for financial security, thereby propelling girls into marriage at an earlier age, and leaving girls with little alternative for a secure future than to marry older and financially secure men. Pressure also stems from conservative cultural attitudes regarding sex and family structure; an unmarried woman is assumed to be promiscuous or at risk for rape, and is seen as not playing her appropriate social role as a wife and mother. As such, girls tend to marry when they are considered ready to bear children.²²

Gedo

Most parts of Gedo region are still under the control of Alshabab, and are still devoid of government structures that would enforce law and order. In addition, periodic inter-clan clashes in the region aggravates women's and girls' vulnerability including the risk of sexual and other forms of and gender based violence Cases of rape and sexual harassment are highly predominant in the area; yet remained generally unspoken due to taboo and fear of stigmatization.²³ As a consequence, reporting of sexual violence rarely occur, as confirmed by health care providers particularly in the camps and surrounding settlements. FGM/c prevalence in the region is still high at 98%, as revealed by the DFID situation analysis of FGM/c stakeholders as well as various partner reports with the most severe type- Pharaonic infibulation most common. One of the key drivers is the belief that FGM/c is a religious requirement.. Unlike most regions in Somalia, Gedo lacks key functional governance structures that would put in place mechanisms for law enforcement against GBV. Local structures such as community/religious leaders, men, women and youth groups play a key role in promoting positive social change as they have the authority and ability to influence communities at the local level.

Mogadishu

Sexual ²⁴violence is pervasive in much of Somalia following two decades of civil conflict and state collapse that has created a large population of displaced persons with majority hosted in

²⁰ Constitution of Somalia-Article 15: Liberty & Security of the person; Clause 4 " Circumcision of girls is a cruel & degrading customary practice and is tantamount to torture. The circumcision of girls is prohibited".

²¹ Somalia Gender Based Violence Working Group; 2014-2016 strategy

²² 'Marrying Too Young'-UNFPA (2012)

²³ GBV Rapid assessment October 2014-Northern Frontier Youth League

²⁴ Here, Rape is Normal" A Five-Point Plan to Curtail Sexual Violence in Somalia, Human rights watch 2014

Mogadishu.²⁵The humanitarian conditions in IDP camps are appalling and there is no security, increasing the vulnerability of women and girls thus exposing them to GBV due to lack of protection. The infrastructure of protecting and responding to Sexual and Gender Based Violence (SGBV) in IDP camps in Somalia - during different time periods and within different regions - is tied to clan infrastructure; religious infrastructure, armed combatants and warlords. It has been revealed and emphasized that according to the UN and Somali organizations and the Human rights Watch Somalia 2014: *'Here Rape is normal'*, between 30% and 70% of instances of sexual violence are committed by armed men in uniform which includes Somali police, the army and, in some cases, peacekeeping troops of the African Union mission in Somalia, AMISOM. Operating with complete impunity they sexually assault, rape, beat, shoot, exploit and stab women and girls inside camps for the displaced and as they walk to market, tend to their fields, or forage for firewood.²⁶ The justice system, medical services, the court systems are the police are profoundly ill-equipped to support and assist victims of sexual violence. Lack of confidential referral systems, lack of lighting within the camps, poor medical and psychosocial support structures, lack of skills trainings, and lack of awareness on GBV core human right conventions, by both right holders and duty bearers exacerbates the situation.

Puntland

Like in most parts of Somalia, FGM/C in Puntland is performed on girls aged 4-8 years. Their fate is left in the hands of parents and guardians who follow traditions of making them marriageable.²⁷ Some of the main reasons given for FGM/C practice in Garowe and Bosaso were that it was a deep rooted social practice which is allegedly supported by religion. This is aggravated by some hard stands by some of the religious leaders advocating for the practice of Sunna as a religious prescriptions in various project locations in Puntland hence undermining efforts on zero tolerance to FGM. 80% of respondents of an FGM KAP survey conducted in Puntland (Gedo, Garowe & Bosaso) indicated that they would allow their daughters/sisters to undergo Sunna type of FGM as they believe it won't have negative implications compared to other types of FGM.²⁸

The FGM/C Policy has been approved in Puntland and an upcoming FGM/c law is underway by the Federal Government; where the government position is zero tolerance: banning of all forms of FGM/C. However, these policies have not been implemented, yet they'd be instrumental in reducing FGM. Reports have indicated that the role of various actors such as men and youth in efforts among others towards a reduction on GBV incidents would be significant, yet this has not been realized. Unlike in Gedo where the government structures is yet to be fully operational there exists government structures responsible for various matters, as well as diverse stakeholders working to reduce incidents of GBV in most of our project areas in Puntland. Opportunities exist for NCA and partners to continue working with these stakeholders in this strategic period.

Programme goal and theory of change

NCA GBV Program in Somalia envisions a safe and just society where Women, Men, Boys and Girls enjoy lives free from Gender Base violence in Somalia. The following pathways will contribute to achieving this vision;-

If we mobilise and build the capacity of community actors (women, men boys and girls, community leaders, government officials, local authorities & community groups) and Religious leaders to break the silence and acceptance of GBV and promoting social norm change , then they will be better positioned to speak up against norms that uphold GBV and Harmful practices. NCA assumes through capacity building, these actors will be able to act to end GBV and advocate for the rights of girls and women.

²⁵ <http://www.restlessbeings.org/sexual-and-gender-based-violence/the-changing-tide-of-sexual-and-gender-based-violence-laws-in-somalia>

²⁶ The Knowledge, Attitudes and Practices (KAP) survey on Sexual & Gender Based Violence (SGBV) in 4 IDP camps in Mogadishu-Banadir region; June-Nov 2014.

²⁷ Article 14 UNICEF Convention on the rights of the Child.

²⁸ FGM KAP survey-NCA July-August 2014

If NCA and partners facilitate dialogues and community conversations on the harmfulness of FGM and other forms of GBV, then it will contribute to changing cultural and religious norms and prescriptions and commit to abandonment of FGM and ending GBV. By this process they will learn about the rights of the girl child and women`s right to life free from violence and the need for implementation and compliance to laws and policies supporting eradication of FGM and GBV. If faith actors receive knowledge and understand the need of laws/policies supporting eradication of GBV/HPs then they are likely to be engaged in advocacy for the implementation of these laws. NCA assumes that awareness creation for norm change and enforcement of laws/policies would contribute to reduced incidents of GBV in Somalia.

If NCA and partners make GBV survivors aware of psychosocial, and medical services available, then there will be a decrease in GBV related complications. If we facilitate skills training for GBV survivors, then they can become self-reliant. NCA assumes that this will lead to reduced vulnerability to GBV and improved quality of life for GBV survivors.

If NCA and partners support Rights holders and Duty Bearers to participate in community dialogues on FGM abandonment and facilitate theological reflections on FGM for religious leaders, then the communities will make joint decisions to stop the practice and leaders will be better placed to advocate for zero tolerance to FGM. NCA assumes that Religious leaders have an important role in changing religious dogma on FGM and have the potential to advocate and influence communities to abandon FGM as evidenced by community declarations leading to FGM free communities.

Programme description

The GBV programme will consist of two separate Programmes:

- 1) The Joint Program on FGM with Save the Children and their local partners (Tadamun Social Services (TASS) and Somalia Family Services (SFS) in Puntland) while NCA will implement through our ongoing programme in Gedo. The new application for the Programme is a separate application to Norad.
- 2) The Strengthening resilience and protection responses for IDPs and survivors of GBV in Bandir/Mogadishu is the other program.; Which will be implemented in Mogadishu in collaboration with NCA partner SSWC with plans to have an additional partner to expand the reach ability during the strategy period. Planned interventions will cover prevention, response and protection initiatives, through working with service providers, FBAs, community members, and uniformed services. Target beneficiaries will be derived from IDP settlements in Mogadishu.

The overall GBV Programme will focus on three main strategies, which are 1) mobilization and capacity building, 2) advocacy at local and national level and 3) provision of medical and psychosocial support services including livelihood support and vocational skills training. Mobilization and capacity building will target Religious/community leaders, government officials, local authorities & community groups through community dialogues, theological reflections, trainings and campaigns in order for them to support change towards reduce GBV. These efforts will enable them to be better positioned to advocate and influence communities against social norms that uphold GBV and Harmful practices with men playing a vocal role towards supporting the process.

Advocacy efforts will mainly focus on challenging duty bearers towards improvement and implementation of laws, policies and budgets to end GBV. This will be done through working closely with faith actors, civil society groups and partners through training and supporting them to challenge and influence governments and local authorities to actively engage and adopt policies/laws to end GBV. The result of this will be increased knowledge on laws and policies on GBV among faith and community actors, as well their adoption towards ending GBV.

Provision of psychosocial and medical support will mainly focus on GBV survivors in the project areas. This will be done through awareness creation on the services available as well as mechanisms in place to access these services. The programme will also offer vocational skills training in tailoring to survivors and provide business start-up kits at the end of the course to facilitate their engagement in small scale tailoring trades; and cash grants for identified needy FGM/c survivors to establish IGAs based on the need. The result of this will be decrease in GBV related complications as well as increased capacity of the survivors towards self-reliance.

The programme will create synergies with other programmes through integration of aspects of GBV programming into education programme targeting school aged children in schools; WASH, health programming- through supporting access to psychosocial social and medical support for GBV survivors, and economic empowerment through supporting GBV survivors to be self-reliant through engagement in livelihood activities.

1.2. Global Programme: Economic Empowerment

Needs analysis

The current socio-economic situation in Somalia is the result of the collapse of the central government in 1991. These led to de-structuring impact on the economy, turning it into a vast informal sector for the most part. The demise of the formal sector left in its wake great numbers of small business people and merchants with no public services, no regulations and no control. The 2012 Human Development Report estimates per capita GDP of Somalia at \$284, which is the fourth worst in the world²⁹. Economic empowerment is a central policy priority of the Somalia Government under the New deal (the Somalia Compaq)-Peacebuilding and State building Goals³⁰ (PSGs). However despite this policy, the government is constrained by a lack of technical expertise and low capacity to design, implement and monitor necessary commercial legislation. While some large scale private companies benefitted from the chaos, local livelihoods have suffered greatly. At a local level, the Somali economy is heavily reliant on informal sectors in agriculture and livestock, which have greatly suffered from drought and conflict. Mass internal displacement has exacerbated the challenge of rebuilding the economy as rural populations have abandoned their livelihoods in search of aid and protection in urban IDP camps. This means that local markets are constantly adjusting to new population dynamics and fluctuating demand for certain products according to the pattern of exodus and influx.

Few employment opportunities and a weak enabling environment for starting new business ventures has resulted in high levels of unemployment—just over half (54%) of 15-64 year olds are unemployed (UNDP 2012). Youth are especially at risk from poor labour market conditions, and may be drawn towards criminal or terrorist elements, both of which are highly active in Somalia.³¹The situation is critical especially to the youths who are the largest population cohort in Somalia today, - 73% of the population is below the age of 30, with 67% unemployed. (UNDP 2012). For example in Nugal and Gedo regions, due to the lack of opportunities, many youths have stopped looking for a job. A lack of jobs and a Lack of skills and experience are high on the list of reasons for unemployment in these areas. Missing out on education and employment creates frustration and demoralization among many youth. They might be tempted by crime, endangering not only themselves but also their communities. Capacity gaps have been witnessed in many facets of vocational skills in these areas and only two TVET have the capacity to offer vocational training in these areas that is Sayid Mohamed Technical Education Training Centre (SAMTEC) in Belet hawa and Garowe Vocational Training Center (GVTC) in Garowe. However current TVET Service Providers use a curriculum that they themselves have developed with minimum support from the Ministry of Education³² Women on the other hand are at risk of not accessing markets

²⁹ UNDP (2012): *Somalia Human Development Report 2012 Empowering Youth for Peace and Development*,

³⁰ The Federal Government of Somalia *The Somali Compact*.

³¹ Danish Refugee Council (2012): *The Vocational Skills Training Labour Market Study*.

³² Labour market analysis and survey-Gedo, Nugaal and Banadir region-NCA 2013

because of strong social customs. Strong social customs such as early marriage, polygamy and high fertility rates make it difficult for women to participate in economic activity as they are forced to take on unpaid home-based work.

The production sector has the capacity to empower local Somali communities economically. However the value chains of products by riverine communities in Gedo or agro-pastoral communities in Gedo and Nugal and Fishing communities in coastal areas of Puntland face common challenges. One of the main problems is that supply often fails to meet demand due to a combination of factors such as seasonality, lack of storage, poor transport infrastructure and a weak enabling environment. This causes significant price volatility. The main opportunities for employment and skills training can be found in the post-production stages of the value chains, particularly in storage, packaging and business management³³.

Programme goal and theory of change

NCA economic empowerment program in Somalia will contribute to the goal that, “Rights holders secure entrepreneurial opportunities and sustainable employment”. To contribute to achieving this goal, NCA will follow the following pathways of change:-

If NCA and partners support rights holders with knowledge, tools and technology to add value to their products; involve them in the process of mapping and analysis of value chains to identify bottlenecks; and facilitate training in management skills to run the mapped value chain; then Rights holders will have greater control of their value chain. NCA assumes that greater control of the value chain will provide rights holders with better prices for the products and hence increased income.

If we facilitate the rehabilitation and construction of physical market spaces, then rights holders will have improved physical space to sell their products. If regulatory and cultural market barriers are addressed and reduced; and Rights holders have been capacitated on relevant market information, then the Rights holders will gain access to local and domestic markets. NCA assumes that Rights holders especially women will participate in trade with minimal hindrances thus increasing their income.

If we facilitate collaboration between private sector and vocational training centers to design demand driven curriculum, then youth and women will gain relevant vocational skills and internship/apprenticeship. If we support vocational education graduates to have relevant skills, tools and equipment, then they can start their own income generating enterprises. NCA assumes the youth and women will seize the economic opportunity availed to them and that private sector exists in our program areas and are willing to collaborate with vocational with vocational centers.

If we facilitate business skills training to Rights holders and organize them in groups, then they will have increased ability to save hence get capital for investing in business. NCA assumes that Rights holders are will to save collectively and will also establish micro and small enterprises hence earning profit from trade.

Programme description

The economic empowerment programme in Somalia is based on four strategies: Vocational skills training, Business skills training, Value chains development and promoting market access. Vocational skills training will target vulnerable youth at risk of joining armed militia in Puntland and Gedo. This will be done through private sector collaboration in the areas of market driven curriculum development and internship/employment opportunities. The results of this will be increased jobs and self-employment opportunities to youths reducing their vulnerability to recruitment by militia groups.

Business skills will specifically target women in Puntland, Gedo and Banadir with the aim of assisting them to establish small enterprises which will be done by capacitating them with business skills and

³³ ILO Market opportunity mapping in Somalia

organizing them in groups to assist them access capital for investing in business. The results of this will be increased income from the profits made in business.

Value chains development will target the agro-pastoral communities in Gedo and Puntland, riverine farmers in Gedo and fishing communities in coastal areas of Puntland. Value chains for important products in targeted communities will be mapped and analyzed to determine the entry points for supporting the right holders to have greater control of their products from the time of production to selling in the markets which will give them better prices for their products. Market access will also target the agro-pastoral communities in Gedo and Puntland, riverine farmers in Gedo and fishing communities in coastal areas of Puntland. Market access will create linkages with value chain development approach by providing physical market spaces and reducing market barriers indicated above. The results of this will be improved physical space to sell products and minimal hindrance's to trade therefore increased income.

6.4 Contextual Programme: Education for Sustainable Development

Needs analysis

Somalia has one of the world's lowest enrolment rates for primary school-aged children with only 42 per cent of children being in school. Of those, only 36 per cent are girls. The number of out-of-school and at risk children and youth aged 6-18 years has been estimated at 4.4 million, out of a total population of 9.2 million.³⁴ Development of a credible, comprehensible and feasible education system in Gedo region has been a key challenge over the years. Insecurity is a primary challenge and a significant barrier not only to the achievement of local development but also on full exploitation of personal development. The challenge is further exacerbated by ethnic conflict, clanism, and violent conflict which lead to displacement particularly for children & women.

Poor learning outcomes are reflected in the high repetition and drop-out rates which result in children failing to complete a full cycle of basic education. In addition, the situation is further affected by the lack of safe school environments in some areas, lacking the most basic learning facilities such as adequate classrooms while in others, children are expected to learn in unsafe, dilapidated structures often without adequate sanitation facilities. In addition, Gender inequalities are found throughout the education system with the highest incidence being in the teaching force where only a small number of teachers are women and the majority of these are unqualified.

NCA supports about 20,672 children and youth to access primary, secondary and vocational education, among whom 9,207 were female in 73 primary schools, 5 secondary schools and 1 Vocational training centre. In addition, NCA supports 491 teachers/tutors through capacity building and provision of monthly economic incentive to deliver quality education services in the targeted schools in Gedo region. Beneficiaries are mainly drawn from host and IDP communities.

According to the NCA education mapping assessment conducted in 2012, there were 134 primary schools, 4 secondary schools and 1 vocational training centre in the entire Gedo region. In addition the assessment estimated a total of 670 teachers deployed in all the schools in the region. Out of this number, NCA supports about 57% of the total number of schools; and over 70% of the total number of teachers in the region. The focus of the NCA education programme has been to address the gaps mentioned above in the targeted schools enabling school aged children and youth to access quality education in safe environments given the complexity of the Somalia context.

Programme goal and theory of change

NCA Education program in Somalia envisions a society where all school aged children access education. To contribute towards achieving this vision, NCA will follow the pathways below;-

³⁴ Go-2-School Initiative 2013-2016: Ministry of Human Development and Public Services & UNICEF Joint Strategy Document.

If NCA and partners support the provision of adequate infrastructure in schools and support capacity building of teachers to deliver quality education services, then the school aged children will access quality primary and secondary education. NCA assumes that this will lead to improved literacy levels.

If NCA and partners capacity build local authorities, CECs, teachers and communities on effective management of schools; challenge and inform them of their roles and responsibilities, then they can deliver quality education services. NCA assumes that these actors will be willing to actively engage in education issues.

If we mobilize communities/parents and make them aware of the importance of, and right of children to education then there will be increased enrolment and retention of children in schools. NCA assumes that this will lead to active participation, ownership and management of education interventions.

Programme Description

Education in Somalia serves as a strategy that offers protection for school aged children and adolescents; equipping them with knowledge and skills that empower them with necessary knowledge and skills towards building resilience and contributing towards stability and long term development of their country. Education programme will be implemented in Gedo region and will focus on increasing access to quality primary and secondary education and improving retention of school children in schools with a focus on the girl child.

Promoting access to quality education will be achieved through provision of adequate infrastructure in schools through construction and rehabilitation of classrooms as well as provision of sanitation facilities for boys and girls in schools. In addition capacity building of teachers through training will be a key focus towards delivery of quality education services in the respective schools.

Improving retention of school children will be achieved through mobilizing communities/parents and making them aware of the importance of, and right of children to education. The programme will also capacity build CECs and local authorities through training and provision of necessary technical support to actively participate in the effective management of schools; challenging and informing them of their roles and responsibilities in education programming.

7. Emergency preparedness and response

Strengthening disaster response capacity

Somalia is a conflict stricken country that is also prone to natural disaster –drought, cyclones and floods. Additionally the situation is aggravated by internal displacements caused by clan conflicts and militia attacks which sometimes necessitates emergency response. This context poses ever present and existing threat to life in Somalia. In order to meet the lifesaving needs of those affected by disasters and to alleviate human suffering, NCA Somalia is able to respond in a timely manner to disasters, together with partners and communities to acknowledge and monitor early warning signs and triggers. Together with partners, NCA has the capacity to respond and mitigate any eventual fallout posed by the above mentioned disasters. NCA capacity includes and not limited to, resources (Offices, warehouse, vehicles) and competent staff and good relations with the community to be able to respond promptly and aptly.

NCA and partners have the capacity to provide within the sectors of WASH, food and NFIs, as well as assistance in the form of cash based on need. Wherever possible, NCA will link response to on-going development activities to tap on experience. NCA will ensure conflict sensitivity and incorporate Do No Harm principles so as not to exacerbate conflict among targeted affected communities. NCA will also work towards greater accountability to vulnerable and disaster-affected populations. The geographical focus for emergency response for NCA in Somalia will be Gedo, Puntland, Banadir, and Lower Shebelle

regions. Regions not covered by NCA would be covered by other ACT sister agencies as per the ACT Somalia Forum preparedness and response plan . This is the agreement reached by ACT Somalia Forum members and it is documented in ACT Somalia Emergency Preparedness & Response plan. The capacity of NCA and partner staff with regards to emergency preparedness and response is routinely strengthened through workshops and trainings, as well as other initiatives by the ACT Forum, UN Clusters, and NCA HO. The country office endeavors to Strengthen Partnerships between Government, International humanitarian actors (whether donors or UN aid agencies) and local organizations in response to emergencies. The idea is to forge a working relationship that can draw best practices and provide a platform for learning where Local capacity will be the main asset on which to build since a significant amount of humanitarian assistance is ultimately delivered by the citizens of disaster-affected countries themselves (diaspora community for the case of Somalia).

Humanitarian coordination

NCA previous experiences with emergencies in Somalia has shown that agencies and organizations participating in a response need to act in a coordinated manner in order for the response to be effective. NCA is a member of the ACT Somalia Forum (ASF) and we have an emergency preparedness response plan (EPRP) that guides and coordinates our response during emergency. NCA is also a member of the various UN Cluster systems, which coordinate various responses during emergencies in Somalia. Our staff continuously are acquainted and made conversant with the EPRP tools that are at our disposal from the different networks that we associated with. The Gender marker is an important tool ³⁵for ensuring that humanitarian assistance is needs based and effectively reaches all segments of the affected population with an equal access and equal quality of service. The country office will ensure that the Gender marker is integrated in all responses undertaken during the project.

8. Finance and funding

According to the UN Office for the Coordination of Humanitarian Affairs (OCHA), humanitarian funding for Somalia has been steadily decreasing since 2012. The challenges of securing funds in Somalia can be attributed to donor fatigue in funding protracted humanitarian interventions due to the fact that there are high costs and risks in providing aid in a conflict situation. There was also the slowdown in the global economy coupled with the outbreak of several conflicts and humanitarian crisis round the World – Syria, South Sudan, Philippines, Central Africa Republic, Haiti, and Nepal that caused competing effect for humanitarian funding.

By end of 2013, only 50.8 percent of the USD 1.15 Million Consolidated Appeal Process (CAP) had been funded. In 2014, Somalia was ranked the fourth among the countries with the largest UN funding requirements of USD 591 million alongside Syria (USD 6.5 billion), South Sudan (USD 1.1 billion) and Sudan (USD 995 million) .

Fundraising efforts for the Somalia programme were, to a large extent successful in 2011. Over NOK70 million was raised from different donors against an annual target of NOK 26 million. This funding situation can be attributed to the fact that in 2011, Somalia faced the worst humanitarian crisis that saw an overwhelming need to scale-up humanitarian response interventions in Somalia, as well as a positive response from major donors.

In the Strategic period 2011-2015 emergency funds from the MFA have been relatively stable except for 2014, where funding levels dropped. Funding from the various UN agencies dropped after the 2011 famine response but nonetheless remained relatively stable. The ACT appeal funding significantly dropped after the 2011 response with the SOM121 appeal being greatly underfunded.

Analysis of donor market

Donor agencies have regularly reviewed their funding strategies and focus areas based on changing scenarios, government priorities, domestic policies or global trends. In the recent past, we have noted

³⁵ OCHA Gender Toolkit: December 2012

the emergence of 'new priority' sectors such as security and anti-terrorism, climate change, resilience, among many others. Particular to Somalia, is the changing focus of donors on Disaster Risk Reduction. Where development projects link with economic approaches, funds for entrepreneurial innovation are becoming more widely available particularly in the areas of agriculture, energy, technology and communication. While this shift presents several opportunities for innovation and sustainable development options, it particularly presents a challenge for rights-based work that is not well-embedded in practical or tangible initiatives or may not yield tangible outputs.

Funding approaches are encouraging new partnerships, which may include working more closely with government agencies, local authorities, private or public institutions, as well as the private sector. NGOs find themselves in a peculiar situation as they seek to build new partnerships while maintain an independent and objective position on matters of policy, practice and values. This shift is relevant and real for NCA operating in Somalia, where it is required to navigate various relationships at local and national level while retaining its overall agency focus.

Another focus donor agencies have initiated is funding mechanisms that require grant recipients to demonstrate the achievement of pre-agreed results or milestones in order to receive grant payments. The primary proponents of these approaches have been the UK through DFID/UKAID as well as the US through USAID, with other donors following suit.

To be current with relevant funding trends and sources, NCA Somalia will, in collaboration with HO Global Funding Unit, develop capacity of its staff in fundraising and to create and utilize annual funding plans and strategies. Additionally, NCA will train partners in issues pertaining to funding – funding strategy creation and utilization, donor diversification and donor compliance.

Programme selection based on donor market analysis

As per the context analysis, NCA Somalia's chosen thematic programme areas – WASH, Economic Empowerment and Gender Based Violence - are relevant and are seen by donors as key elements of realising stability in Somalia.

NCA Somalia's strategy to secure funding for the implementation of the intervention outlined above is going to priorities and strengthening relations with the Norwegian Ministry of Affair (MFA) and Norad, who are our major funders. Norway has Somalia as a focus country and has expressed both political and financial commitment to supporting restoration and rehabilitation in Somalia. We will also have focused and concerted efforts, in collaboration with the Global Funding and Private Sector Partnerships Unit of the Fund Raising Division at the Head Office, to mobilized funds from the private Sector in Norway.

At the Country Office level, NCA will target funds from ACT Alliance, the UN (UNOCHA/CHF, UNICEF, UNHCR, WFP and FAO), EU, DFID, and other relevant funding institutions, (who have designated Somalia as a focus country to be supported financially) to broaden our operations both programmatically and administratively.

NCA and our Somali National NGO partners will continue focusing on engaging and playing an active role in the UN cluster coordination system. NCA's ability to establish successful consortia will greatly influence whether we can grow our funding base in the lead up to, and beyond, 2016. NCA Somalia is currently involved in the formation of a UNICEF-led WASH Consortium seeking block-funding from major donors in order to improve both sector management capacity and population access. This type of engagement contributes a valuable model to NCA for consortium forming.

Forecasted income

Year		2016	2017	2018	2019	2020	Total
Programmes	WASH	30,352,607.00	35,250,164.67	37,717,676.20	40,357,913.53	43,182,967.48	186,861,328.88
	Gender Based Violence (GBV)	4,502,000.00	11,026,613.19	11,798,476.11	12,624,369.44	13,508,075.30	53,459,534.04
	Economic Empowerment	24,158,000.00	18,575,230.84	19,875,497.00	21,266,781.79	22,755,456.51	106,630,966.14
	Education (Contextual programme)	17,884,000.00	9,381,355.25	10,038,050.12	10,740,713.63	11,492,563.58	59,536,682.58
Grand Total		76,896,607.00	74,233,363.95	79,429,699.43	84,989,778.39	90,939,062.87	406,488,511.64

9. Monitoring and evaluation

Monitoring principles and practices

Continuous monitoring of programmes will be key during this strategic period. Programme staff of NCA and partners will be responsible for Monitoring. Do No Harm principles will also be key in M&E to ensure the security and dignity of rights holders, and without raising expectations that NCA cannot meet. In addition to the 6M project monitoring tool (NCA routines and guidelines), NCA Somalia programme will also use a contextualized monitoring tool which was developed to complement the 6M tool and also to accommodate the principles of remote monitoring, especially in instances where there is limited access. Monitoring will be an on-going activity throughout the strategic period and will also follow different donor requirements. Field visits, observation, debrief and the checklist method will be the target methodologies to be adopted for monitoring. During monitoring, the different pathways and preconditions in each programme Theory of Change will be revisited to change for major deviations, this is in addition to revisiting the Results Framework.

NCA Nairobi staff both finance and programmes will undertake occasional field visits (security situation permitting) to track activities and assess results. The finance staff will use checklists developed to enhance compliance. The office will also review monthly reports submitted by the field office regularly. To manage the challenges of access, NCA will also utilize the UN coordinated cluster system like 4W matrix which report on who is doing what, where and when on a monthly basis. Additionally, the NCA staff based in the field staff, who are Somali local staff, and can access almost all areas of Somalia, have the mandate of conducting regular monitoring trips to partners' project sites after which they compile monitoring reports which are shared with the management for appropriate follow up. Joint monitoring trips with ACT Somalia forum will also be undertaken to monitor not only activities funded by the ACT appeal, but also by other donors to enable sharing of experiences and best practices.

In line with Do No Harm principles, NCA aims to conduct or update on a yearly basis a conflict analysis for each NCA programme and seek to adapt the programme implementation according to findings. This to ensure that NCA programmes in conflict settings avoid exacerbating conflicts.

Evaluations

To assess the change NCA programmes are making, periodic evaluations will be carried out. This will be done after the end of the projects and as required by the donors. In addition, and subject to available of funding, NCA Somalia programme will conduct programme wide review/assessment at least every two years to assess the impact of the programmes. External consultants will be contracted to do evaluation when need be to ensure objectivity.

10.Organisational prerequisites

Competence development

NCA Somalia has competent staff to deliver on this strategy. In addition NCA works with Somali National staff who are based in our program areas in Somalia. NCA works with partners whose staff competencies may need strengthening. To enhance technical competence of implementing the identified programmes, NCA Somalia programme staff and partners will take part in different trainings during this strategic period. To start with, and in recognition of Somalia as a fragile state, partners and staff will undertake Hostile Environment Individual Safety Training (HEIST) for those who have never undergone this training and refresher for those who did it long time ago. This training is meant to raise awareness of security issues to the staff. To supplement HEIST training, DNH and conflict sensitivity training will be conducted to both NCA and partners staff to enhance mainstreaming of conflict sensitivity in programming. Other trainings to enhance the technical capacity of staff will be conducted in particular Humanitarian WASH advocacy, Cash transfer programming, anticorruption and accountability course. Approximately half of the staff have undergone these trainings and further trainings for remaining staff as well as refresher course during the strategic period. This is in addition to participation in respective Community of Practice (COP) by Somalia programme staff which will give them opportunities to share experiences and build their capacity in implementing their respective thematic areas have been improved.

Human resource needs

NCA Somalia programme will continue to be organized into Nairobi coordination office, field offices in Gedo- Garbaharey and Puntland- Garowe and a liaison office in Mogadishu. To support the smooth running of projects in Somalia, the coordination office will continue to be staffed with area Representative, thematic Programme Officers and financial controller. The field offices will be headed by team leaders and assisted by project officers and support officers. As of today, the composition of the staff is as follows: 1 senior manager, 2 middle managers, 12 officers, 8 support officers and 2 technical officers.

Cost effectiveness

In this strategic period, NCA Somalia program will ensure cost effectiveness by adopting the following approaches; working more with national partners which will contribute to reduced administration and human resource related costs. The program will strengthen an integrated approach to programming through shared project resources such as office space, monitoring and logistics related costs among others. Another approach would be outsourcing services such as car rental, internet provision, etc. The programme will as much as possible utilize free online capacity building courses for staff development to ensure cost effective learning/capacity development.

11. Risk management

Strategic

Somalia is one of the most difficult environments in the world in which to operate in, with conflict and security presenting significant challenges to our partners and particularly to direct implementation by NCA staff. We have 3 offices and over 25 Somali National staff in Somalia that we have a duty of care for. Addressing these challenges is an immediate priority and one on which we have already scaled up our efforts. NCA will explore innovative tools that harness the use of technology in Somalia, such as mobile and web-based data collection, and direct participatory monitoring. To facilitate increased and more regular access by NCA staff, we will invest in strengthened risk management - working with the UN, NSP, local authorities, Partners and community structures such as elders and religious leaders. Each of the thematic programmes will be underpinned by a monitoring framework that will track progress against programme targets and provide the data required to monitor delivery of the Country Strategy and Results Framework.

NCA has been in Somalia since 1993 managing both relief and development projects directly and through its Somali National NGO partners. It has stood with the people of Somalia even in the most difficult of times. This long term commitment and solidarity with the people of Somalia has gained NCA acceptance, recognition and respect as a development partners.

Financial

Operating in Somalia raises serious operational considerations for any organisation, but it is particularly challenging for NGOs as there are no financial services sector. International banks have no presence in Somalia. NCA has put in place a sound financial management system, stringent procurement procedures and stock management of assets, goods and services purchased by the agency through records and registry. Controls, such as enhanced due diligence for higher-risk customers and transactions; central compliance clearance for transactions of particular types and size; and automatic screening against sanctions-list-using IT systems, protect us as far as possible from abuse diversion.

Due to the risks presented in some of the areas in which we operate and the challenges posed by lack of infrastructure, we impose our own policies for anti-fraud and corruption.

Operational

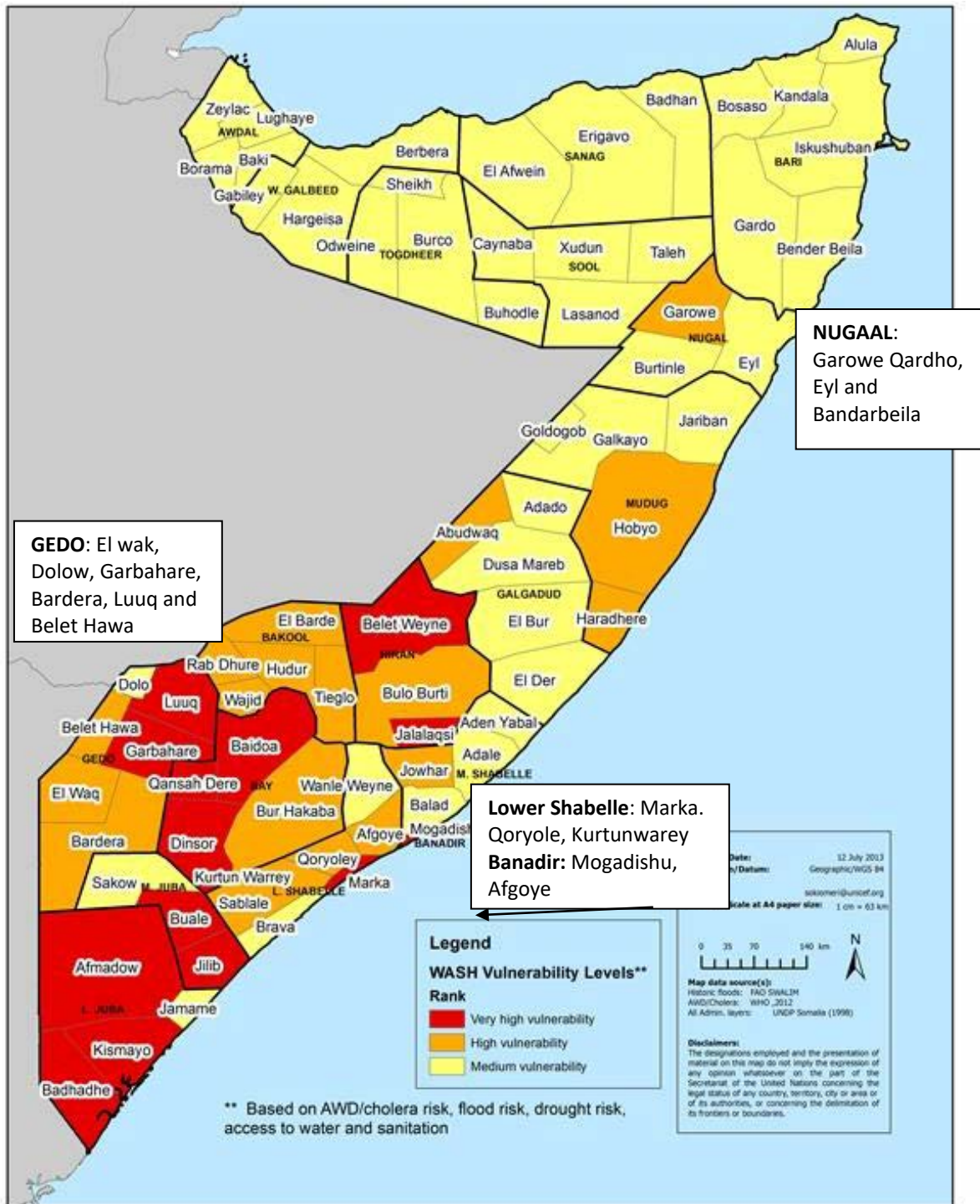
Adequate competent staffing is crucial for the programme in Somalia. The success of projects is heavily dependent upon the quality and experience of local our staff in particular. This is particularly relevant in view of the limited field access for expatriate staff. NCA has specialized staff in both thematic programme and financial and administrative areas at the Nairobi and field offices respectively. If/when the liaison office eventually moves to Mogadishu, a transition period is envisioned where the capacity of Somalia staff will be enhanced. There is also considerable expertise on humanitarian, emergency preparedness and recovery processes. Financial and administrative competence including in the areas of human resources, quality assurance, procurement and logistics, and finance. The latter includes also internal auditors with extensive knowledge about auditing processes and risk management. NCA has a stronger focus on accountability including anti-corruption both within the organization and with partners and in coordination with ACT. We have an elaborate global personnel policies and human resource management including the introduction of Performance based management. All these initiatives will contribute to further improve the organization's accountability, transparency and efficiency. NCA Accountability Frame work, stemming from the HAP frame, ensures that we take stock, both internally and externally, observing our routines and guidelines in our interaction with Right holder, Partners, Duty Bears and other relevant stakeholder.

Hazards

Somalia is a country that is prone to natural disasters. Cyclic droughts and floods are the two dominant hazards that affect the majority of the country. The situation is exacerbated by the fact that in eventuality of occurrence of any of the natural hazards, intervention is seriously hampered because there is almost none-exist physical transport or communication infrastructure.

NCA will engage the community and relevant stakeholders, building their capacity in early warning systems and disaster preparedness. In conjunction with our partners and our relevant stakeholders, we will work with communities that live and make their living close to the drought and flood prone areas. In case of floods, we will work to strengthen river banks, improve irrigation canals, install better water management systems. In case of drought we will work to increase livelihood options, introduce/promote water harvesting and conservation, and introduce drought resistant varieties, rangeland management, and provision of feeding supplements.

Annex 1: Map



Annex 2: Partner Information

NAME OF PARTNER	CENTER FOR RESEARCH & INTEGRATED DEVELOPMENT (CERID)
LEGAL STATUS OF PARTNER	CERID is a local non-governmental organization which is registered from both the Federal Government of Somalia and from Jubbaland State in Somalia.
SHORT DESCRIPTION OF PARTNER (SIZE, NO OF EMPLOYEES, MEMBERS, MANAGEMENT STRUCTURE, YEAR OF ESTABLISHMENT, FINANCIAL FOUNDATION, TECHNICAL EXPERTISE, MEMBERSHIP IN NETWORKS, COOPERATION WITH LOCAL GOVERNMENT)	<p>CERID was established in 2004 by cohort of Somali professionals. The organization is aimed at to be social-oriented and work for the welfare of the Somali people in the emergency situations and post-emergency recovery and reconstruction programs. CERID is fully committed to promoting community self-reliance for recovery and development through Research based effective intervention initiatives and human capacity development. The key thematic focus programs of the organization include:</p> <ol style="list-style-type: none"> 1) Education programs support; 2) Support to Natural Resource Management, Agriculture & Livelihoods; 3) WASH program; 4) Environmental & Social justice; and 5) Social research unit. <p>The organization has an experience of 12 years and since its establishment, it has been implementing quite number of grant projects in its thematic focus programs and succeeded many achievements in the different sectors. The governance and management structure of CERID is composed of two levels: the Board of Trustee and the programs management team. The Board of Trustee of CERID is 5 members (4 male and 1 female) and the board is highest body of the Organization that sets the strategic direction, the organizational policies and regulations as well as the code of conducts regarding its mission.</p> <p>The programs management team consists of employed professional qualified team for the thematic programs who are responsible to the Board of Trustee for the programs and operational management of the organization. The management team is responsible to carry out, control and implement the organization's day to-day activities at their respective levels. The programs management team is headed by executive director and assisted by program manager with the thematic program officers. The director and the program team have the duties and role to represent the organization and deal with the local, international and donor bodies in order to help the programs of the organization. Currently the organizations employees are over 50 employees under different projects in the region. CERID has enough experience in its thematic programs and the areas of operations. Almost all the key staff of CERID employees is post-graduate having second degree of masters from different fields relevant to the work of CERID does.</p> <p>The organization has strong financial and other guiding policies for the management of resources both the donor grants and its human resources as well. The organization adopted best practices and accounting standards in terms of financial operations and procurements. in order to do this, CERID adopts the segregation of duties for check and balance and avoid any kind of misappropriations and risks. CERID is a key and a focal member of the Somali South Central Non State Actors (SOSCENSA) which is a huge civil society platform based in Mogadishu and has got hundreds of members includ-</p>

	ing all sectors. It is also a member of consortium networks in the region with sharing and experiencing in the key areas of interest related to the thematic programming of CERID.
APPLICANTS EXPERIENCE WITH PARTNER; RATIONALE FOR CHOICE OF PARTNER AND DURATION OF THE PARTNERSHIP	CERID and NCA have been in partnership since 2010 and had succeeded many achievements down those years which became physically landmarks in Gedo region. CERID has been working with NCA in Beled-Hawa and Luuq districts of Gedo region in the thematic areas of Education and livelihood support to communities in those districts in which CERID has more technical experience in doing them. CERID in partnership with NCA have been supporting 15 primary and 1 secondary schools in Luuq district and had succeeded reviving the education sector services in Luuq districts since 2011.
DIVISION OF LABOR BETWEEN APPLICANT AND PARTNER	CERID being local partner with the Applicant; It will be responsible for the actual execution of the proposed activities on the ground to ensure the deliverability of the results targeted. The local partner herein CERID and its staff will be taking the role in the field of the project activities implementation. The applicant will coordinate, technically supervise, monitor and evaluate the works done by the local partner. Therefore, each has different role and there will be clear division of the labor from both the local partner and the applicant. The ToR terms of the sub-contracts shall be prepared by the applicant to the local implementing partner and thus, division of the work and the labor involved shall be cleared in that terms of reference between the applicant and the local partner.
NAME OF PARTNER	SOCIAL LIFE AND AGRICULTURAL DEVELOPMENT ORGANISATION (SADO)
LEGAL STATUS OF PARTNER	Social Life and Agricultural Development Organization (SADO) is a Somali local-based NGO that was established in 1994 in order to spearhead local development initiatives in GEDO region and other parts of South Central Somalia. SADO is legally registered in Kenya and in Somali under Somali Federal Government and in Jubbaland State of Somalia.
SHORT DESCRIPTION OF PARTNER (SIZE, NO OF EMPLOYEES, MEMBERS, MANAGEMENT STRUCTURE, YEAR OF ESTABLISHMENT, FINANCIAL FOUNDATION, TECHNICAL EXPERTISE, MEMBERSHIP IN NETWORKS, COOPERATION WITH LOCAL GOVERNMENT)	Established in 1994, SADO is a non-partisan non-governmental, not for profit organization. With its headquarters in Mogadishu, Somalia, SADO has operational presence and experience in the greater Horn of Africa. The organization has an aspiration to expand its operational into the greater Horn of Africa region. SADO pursues a rights based approach grounded on the belief that people are entitled to a claim of basic conditions of living with dignity and access to opportunity and dignity, as a basis of fulfilling their human potential. The organization has a board of directors comprising of 5 people (4 male and 1 female). They are elected by the members at an annual meeting. SADO has been active in the mobilisation and organization of the local community in Bardera District in GEDO region and has an impressive track record and experience in implementing community anchored programs in Governance; Education; Livelihoods and Food Security; Water and Sanitation and Hygiene (WASH). Additionally, human rights, gender and environment have over time been addressed by SADO as cross cutting issues. In defining and operationalizing these strategies, SADO takes cognizance of important international, national and local development trends and contexts. The main target groups of SADO include vulnerable and marginalized

	<p>communities (pastoral, agropastoral, urban poor and riverine communities).</p> <p>In SADO pursuance of a system and integrated approach to programming, SADO collaborates closely with like-minded institutions from the CSO, public and private sectors. SADO in this regard is a member of various networks such as SOSSENSA, SODOC, Peace and Human Rights Network, Somali NGO consortium and East and Horn of Africa Human Rights defenders EHAHRDP.</p> <p>SADO has graciously received technical and financial support from amongst others CHF/OCHA, CRS,ACTED, NCA, Oxfam NOVIB, Oxfam GB, FAO, Pathways/UNICEF, Solidarities, Diakonia, NRC and the French Embassy</p> <p>SADO has a well-defined and functional internal organisational structure. SADO works through a number of well resourced (staff, infrastructure, equipment's) field offices. Policy and strategic guidance, leadership and oversight are offered by a diverse and competent Board of Trustees (BOTs).</p> <p>SADO has an annual budget of US\$ 4-5 million. The organisation has financial controls and structures that are approved by the board to ensure accountability to its donors.</p>
<p>APPLICANTS EXPERIENCE WITH PARTNER; RATIONALE FOR CHOICE OF PARTNER AND DURATION OF THE PARTNERSHIP</p>	<p>SADO has been NCA's implementing partner in South Central Somalia for over 10 years. NCA's partnership with SADO has focused on Education, WASH, Food Security, and Livelihoods projects. Peace building and reconciliation initiatives targeting the beneficiary communities have been incorporated in all these sectors. Currently, SADO is partnering with NCA in the implementation of Education for Peace and Development project in Bardheere District of Gedo region among other projects.</p> <p>SADO has maintained an impeccable record in the implementation and reporting of its project activities and therefore it is reliable and experienced in implementation of donor –funded projects in SC Somalia. SADO has a field presence in Somalia due to its all inclusive working relationship with the donors, communities and all the stakeholders involved. And it is due to its field presence that SADO has managed to partner with various international organizations including the UN, to provide the much needed field presence in specific locations in South Central Somalia.</p> <p>SADO is transparent and accountable to the right holders and the donors, and it is always utilizing the lessons learned to improve its relationship with the right holders and thus improving its programming.</p> <p>SADO responds to particular needs in specific target communities - particularly disaster affected and marginalized communities regardless of clan, gender and ideological factors as the main primary target groups.</p> <p>SADO has a clear strategic plan for 2015 – 2019. The development of this plan has been motivated by amongst others a desire to be more focused and result oriented; strengthen the organizational ca-</p>

	<p>capacity including sustainability as well as the search for a clear foundation for future learning and accountability.</p> <p>SADO's project identification, selection, delivery and handover are guided by robust service delivery mechanisms that it has used for many years. NCA / SADO both work on platform of NO Harm Approach and this approach has over the years, minimized risks that are associated with peace building and reconciliation efforts in a volatile environment. To minimize the risks further, NCA / SADO hold regular project implementation committee meetings to discuss the status of each project, implementation challenges and to share lessons learned.</p>
<p>DIVISION OF LABOR BETWEEN PPLICANT AND PARTNER</p>	<p>SADO will be responsible for implementing the day to day activities of the project. SADO will also be responsible for co-ordinating with other relevant actors on matters related to the implementation of this project including, project launch, planning for implementation, monitoring, reporting and evaluation. In addition, SADO will be responsible for information gathering on the activities of other agencies relevant to education work in the Gedo region. The organization has good relationships with local stakeholders, government ministries, local authorities, traditional leaders, which will enable effective implementation of the project. SADO enjoys community acceptance in Bardera in the areas of intervention.</p> <p>Over the last 14 years, SADO has developed a network of contacts and local partnerships that provide valuable support on local issues. The community led approach, using the Village Committees in many decision-making processes, transfers ownership to the beneficiaries.</p>
<p>NAME OF PARTNER</p>	<p>Nomadic Assistance for Peace and Development (NAPAD)</p>
<p>LEGAL STATUS OF PARTNER</p>	<p>The organization was started by a group of former UN and International NGO workers who saw the need to dedicate themselves to support underprivileged local Somali communities' social and economic development.</p> <p>The institution is registered as a Local Non-Governmental Organization (LNGO) in Somalia (2006) and in Kenya (2009). It has offices in Mandera and Nairobi in Kenya and, Mogadishu and Dolow in Somalia.</p> <p>NAPAD has been actively engaged in sectors such as Education, Water sanitation & hygiene, Agriculture, Livestock development, Peace building and Advocacy. NAPAD has strong collaborations with other development agencies working in its operational areas with a view to ensuring shared leaning, collaboration and synergy. NAPAD is funded by amongst others Medico International, Terre Des Hommes, Trocaire, Oxfam GB, UN-OCHA, the Norwegian Church Aid (NCA), FAO, ACT, DAI and UNICEF to implement different programs aimed at alleviating vulnerabilities in the nomadic people in Northern Kenya and South -Central zone of Somalia.</p>

<p>SHORT DESCRIPTION OF PARTNER (SIZE, NO OF EMPLOYEES, MEMBERS, MANAGEMENT STRUCTURE, YEAR OF ESTABLISHMENT, FINANCIAL FOUNDATION, TECHNICAL EXPERTISE, MEMBERSHIP IN NETWORKS, COOPERATION WITH LOCAL GOVERNMENT)</p>	<p>The organization is governed by five well experienced, active and strong board members who have been elected on the basis of integrity, willingness to render voluntary services, professional experience regarding management of development and humanitarian entities, expertise on resource mobilization, contacts at the national, regional and international level while considering diversity in gender, geographical, community (clan) and special interest group representation. It is headed by an executive director. Below him is the programmes director and financial director. Below them are the programme managers, project managers and field officers. Under the financial manger are the accountants. NAPAD has highly experienced officers with vast experience working with NGOs/ INGO's</p> <p>NAPAD works with various INGOs, UN, faith based organizations like NCA and local communities and their organizations to ensure that vulnerable and poverty stricken people in the Horn of Africa. NAPAD is an active member of the education, wash and livelihood clusters. It's also the co chair of education in Gedo region. NAPAD is a member of the Somalia NGO consortium. Its currently implementing an emergency education project with Trocaire. It's also implementing child protection project in mandera with Tdh Germany. NAPAD has therefore a wide experience and technical expertise in dealing with such projects. .</p> <p>NAPAD currently 23 staff working in Somalia with a minimum qualification of diploma except the cleaners and the security guards. The highest is a PhD holder while 6 are masters holders. All the rest are degree holders except 3that are diploma holders.</p> <p>NAPAD has well established and defined financial accounting policies procedure manual, administration and Procurement manual and other internal control system and procedure that are designed to maximize accountability, continuous effectiveness and optimal management of donor funds, assets and other resources of the organization. To ensure this, NAPAD uses software accounting system, record keeping, grant management system, financial reporting and auditing. NAPAD receives funding from different donor with a financial turnover of USD 1,664,617.</p>
<p>APPLICANTS EXPERIENCE WITH PARTNER; RATIONALE FOR CHOICE OF PARTNER AND DURATION OF THE PARTNERSHIP</p>	<p>NCA and NAPAD partnered in 2008 in education and have over 7 years experience in working together. NAPAD has been working on different sectors like WASH and livelihood. TDH Germany funded a child protection project that is currently on going in Mandera county Kenya. NAPAD has the technical capacity to implement project of this nature. The organisation has financial and reporting controls that ensure effectiveness of project. The organization has long standing experience in the region. It has also excellent working relationship with local authority and the government.</p>
<p>DIVISION OF LABOR BETWEEN PPLICANT</p>	<p>NAPAD is registered in Somalia as a local NGO. The organization has good relationships with government ministries, local authorities, traditional leaders, that will enable effective implementation of the pro-</p>

AND PARTNER	<p>ject. NAPAD enjoy community acceptance in geographical areas of intervention.</p> <p>NAPAD will implement the project while the partner will provide the funding. It will also provide quarterly narrative and financial reports. At the end of the project NAPAD will provide a comprehensive narrative and financial report. The partner will do regular monitoring of the project. At the end of the project the partner can engage an independent consultant to do project evaluation.</p>
NAME OF PARTNER	SAVE SOMALI WOMEN AND CHILDREN(SSWC)
LEGAL STATUS OF PARTNER	SSWC is a national non-profit humanitarian organization registered in Kenya and working in Somalia since 1992.
SHORT DESCRIPTION OF PARTNER (SIZE, NO OF EMPLOYEES, MEMBERS, MANAGEMENT STRUCTURE, YEAR OF ESTABLISHMENT, FINANCIAL FOUNDATION, TECHNICAL EXPERTISE, MEMBERSHIP IN NETWORKS, COOPERATION WITH LOCAL GOVERNMENT)	<p>Save Somali Women and Children is a fast growing Non-Governmental organization with over 100 employees and members. The organization is governed by a board, with an executive director and program coordinator who oversees the day to day activities of the organization with the support of other management team.</p> <p>SSWC was found in the year 1992 in Mogadishu and over the years expanded to other areas in south central Somalia, Currently has offices in Mogadishu, Nairobi, Afgoye, Adado and have running projects in Baidoa, Kismayo and Baladweyn.</p> <p>The organization approximately manages an average grants of \$2million annually with the relevant technical expertise and experiences ranging from Project management, Community development, GBV specialists, Monitoring and evaluation, Certified Public Accountants (CPA), International relations among others.</p> <p>SSWC is an active member of the protection, shelter, wash, food security and livelihood clusters both at Nairobi and Mogadishu level. The organization is also a member of the Protection Cluster Review Committee (CRC) as well as the co-chair of the GBV working group.</p> <p>The activities of the organization in any given local area has the consent of the local government, close collaboration with the local government and sharing of experience, lessons learnt, inclusivity and best practices is the foundation of the organization's service delivery to the most vulnerable.</p>
APPLICANTS EXPERIENCE WITH PARTNER; RATIONALE FOR CHOICE OF PARTNER AND DURATION OF THE PARTNERSHIP	SSWC has partnered with NCA for the last 2 years on GBV in emergencies targeting IDP's in Mogadishu settlements. The project focused on prevention and protection against GBV in conflict, participation of women in peace building processes, and psychosocial assistance to survivors SGBV. This activities contributed to reduced GBV incidents in target locations while improving the protection environment of women and girls in 3 target districts (Dharkanley, Wadajir and Holwadaag) in Banadir region, Somalia'. The focus was prevention and protection against sexual violence in conflict, participation of women in peace building processes, and psychosocial assistance to

	<p>survivors of GBV. Based on achievements reached NCA will engage SSWC over the next 5 years (2016-2020) to help realize current project commitments that include:</p> <ul style="list-style-type: none"> •Community actors, such as faith-based actors and civil society organizations, have contributed to change in social norms that uphold GBV; •NCA and partners have contributed to advocacy for improvement and implementation of laws, policies and budgets to end GBV; and •GBV survivors have safely accessed adequate and appropriate support services.
DIVISION OF LABOR BETWEEN NCA AND PARTNER (ADDED VALUE OF WORKING WITH PARTNER)	<p>NCA is the lead agency for this project, and will be responsible for contacting the partner, monitoring project implementation in the target districts, donor reporting and building capacity of partners. NCA will also play a key role in the contextualization of the Tamar campaign and will write the final report. Lessons learnt from the previous engagements will be adopted and applied during the implementation of this project to strengthen coordination and improve service delivery. The agency has long-term experience, local knowledge and acquired skills to effectively manage this project. SSWC will undertake actual mobilization and implementation roles in this project. They will support liaisons where possible with faith actors, government officials as well as AMISOM.</p>
NAME OF PARTNER	DIALOG FORENING (DF)
LEGAL STATUS OF PARTNER	Non-Governmental Organization (NGO) registered in Somalia
SHORT DESCRIPTION OF PARTNER (SIZE, NO OF EMPLOYEES, MEMBERS, MANAGEMENT STRUCTURE, YEAR OF ESTABLISHMENT, FINANCIAL FOUNDATION, TECHNICAL EXPERTISE, MEMBERSHIP IN NETWORKS, COOPERATION WITH LOCAL GOVERNMENT)	
APPLICANTS EXPERIENCE WITH PARTNER; RATIONALE FOR CHOICE OF PARTNER AND DURATION OF THE PARTNERSHIP	<p>NCA Somalia has been partnering with DF since 2008 to present, implementing projects in Gedo region of Somalia. Through these years, both parties have collaborated in projects ranging from: protection; food security and livelihood; WASH; to emergency assessments and baseline survey.</p> <p>Apart from its positive reputation among the community it serve, DF is a partner also possess commendable technical capacity and always</p>

	<p>strives to ensure it remains accountable to all stakeholders in a transparent manner. In addition, NCA has never had any legal or financial issues with DF that may deem the organization a risky partner. The organization adheres to all NCA compliance requirements.</p>
<p>DIVISION OF LABOR BETWEEN NCA AND PARTNER (ADDED VALUE OF WORKING WITH PARTNER)</p>	<p>NCA acts as the funding agency while DF is the direct implementing partner. The added value to this relationship is that, since DF is well supported at the grassroots level, the community actively participate in the project implementation and develop a sense of ownership since they perceive DF as a local organization established to assist them develop as community.</p> <p>In addition, the opportunity to partner with NCA has exponentially improved DF's capacity. Through working together and adhering to NCA's compliance directives, DF has been able to strengthen its management structure and increase its positive reputation. Other funding has been able to partner with DF as a result of the positive outcomes that have been achieved in implementing NCA's projects.</p>
<p>NAME OF PARTNER</p>	<p>CENTER FOR RESEARCH & INTEGRATED DEVELOPMENT (CERID)</p>
<p>LEGAL STATUS OF PARTNER</p>	<p>CERID is a local non-governmental organization which is registered from both the Federal Government of Somalia and from Jubbaland State in Somalia.</p>
<p>SHORT DESCRIPTION OF PARTNER (SIZE, NO OF EMPLOYEES, MEMBERS, MANAGEMENT STRUCTURE, YEAR OF ESTABLISHMENT, FINANCIAL FOUNDATION, TECHNICAL EXPERTISE, MEMBERSHIP IN NETWORKS, COOPERATION WITH LOCAL GOVERNMENT)</p>	<p>CERID was established in 2004 by cohort of Somali professionals. The organization is aimed at to be social-oriented and work for the welfare of the Somali people in the emergency situations and post-emergency recovery and reconstruction programs. CERID is fully committed to promoting community self-reliance for recovery and development through Research based effective intervention initiatives and human capacity development. The key thematic focus programs of the organization include:</p> <ul style="list-style-type: none"> 6) Education programs support; 7) Support to Natural Resource Management, Agriculture & Livelihoods; 8) WASH program; 9) Environmental & Social justice; and 10) Social research unit. <p>The organization has an experience of 12 years and since its establishment, it has been implementing quite number of grant projects in its thematic focus programs and succeeded many achievements in the different sectors. The governance and management structure of CERID is composed of two levels: the Board of Trustee and the programs management team. The Board of Trustee of CERID is 5 members (4 male and 1 female) and the board is highest body of the Organization that sets the strategic direction, the organizational policies and regulations as well as the code of conducts regarding its mission.</p> <p>The programs management team consists of employed professional</p>

	<p>qualified team for the thematic programs who are responsible to the Board of Trustee for the programs and operational management of the organization. The management team is responsible to carry out, control and implement the organization's day to-day activities at their respective levels. The programs management team is headed by executive director and assisted by program manager with the thematic program officers. The director and the program team have the duties and role to represent the organization and deal with the local, international and donor bodies in order to help the programs of the organization. Currently the organizations employees are over 50 employees under different projects in the region. CERID has enough experience in its thematic programs and the areas of operations. Almost all the key staff of CERID employees is post-graduate having second degree of masters from different fields relevant to the work of CERID does.</p> <p>The organization has strong financial and other guiding policies for the management of resources both the donor grants and its human resources as well. The organization adopted best practices and accounting standards in terms of financial operations and procurements. in order to do this, CERID adopts the segregation of duties for check and balance and avoid any kind of misappropriations and risks. CERID is a key and a focal member of the Somali South Central Non State Actors (SOSCENSA) which is a huge civil society platform based in Mogadishu and has got hundreds of members including all sectors. It is also a member of consortium networks in the region with sharing and experiencing in the key areas of interest related to the thematic programming of CERID.</p>
<p>APPLICANTS EXPERIENCE WITH PARTNER; RATIONALE FOR CHOICE OF PARTNER AND DURATION OF THE PARTNERSHIP</p>	<p>CERID and NCA have been in partnership since 2010 and had succeeded many achievements down those years which became physically landmarks in Gedo region. CERID has been working with NCA in Beled-Hawa and Luuq districts of Gedo region in the thematic areas of Education and livelihood support to communities in those districts in which CERID has more technical experience in doing them. CERID in partnership with NCA have been supporting 15 primary and 1 secondary schools in Luuq district and had succeeded reviving the education sector services in Luuq districts since 2011.</p>
<p>DIVISION OF LABOR BETWEEN APPLICANT AND PARTNER</p>	<p>CERID being local partner with the Applicant; It will be responsible for the actual execution of the proposed activities on the ground to ensure the deliverability of the results targeted. The local partner herein CERID and its staff will be taking the role in the field of the project activities implementation. The applicant will coordinate, technically supervise, monitor and evaluate the works done by the local partner. Therefore, each has different role and there will be clear division of the labor from both the local partner and the applicant. The ToR terms of the sub-contracts shall be prepared by the applicant to the local implementing partner and thus, division of the work and the labor involved shall be cleared in that terms of reference between the applicant and the local partner.</p>

NAME OF PARTNER	BANIADAM RELIEF AND DEVELOPMENT ORGANIZATION (BRDO)
LEGAL STATUS OF PARTNER	Registered as a Non-Governmental Organization in Somalia and Kenya
SHORT DESCRIPTION OF PARTNER (SIZE, NO OF EMPLOYEES, MEMBERS, MANAGEMENT STRUCTURE, YEAR OF ESTABLISHMENT, FINANCIAL FOUNDATION, TECHNICAL EXPERTISE, MEMBERSHIP IN NETWORKS, COOPERATION WITH LOCAL GOVERNMENT)	<p>Bani'Adam Relief and development organization is registered in both Somalia and Kenya as non-governmental organization. Was founded immediately after the collapse of the Somalia Government in 1991 by a group of Somali professionals who came together to chart a basis for humanitarian response toward the crisis and assist in promoting peace and good governance among the affected communities. Baniadam vision is to have a world where those who are poor and marginalized exercise their capacities, build their own lives and take charge of their future. The mission of Baniadam focuses on improving humanity.</p> <p>Bani'Adam is managed by six Board of Directors (BOD) headed by a chairperson who is elected after every five years. The Chairperson is supported by the Treasurer, Secretary and Auditor. The board meetings are held on quarterly basis. Bani'Adam Relief and development Organization has 34 permanent staff members with various skills across the sectors we focus on. Bani'Adam also hires staff on project basis, such that at the end of the project we lay them off. Under this arrangement we have a reserve of trained staff we can recruit on a short notice especially in the regions where getting qualified staff is a challenge. In addition, like any other recruitment by Bani'Adam they are subjected to an interview process before final selection and engagement.</p> <p>Baniadam initial funding was generated from the members, and over the years we have established strategic development relations with our partners who fund ongoing humanitarian programs. Bani'Adam has well established financial policies and procedures. The financial policies guide the organization in all financial dealings. We operate separate project bank accounts with three to four signatories for any funds received. This makes our accounting process smooth and minimizes reporting errors.</p> <p>Baniadam has a team of qualified staff who serve as engineers, program staff, accounting and logistics. Baniadam is a member of Somalia UN humanitarian coordination systems under different sectors. Currently Baniadam plays leading role in Food Security and WASH clusters in Somalia. Baniadam is a member of Somalia NGOs consortium. Baniadam has networks with other development partners outside Somalia, including Canada, Sweden, and United Kingdom. We are active member of SOCIENSA a forum for Non State Actors in South Central Somalia. Since 2012, we are a member of Shared Development Group Consulting (SDCG) based in Brussels Belgium. Currently Bani'Adam is the Food Security cluster vice chair for Lower Shabelle.</p> <p>Cooperation with the National and local Government is cordial, we</p>

	are working closely with local authorities, especially in regions where we have programs going on. We continue to receive support from the national government on issues related to registration, immigration, technical advice and clearance of incoming goods.
APPLICANTS EXPERIENCE WITH PARTNER; RATIONALE FOR CHOICE OF PARTNER AND DURATION OF THE PARTNERSHIP	NCA has been implementing Activities with Baniadam in Banadir region targeting IDPS in Afgoye and around Mogadishu since 2008. Activities have covered thematic areas of WASH. The relationship saw the expansion of the projects towards Lower Shabelle with expansion on WASH coverage reaching out to the most Vulnerable populations while building local capacities to enhance self-sustenance. The Organization has a solid basis and boasts of experienced engineers who worked with government before the collapse of the state and are now changing lives through enhancing access to WASH.
DIVISION OF LABOR BETWEEN NCA AND PARTNER (ADDED VALUE OF WORKING WITH PARTNER)	Being a local partner in Somalia, Baniadam is responsible for implementation of WASH interventions on Behalf of NCA targeting IDPS, pastoral, agro-pastoral and riverine communities in target locations. Working in an agricultural area, Baniadam will also contribute to the food security related interventions whilst capacity building communities and organizing them in groups that will enhance self-sustainability of agricultural interventions that they are engaged in.
NAME OF PARTNER	ACTION FOR SOCIAL AND ECONOMIC PROGRESS (ASEP)
LEGAL STATUS OF PARTNER	Registered in both Somalia and Kenya
SHORT DESCRIPTION OF PARTNER (SIZE, NO OF EMPLOYEES, MEMBERS, MANAGEMENT STRUCTURE, YEAR OF ESTABLISHMENT, FINANCIAL FOUNDATION, TECHNICAL EXPERTISE, MEMBERSHIP IN NETWORKS, COOPERATION WITH LOCAL GOVERNMENT)	<p>ASEP is a NGO that operating since 1995 in Belet Xaawo, Doolow , Luuq, Garnaharey. ASEP has a liaison office found at Kipro Center, Westlands that houses the Executive Director and supporting staff. The organization has 10 full time staff and 20 occasional staff members. The financial foundation of ASEP is donor based. Additionally, the staffs are exposed to numerous trainings and platforms to build their technical expertise.</p> <p>ASEP is a joint initiative of the local community leaders, youth, women and business groups in the horn of Africa region as well as professional class from the region who are committed to contribute to the wellbeing of the region destroyed by civil war with aims to foster a sustainable and equitable development by assisting communities to properly identify their development needs and match them with the available resource.</p> <p>ASEP delivers relief and development programs that are geared at improving livelihoods and empowering local communities to become self-sufficient. In order to achieve this, we partner with local and international donor organisations. The main strategic programs of the organisation are Water Sanitation & Hygiene (WASH), Agriculture & Livelihoods, Entrepreneurship Development and Peace and Governance. In addition to service delivery, ASEP carries out capacity building for local communities in all these program areas whilst also engaging in Emergency Response activities when need be. Gender, HIV/AIDS, human rights and environmental protection are mainstreamed in all programs as per the MDG requirements.</p> <p>ASEP has held the focal point for the WASH and Food Security Clus-</p>

	<p>ter Gedo region for over two years now indicating the organizations ability to spearhead WASH and livelihood interventions in Gedo Region. ASEP has also launched a number of peace building, social reconciliation, and effective security and governance initiatives in Gedo region for the last 10 years. The cooperation with the local Government has been variant with a few challenges.</p> <p>A five-member board of directors sets policies and provides overall guidance for the organisation, while a management team consisting of a program coordinator, several Program managers, a finance coordinator and an outreach coordinator is responsible for implementation. ASEP has over 30 members of staff and they, especially those in the field, have input on all management decisions. ASEP maintains internal financial control systems and strict monitoring and evaluation processes, including established yardsticks for evaluating the effectiveness, impact, relevance, sustainability and efficiency of all interventions. Mid-term and final project evaluations are routinely carried out with the participation of all stakeholders. These evaluations have led to greater accountability and have improved the overall performance of the organization.</p>
<p>APPLICANTS EXPERIENCE WITH PARTNER; RATIONALE FOR CHOICE OF PARTNER AND DURATION OF THE PARTNERSHIP</p>	<p>ASEP has been working with NCA since 2006, that's about 9 years' experience. It is among the firmly founded and strong local organizations with potential for geographical, thematic and strategic engagements, including advocacy actions. They have supported NCA works in various sectors, including WASH, Gender, Food security and Small micro enterprise. Together with NCA they have been pillars towards the establishment of the private public partnerships approach managing WASH facilities in Dollow and Belet Hawa.</p>
<p>DIVISION OF LABOR BETWEEN NCA AND PARTNER (ADDED VALUE OF WORKING WITH PARTNER</p>	<p>Working with ASEP has assisted NCA expand her reach with more vulnerable groups reached in areas where NCA would otherwise not access given the conflict situation in Gedo region. ASEP will continue supporting NCA towards ensuring that gains so far made in the target locations are not lost and that links are made by relevant government or local authority structures to ensure sustainability of WASH, Economic recovery and Gender initiatives are sustained.</p>

Annex 3: Cross-cutting issues and strengthening civil society:

Refer to Excel Sheet 3

Annex 4: Programme results frameworks:

Refer to Excel Sheets 4.1, 4.2, 4.3, 4.4

Annex 5: Funding strategy and targets

DONOR RELATIONS

NCA Somalia's funding strategy to secure funding for the implementation of the planned country strategy include strengthening relations with the Norwegian Ministry of Affair (MFA) and Norad, who are our major donors. Norway has Somalia as a focus country and has expressed both political and financial commitment to supporting restoration and rehabilitation in Somalia. We will also have focused and concerted efforts, in collaboration with the Global Funding and Private Sector Partnerships Unit of the Fund Raising Division at the Head Office, to mobilized funds from the private Sector in Norway.

At the Country Office level, NCA will target funds from ACT Alliance, the UN (UNOCHA/CHF, UNICEF, UNHCR, WFP and FAO), EU, DFID, and other relevant funding institutions, (who have designated Somalia as a focus country to be supported financially) to broaden our operations both programmatically and administratively.

NCA and our Somali National NGO partners will continue focusing on engaging and playing an active role in the UN cluster coordination system. NCA's ability to establish successful consortia will greatly influence whether we can grow our funding base in the lead up to, and beyond, 2016. NCA Somalia is currently involved in the formation of a UNICEF-led WASH Consortium seeking block-funding from major donors in order to improve both sector management capacity and population access. This type of engagement contributes a valuable model to NCA for consortium forming.

Other approaches are encouraging new partnerships, which may include working more closely with government agencies, local authorities, private or public institutions, as well as the private sector. NGOs, find themselves in a peculiar situation as they seek to build new partnerships while maintain an independent and objective position on matters of policy, practice and values. This shift is relevant and real for NCA operating in Somalia, where it is required to navigate various relationships at local and national level while retaining its overall agency focus.

I) FUNDING INVESTMENTS

To be current with relevant funding trends and sources, NCA Somalia will, in collaboration with HO Global Funding Unit, develop capacity of its staff in fundraising and to create and utilize annual funding plans and strategies. Additionally, NCA will train partners in issues pertaining to funding – funding strategy creation and utilization, donor diversification and donor compliance.

- Funding SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> Capacity to respond in the country Access to wide variety of funding opportunities Competent Staff both in Somalia & Nairobi Multicultural environment Partnership and network approach Long term relationships with back donors 	<ul style="list-style-type: none"> Staff capacity; recruitment and training Lack of diversified funding Inadequate coordination and info sharing HO/Field differences Commitment /Incentives towards cooperation
Opportunities	Threats
<ul style="list-style-type: none"> Partner with UN agencies Local partnership International partnerships 	<ul style="list-style-type: none"> Insecurity and Political instability Not receive external funding Large competitors; existing consortia

- External funding available
- Sharing offices/facilities with other ACT members
- Joint programming and funding applications (incl. non-traditional donors) -ACT
- Sharing of resources – cost efficiency -ACT
- Coordinated capacity building of partners
- Cooperation with diaspora

- GoS negative attitude towards NGOs
- Low partner capacity
- Competing interests from donors & regional actors
- Corruption and transparency
- Donor fatigue

Annex 6: Planned evaluations

Programme/project	Year	Donor	Partner	Internal/external	Comments (size of project, evaluation requirement, etc.)
FGM/GBV in emergency project	2017 & 2020	NORAD/ embassy	Save the children, SSWC	External	Project midterm evaluation and end of project evaluation
Education project	2018	NORAD	CERID, SADO and NAPAD	External	End of project evaluation
Economic empowerment project	2018	NORAD	ASEP and CERID	External	End of project evaluation
WASH- TV campaign project	2017	NCA own funds	ASEP, BANIADAM	External	End of project evaluation

Annex 7: Risk analysis and management

Risks identified		Analysis of risk			Management of risks			
Risk number	Description	Likelihood	Impact	Risk level	Management strategy	Risk mitigation activities	Contingency Plan	Responsible
1. External Risks	Lack of legitimate government and lawlessness in Somalia giving rise to threats coming from radical armed groups	Low	Medium	Medium	Work mainly within the community structures, local authorities and clan elders, particularly in Gedo and Mogadishu. Sporadic conflict risks in Puntland mitigated by maintaining firm contacts with government security agencies and use of special protection unit for foreign staff	Share any alerts on escalating conflicts/ changing political environment to ensure safety of staff and partners	Create linkages with relevant government arms and security networks in Somalia	Field Office Team leaders
2	Risks that NCA may be branded with the Christian tag, hence may be construed to propagate a Christian agenda in Somalia	Low	Very Serious	Very serious	All NCA staff and partners work professionally without any biases and preferences. Communicate clearly NCA's mandate as an organization. Also to ride on its historical successes as apolitical humanitarian organization. NCA and partners are trained in Do No Harm/ conflict sensitive programming	Regularly communicate the NCA's mandate as an organization through community mobilization forums Ensure that the Humanitarian Principles and code of conducts are signed by all staff to ensure No harm is caused	Strengthen engagements with Local Somalia partners in the target locations	Area Rep

3	Insecurity increases the risk to the national staff in the field and significantly inhibiting their access to the program	Low	Serious	Serious	NCA has a security plan in place so that its staff are not exposed to exaggerated risks and can quickly be moved to safer areas. Security focal points at field level and proper communication strategy put in place that include conflict monitoring. Also NCA regularly follows the security updates provided by the NGO Security Program (NSP).	Train NCA staff and partners on NCA security plan as well as Capacity development for staff on the security plan and communication strategy Keep abreast of happenings, avoid danger	Link up and register with security actors within Somalia (the NSP for close monitoring of unfolding the security events	AR AND Field office team leader
4. Programmatic Risks	Prolonged drought lowering level of ground water table and affecting water supply to communities	Low	Serious	Serious	Emergency preparedness plan should be put into place such that communities get lifesaving interventions during severe drought periods	Develop a country specific emergency response plan	Adopt cluster specific emergency preparedness plans by UN led clusters in Somalia	WASH Program Officer
5	Shrinking space for women's active participation and influence in decision making processes in communities under the control of Radical Islamic Groups	Low	Low	Low	Communities' awareness and capacities' enhanced such that different response mechanisms are developed to mitigate arising challenges with regards to women participation at various levels in society.	Community empowerment & awareness creation through various programmes on importance women participation in the development agenda in Somalia	Inclusion of threshold of women involvement in project activities in organizational strategy documents	PO
6. Internal Risks Partners	NCA phasing out from education program without a capable support structure to take	High	Very Serious	Very Serious	NCA should forewarn and make efforts of transferring responsibilities to the affected communities or other available stakeholders. Nevertheless, it takes time for the Somalia, local	Diversifying donor support in education e.g from UN bodies Advocate for support	Down scaling programme interventions and enhancing local authorities/ government in-	AR

	over the programme				authorities to have the capacity and the resource to take over the responsibility of Education. Thus NCA will continue to work with them over the transition period.	of the education sector by the government Capacity building partners and community structures for eventual hand over of education programme	involvement in education sector	
7. Internal Risk NCA	Local CSO Partner organization may for any reason be suspended from operating in a certain area	Low	Low	Low	NCA vet partners thoroughly before engagement to avoid damage. Continuous monitoring of partner's activities, political interests and relationships.	Networking and active coordination with other organizations in various forums e.g clusters for information sharing Regular monitoring/review of partner activities; partner capacity assessment and capacity building	Adoption of NCA accountability frameworks (HAP, anti-fraud policies)	AR
8. Cooperation Risks NCA and Partners	Financial mismanagement and corruption	Medium	Serious	Serious	Strict follow up of financial routines and regulations of both NCA and partners; continues monitoring of project finances; capacity building of NCA and partners staff; NCA accompaniment with partners in relation to future financial reporting.	Regular monitoring of partner interventions and financial records Bi annual capacity building of staff & Partners on Compliance practices	Inclusion of financial requirements in partner contracts	AR, HR & Finance Manager