

ACTIONAID SOMALILAND COUNTRY STRATEGY PAPER

***“People’s Action Toward Social Justice”
(2020 – 2024)***

Table of Contents

Foreword	4
List of Acronyms	6
Chapter One	7
INTRODUCTION	7
External Context	9
Climate change and its effect.....	9
Socio-Political Context	9
Security	11
Somalia Economy and its Sustainability.....	11
Pastoralists’ Livelihood	12
Women’s Participation in Decision making	12
FGM and manifestations of violence against women as denial of rights	13
The young women and men	13
Access to justice	14
Growth of technology	14
Chapter Three	15
3.1. Who We are?	15
Vision	15
Mission	16
Values	16
Chapter Four	18
Strategic Priorities	18
Priority 1: Address root causes of violence against women and girls, enhance women’s access to economic opportunities and justice:	19
Focus Area1: Strengthen women’s Groups and movements to challenge the root causes of GBV.	19
Focus Area 3: Increasing access to justice for vulnerable women and girls.	20
Priority 2: Advance women-led humanitarian response and promote resilience building to address climate, sudden-onset and conflict induced disasters.....	21
Focus Area1: Advance Women-Led Emergency Preparedness, Response and Recovery for communities affected by disasters in a transparent and accountable way.	21
Focus Area 2: Promote resilient livelihoods and Disaster Risk Reduction (DRR) for vulnerable people living in the midst of recurrent climate shocks.....	22
Chapter Five	24
Organizational Objectives	24
Organisational Objective 1: Strengthen our system, structure, staff and partner capacity to successfully deliver the CSP	24
Organisational Objective 2: Build a culture of learning and accountability through effective documentation informed by evidence.	25
Organisational Objective 3: Embrace technology and innovations	25

Organisational Objective 4: Diversify funding sources to ensure financial sustainability and rationalise geographic footprint 25

This Country Strategy Paper (CSP V) is the result of a rigorous and participatory processes involving critical analysis of external and internal organizational context and midterm review of the Country Strategy Paper IV performance as well as thorough consultations with all relevant stakeholders including community, partners, government officials, academia, international and UN agencies, CSO networks including women-led organizations and resource persons. Donors were also consulted to ensure that the strategy is linked to their priority focus areas. A peer Desk Review team also rigorously reviewed the CSP IV overall impact, challenges and lessons learnt in implementation and made recommendations to inform the new CSP. The strategy is contributing to the ActionAid Global Strategy '*Action for Global Justice*'. However, to remain relevant, it is deeply contextualized to Somalia including Somaliland. It is a reaffirmation of our commitment and solidarity to the people living in poverty and exclusion and their communities represented by well-established women organizations, women groups and networks.

Currently the country is going through a considerable amount of changes in its stability, geopolitical relevance, socio-economic situation and ecological changes. The gap between the 'haves' and 'have-nots' is widening more than ever before, gender inequality persists, depriving women and girls of their basic rights and opportunities, over 60% of the population are young people, yet disproportionately unemployed. Climate change is increasingly becoming a day-to-day crisis manifesting itself in different forms in the country and Horn of Africa region including recurrent droughts, cyclones, higher temperatures, erratic rains, pest infestations including desert locusts, flooding and climate induced conflict. The region has suffered four years of consecutive droughts which is expected to continue in the coming years, making the community recovery process difficult. We acknowledge these challenges, and we stand with the communities in solidarity against the destruction of their lives and livelihoods, to move forward, adapt relevant changes and embrace opportunities on the horizon.

Based on our learning and reflections on the past and the predictions we see on the horizon, the strategy demands us to become more innovative, agile and resilient. During the next three years, AAIS will continue to work on women's rights (by addressing the root causes of violence against women and girls, enhance women's access to economic opportunities and justice) and Advance women-led humanitarian response and promote resilience building to address climate, sudden-onset and conflict induced disasters. We will collaborate with conflict transformation-based and environmental organizations and movements. We will ensure our work is based on a conflict and climate sensitive analysis and use feminist leadership principles and Human Rights Based Approaches (HRBA) as our guide in implementing this strategy. We will strengthen our organizational systems and structures for effective delivery of the strategy. We will build a culture of innovation, accountability, learning and evidencing our impact. We will resource our strategy by diversifying our income streams and improving our consortia and partnership building approaches including specialized partners to address the root causes of conflict, injustice, poverty and patriarchy.

On behalf of management and staff, I would like to thank all our partners, National and International NGOs, government Ministries, Departments and Agencies and ActionAid International colleagues from the Global Secretariat that contributed to the development and review of this country strategy paper. Special recognition goes to Madam Saadi Abdi Alin the former Country Director of AAI Somaliland who initiated and contributed significantly to the development of this strategy; to our constituents with whom we have been working over the years in our quest to address the root causes of poverty, conflict, injustice and patriarchy and with whom we will continue the struggle for social justice over the next three years.

Mohamed Sillah

Country Director

ActionAid International Somaliland

List of Acronyms

AA -	ActionAid
AAIS -	ActionAid International Somaliland
CSO –	Civil Society Organisations
COVID -	Corona Virus Disease
CSP –	Country Strategy Paper
CRSA –	Climate Resilient Sustainable Agriculture
FGM/C –	Female Genital Mutilation/Cutting
FSNAU –	Food Security and Nutrition Assessment Unit
GBV -	Gender Based Violence
GDP-	Gross Domestic Product
HIPIC –	Heavily Indebted Poor Countries
HRBA –	Human Rights Based Approach
IDP -	Internally Displaced Person
IGAD -	Inter-Governmental Authority on Development
IPC –	Integrated Food Security Phase Classification
NGO –	Non- Governmental Organisation
NPV-	Net Present Value
UN –	United Nations
UNFAO-	United Nations Food and Agricultural Organisation
UNOCHA –	United Nations Office for the Coordination of Humanitarian Affairs

Chapter One

INTRODUCTION

ActionAid has been operating in Somalia and Somaliland for over 28 years, implementing integrated programmes on women's rights, humanitarian response, resilience building, food security and education. Over the period, the country strategies have been fully aligned with ActionAid's global strategies and shifted in geographical scope depending on needs and opportunities. Between 2006 and 2009, ActionAid extended its operations to Puntland (one of the federal states of Somalia) and other regions of Somalia in response to the Tsunami crisis and periodic droughts. During those interventions, ActionAid was able to build strategic relationship with local authorities and community-based organisations as well as other agencies operating out of Somaliland. The most recent Country Strategy Paper (CSP) – 'Action Towards Justice' was implemented between 2013 – 2017 and mainly focussed on women's rights, economic diversification, education, human security, and youth empowerment. Due to internal challenges and changes in the context, the implementation of Action Towards Justice was extended to 2018. System strengthening over the last 5 years enabled the organisation to raise more partnership funding than before. By the end of 2018, partnership funding constituted 68% of total funding compared to 32% for regular giving (sponsorship) income. The focus of the organisation further opened opportunities for increased collaboration with UN agencies and ActionAid funding affiliates which led to operations being spread across 80% of Somaliland and other areas of the Federal Republic of Somalia. Moreover, over the last strategy period, the world around us changed geopolitically, economically, climatically, socially, demographically, and technologically. In response to the change the context of the development is equally changing with a huge impact on our relevance as an organisation in Somalia. This requires finding ways to remain relevant and effective in the face of the turbulent context. This strategy – "*People's Action Toward Social Justice*" that is being implemented between 2020-2024 is therefore an expression of ActionAid International Somaliland's commitment and solidarity to bring about a transformational change that is sustainable and led by people living in poverty and exclusion.

Over the next five years, ActionAid Somaliland has set clear mission priorities and organisational shifts that are founded on our theory of change and program expansion to South Central Somalia. The strategy will focus on three pillars of intervention being Rights, Resilience and Redistribution. We will address the root causes of violence against women and girls, enhance women's access to economic opportunities and access to justice.

During this period, ActionAid will support women, their organizations, and networks to take leadership in humanitarian response and resilience building access decision making forums at all levels and realise their full potential as leaders of transformative change.

Climatic, sudden on-set and human-made disasters are already increasing, and all the indications suggest that they will continue to do so in ways that surely test both our approach and effectiveness. Due to decades of political instability, conflict, poverty, marginalization and limited development, the humanitarian situation remains critical in Somalia (including Somaliland). Prolonged drought conditions compounded by Desert Locust invasion and COVID-19 pandemic

have devastated pastoral and agropastoral lives and continue to drive displacement, which has impacted on people's way of living and resilience. Climate change and conflict have direct bearing to each other and exacerbates interclan conflict over scarce resources while conflict necessitates people to involve in negative strategies such as destroying the tree cover for charcoal. Supporting the resilience of vulnerable populations against shocks is paramount focus of our strategic vision to mitigate adverse effects of climate change. This strategy is building the ability of people to adapt positively to changing circumstances, mitigate, prepare for, and rapidly recover from shocks and stresses. ActionAid will also promote a climate resilient sustainable agriculture approach (CRSA) and alternatives around drought risk management using a combination of science and traditional/indigenous knowledge.

The strategy will use humanitarian situations as an opportunity to shift power asymmetry between women, young people, and men at all levels in line with **ActionAid's humanitarian signature**, which promotes women's leadership, accountability and shifting power in emergencies and recognises the key role of women in building resilient livelihoods. Hence, ActionAid will ensure that women and girls have capacity and space to lead humanitarian responses in their communities and beyond to address the root causes of patriarchy, injustice, conflict, and poverty.

Successful delivery of the strategy will depend on the strength of the country leadership teams, partners, and flexibility of program delivery procedures to develop alternative approaches and partnerships, adapting to the ever-changing context. To achieve the ambitious milestones, we will review the skills of our teams through competency mapping, the efficiency of our systems, the development of a new structure following the change in operating model from Full Country Program to Satellite Program, and our geographical footprint as a result of the phase-out of Child Sponsorship. We will invest in digital innovation to embrace technology for effective programming, strong visibility, and organizational branding. We will deepen our HRBA programming and understanding social changes through demonstrating impact in robust monitoring, evaluation, accountability and learning system. We will ensure we develop and deepen a wide variety of partnerships with women's organizations, networks, and alliances to effectively address the issues at hand, enhancing local leadership and decision-making encouraging the role of women and youth. For financial sustainability, we will adopt a staff structure fit for purpose that is sustainable, source service-sharing for key functions as applicable and diversify our funding base by prioritizing philanthropy, and institutional funding.

Chapter Two

External Context

Climate change and its effect

Unpredictable weather patterns leading to climatic and ecological changes will continue to affect people living in poverty and marginalization. The economic predicaments emanating from developed countries intensifies marginalization and poverty in Africa where patriarchal system excludes women and girls from decision making and resource management while perpetuating gender-based violence including prevalence of harmful cultural practices (FGM prevalence is 98% in Somaliland).¹ Hence, social injustice exposes many women and girls to poverty, marginalization, and injustices. The Horn of Africa is a protracted feature of the world's arid and semi-arid regions where pastoralists experience cyclic droughts taking place every three to five years.² According to the Seasonal Climate Forecast issued by IGAD's Climate Prediction and Applications Centre (ICPAC), the 2020 Deyr rains in Somalia are likely to be below normal to near normal with a 45 percent chance of experiencing below normal rains and a 30 chance of near normal rains in Somaliland, central and southern regions of the country.³ Many parts of the country experienced recurrent droughts triggered by climate change complicated by COVID-19 pandemic and Desert Locust presence threatening the capacity of food production resulting food insecurity. In a country that is predominantly pastoralist, this leads to protracted conflicts and internal displacement of people due to migration from highly affected communities to peri-urban towns and Internally Displaced Camps (IDPs) close to major towns, According to the post-gu IPC analysis conducted in September 2020, an estimated 1.7 million people are expected be in Crisis (IPC Phase 3) and 0.4 million are expected to be in Emergency (IPC Phase 4) in late 2020 in the absence of humanitarian food assistance due to the multiple effects of drought, COVID-19 impact and locust outbreak⁴.

Socio-Political Context

Somalia and Somaliland have an estimated population of 12.3⁴ million out of which women constitute 50%⁵ whilst the average household size is 6 persons. The provisional constitution permits formation of federal states from two and more of the 18 regions where the Siyad Barre regime was overthrown in 1991. So far five federal states have emerged - Jubbaland, Southwest, Hirshabele, Galmudug and Puntland whilst the former British Somaliland protectorate declared unilateral independence in 1991. Somaliland is still not internationally recognized, marginalizing it from bilateral, multilateral and sizeable foreign investments. The federal government was meant to represent the federal states in foreign relations and national affairs. However, the

¹ Somaliland FGM project review 2019

² Horn of Africa drought by Start Network and ACAPS; July 2019.

https://reliefweb.int/sites/reliefweb.int/files/resources/20190722_acaps_start_themati

³ FAO and SWALIM Somalia Rainfall Outlook for the 2020 Deyr Season issued 3 Sept. 2020

⁴ Population estimation survey in 2014 by UNFPA

⁵ UNFPA population survey 2014

cooperation of the regional states with the federal government has always been unstable; the regional states were accused of interfering with the mandates of the federal institutions through establishing bilateral relations with the neighboring countries of Kenya, Ethiopia and United Arab Emirates. On the other hand, member states complain about the federal government leaders meddling in their internal affairs and not equitably sharing national resources (e.g., foreign aid). The federal parliament consists of an 'Upper House' with 54 members and 'House of the People' which is made up of 275 members. Clan leaders appoint members of the two houses of the national parliament. The House of the People selects the president who further appoints a prime minister to lead a cabinet of ministers. The office of the federal institutions (Parliament) is four years. The member states also have parliaments appointed in similar arrangements. The regional states are led by presidents and deputy presidents with office terms of 4 years. Somaliland on the other hand adopted a multi-party democratic system since 2001 despite the deeply entrenched clan influence in the national governance creating a hybrid system that harnesses both traditional and multi-party politics. Somalia governance systems exclude women and minority groups from decision making and resource management. There is growing concern regarding power and resources concentrated at the centre with extreme marginalization of the people at the peripheries, women, young people, and smaller clans. In the absence of bilateral and multilateral agreements, the federal states rely on local revenues and irregular aid programs. For example, the fiscal position of Federal government of Somalia for 2021 is US\$ 671 Million⁶ of which 61.3% is expected from external donors. Poor public accountability and corruption have been the norm since the collapse of the strong central government in 1991. Soon after assuming public offices, officials invest in big buildings and fancy cars which indicate how much money they have sieved off. Good news is that the US government has pardoned debt from Somalia with anticipation that the other multilateral creditors will follow suit before the end of 2020. As of March 25, 2020 (the start of the HIPC process), Somalia's public- and publicly guaranteed external debt was estimated at US\$5.2 billion in NPV terms- Paris Club creditors are expected to make a decision on debt relief by the end of March 2020⁷. The federation government enjoys international legitimacy, albeit its influence hardly goes beyond the capital city, Mogadishu. Hence, aid agencies and investors are demanded to seek permission from the mandated federal institutions to implement programs or make investments in any regions of Somalia including the self-declared autonomous state of Somaliland. Diplomatic Missions and Head offices of the UN agencies and International NGOs have relocated to Mogadishu to comply with the demands of the federal government since 2019. This strategy that targets the entire internationally recognized regional states of the federal republic of Somalia (including Somaliland), thus providing an opportunity for ActionAid to be compliant with the demands of the federal government, tap into the good will of the international community and aid agencies as well as share the learnings we have gained over the last two decades across the country.

⁶ Federal Gouvernement Appropriation Act for 2021 budget;

⁷ www.img.og/news.articles/2020/03/25.

Security

Security has been a chronic challenge in Somalia since the collapse of the central governance in 1991; while Somaliland and many parts of Somalia are relatively peaceful with reliable administrative structures to maintain law and order. However, Al-Shabaab poses security threats in the southern regions, where Al-Shabaab regularly launch deadly suicidal attacks specifically targeting government officials and other people of their primary targets. They also regularly extort money from business enterprises and ordinary citizens. Coordinated military operations of the national Somali army, the African Mission for Somalia (AMISOM) and United States forces have weakened the capacity of Al-Shabaab in big cities. However, Al-Shabaab is still active in the rural settings and mounts deadly attacks at strategic targets in the capital, Mogadishu, and other cities⁸. Interclan conflict over power and natural resource sharing is another cause of insecurity in Somalia. Interested foreign states also interfere in the internal affairs of Somalia through so-called 'proxy war'. On the other hand, federal states dispute over territorial boundaries while Somaliland proclamation of independence calls for clashes over the legitimacy of colonial borders. The marital dispute between Somalia and Kenya, which is currently arbitrated by International Court of Justice (ICJ), can transform into interstate conflict.

Somalia Economy and its Sustainability

Member states of the Federal republic of Somalia and the Central government rely on revenues from sea, land and airports to maintain law and order and keep basic administrative functions operational. Livestock exportation is a major source of income but has been drastically affected by droughts in recent years. Moreover, Saudi Arabia, the principal importer of Somali livestock, imposed a ban on the importation of Somali Livestock since December 2016, allegedly for health reasons but has been intermittently lifting the ban since the 2017 Hajj period. Nonetheless, some livestock ships have been sent back to Somalia for suspected sicknesses. Remittances from the diaspora to relatives and aid programs also contribute significantly to the GDP of the Federal member states and Somaliland. According to the World Bank, the Somali economy grew at an estimated rate of 2.9 percent in 2019, on par with population growth, and was projected to grow at 3.2 percent in 2020. The COVID-19 pandemic has interrupted Somalia's economic recovery and the economy is projected to contract by 2.5 percent in 2020.⁹ Business transactions are priced in US dollars whilst Somaliland and Somali Shillings are used for minor exchanges. The shillings have been depreciating against the foreign currencies since 2011 regarding over printing and increasing US dollars demands for narcotics (Qat – *Catha edulis*) importation from Ethiopia and Kenya. The prices of the imported commodities are determined by the global market dynamics as well as demand and supply in the local markets. According to periodic assessments by the Food Security and Nutrition Assessment Unit (FSNAU) of UNFAO, the prices of essential commodities such as food and fuel products were steadily spiraling up over the past five years as exchange rate of dollar was fluctuating. The economic transactions are primarily based on US dollars.

⁸ Council on Foreign relations; Jan 31st, 2019

⁹ World Bank. 2020. *Somalia Economic Update, June 2020 : Impact of COVID-19 - Policies to Manage the Crisis and Strengthen Economic Recovery*. World Bank, Washington, DC. © World Bank.

To cope with the stress situations, the rural youth burn charcoal from both dry and live trees to raise funds for urban consumption or illegal explorations to Arabian countries and Europe. The national youth policy of 2017-2021 estimates that about 75% of the young people are unemployed in Somalia. Unemployment and hopelessness forced youth to perilous adventures (Tahrib) through Libya and Mediterranean Sea to reach Europe. Human trafficking has thus thrived in Somalia and traffickers put the immigrants into illegal camps and demand exorbitant sums of money from their families to release them.

International Banking institutions are very few in Somalia and Somaliland and the few that exist are mainly involved in money transfer within the country and to other countries where they have branches particularly where Somali people are in large numbers. However, it is very challenging to send money through the formal banking system outside the country. Absence of financial institutions implies that emerging and ailing business enterprises cannot easily access loans with affordable interest rates. However, in the last five years, money transfer companies started loaning money to their customers with minimal interest.

Pastoralists' Livelihood

Somalia and Somaliland demonstrate a clear example of where climate variability has a direct impact on the economy. Managing climate risk is essential for economic growth, development and security. Livestock (sheep, goats, camels and cattle) are the economic backbone of Somalia followed by crop production and services. However, in the last three decades, there has been drastic change in the socio-economic status of the rural communities triggered by breakdown of wet and dry season grazing patterns, loss of natural biodiversity, recurring droughts, changing land use and successive crop failures. The people and livestock have exponentially increased since 1990 without corresponding boost in natural resource management. Consequently, the land is degrading beyond the threshold. The food production sector lags due to rudimentary farming practices, inadequate extension services, rainfall failures and lack of credit facilities. Herders and farmers have lost local early warning indicators to prepare for, mitigate and recover from climate vagaries. Moreover, the federal and regional governments have limited capacity to provide up-to-date weather information to the pastoralists and farmers. Indigenous plants are dwindling, replaced by evasive and unpalatable species. Charcoal burning for urban use by unemployed youth has destroyed woodlands. Land grabbing through enclosures for fodder reserves and investment is a potential source of inter- and intra-clan conflicts. In the scarcity of perennial water sources, pastoralists and farmers rely on rainwater stored in underground cisterns (berkad), earth dams, plastic sheets or shallow wells with brackish water that may not be fit for human and livestock consumption. Sharing scarce water has always been a source of social disputes. In dry spells, herders in the waterless areas appeal for water trucking from their relatives, aid agencies, government and whoever they think can offer some help.

Women's Participation in Decision making

Somali society is patrilineal and structured into clans. Adult males make major decisions and control economic resources at household and community levels. Women and young people are sub-

ordinated to those decisions and are often excluded from decision making and control over resources. Despite the exclusion, women are bread winners in a large percentage (30%) of households without transferring any of their traditional roles to the male members in the households. The double burden has further exposed women to gender-based violence. Women trading in the open markets cannot access toilet facilities; hence deprive themselves from liquids for long hours causing Urinary Tract Infections (UTIs). In addition, women have no access to Banks to attract investment in small scale business enterprises that could help them control resources under their authority. At home, they assume household chores which may result in dropout of young girls from schools or poor academic performance due to lack of time for studies. Addiction to narcotics and uncensored social media has increased gang rape and incest in both rural and urban contexts. According to the 2019 UNOCHA humanitarian needs overview, 59% of women and girls in Somalia experience physical assault and intimate partner violence while 11% suffer from rape and sexual exploitation. The above situation has been exacerbated by COVID-19 infection which put more pressure on women as small jobs severely affected by the government restrictions and closure of schools increased the risk of FGM/C practice and other domestic violence against women and girls.

FGM and manifestations of violence against women as denial of rights

Female Genital Mutilation is still prevalent in the Somali community at 98%. Young girls are cut at the age of 7-11 for allegedly preserving their virginity and ensuring marriageability. The most prevalent type of FGM is commonly known as the pharaonic cut where all sensitive parts of the genitalia are cut, and infibulation done on the orifice. This is considered as a rite of passage leading girls to early marriage as early as 12 years. It is during the first night of marriage that the passage is re-opened during sexual intercourse with her husband. The parents may also marry off their girls early in life for economic or perceived dignity reasons. These two acts are violations of children's/girls' rights. Girls who have undergone FGM more often develop health complications during birth including fistula and other tract infections which are common in Somali women because of FGM and early marriages. The women and girls would mostly prefer to give birth with the help of traditional birth attendants and not seek specialized birth assistance leading to maternal and fetal/ infant mortality. Over a Somali woman's lifetime, she faces a one in 22 chance of dying from complications related to pregnancy or childbirth: the sixth highest lifetime maternal death risk (732 deaths per 100,000 live births) in the world.¹⁰

The young women and men

Young people in Somalia and Somaliland are marginalized in society, yet over 81% of the Somalia population¹¹ is below 35 years. They face exclusion from traditional and political decision-making processes as these are predominantly the preserves of elders in the community. The situation worsens when one is a woman as other vices and subjective patriarchal prejudice come into play including denial of rights to education as well as violence against women. The unemployment rate in Somalia is over 75%¹² and there are not enough jobs or government resources to absorb the

¹⁰ Humanitarian needs Overview 2020 by UNCHO

¹¹ Somalia National Youth Policy 2017-2021

¹² Somalia National Youth Policy 2017-2021

young people. Thus, many young people are idle, despaired and frustrated which drive some of them to commit crimes and massive illegal migration to Europe and other western countries and use of wrongly acquired travel/ migration papers ultimately leads young people to jails and appalling deportation conditions afterwards. Lack of sport and recreational facilities as well as opportunities to grow talent and enable young people to convert passion into employment are other challenges that young men and women face in Somalia. Consequently, large number of young people resort to drug abuse (e.g., Qat chewing, excessive smoking and illegally smuggled alcohol) and violent crimes including robbery and gang rape.

Access to justice

Provisional federal constitution and those by the regional states and Somaliland set judicial and general legal frameworks and recognize the relevant international human rights declaration, conventions, and protocols. The statutory courts are functional at district, regional, appeal and supreme levels whereas legal aid clinics are operational in certain areas to support vulnerable social groups who cannot afford the costs or lack awareness. Despite all these, formal courts are slow and bureaucratic to conclude cases. Although designed to be autonomous, the public has little trust in the judiciary sector to adjudicate sensitive socio-political cases given the perceived external influence. The poor performance of the formal court system unlocks the window for customary and sharia laws to flourish and operate with minimum coordination. Customary systems adjudicate socio-economic matters. Adult male juries mediate interpersonal and clan disputes and criminal cases under trees. The elders' judgments often favor male perpetrators in GBV cases. Islamic orders are in Somalia which can hardly come up with universal interpretations on sharia rulings. Very few police stations in the big cities have desks for women and children to confidently narrate their cases. Harmonization of the legal systems would tighten the loopholes in accessing fair justice. In addition, limited awareness and cultural norms prevent women and girls from claiming their legal rights without male guardians: this includes access to and ownership of property through succession and marriage etc. Aid agencies and civil society organizations support the judiciary and mandated government ministries to formulate relevant policies and laws, women's access to justice and overall legal reforms.¹³

Growth of technology

Mobile technology continues to grow with telephone network accessible across the country at affordable rates and electronic money transfer motivating many to acquire mobile phones. E-money transfer has been an efficient method for aid agencies to send unconditional and conditional cash to the most vulnerable social groups in remote rural villages as a means of humanitarian intervention. However, government has recently imposed new regulations of not sending less than 100 US dollars through mobile phones. Internet connectivity is widely accessible through wireless, Digital Subscriber Line and mobile data while fiber optic is accessible in the capital city and is extending to the rest of the country. Electricity is relatively expensive in Somalia. Private

¹³ Federal government, Somaliland administration and regional states seek technical and financial support in the formulation of national policy documents. For example, UNDP helps the administrations and federal government on the rule of law.

electricity companies run diesel generators for 24 hours, charging US\$1 a kilowatt. However, solar installations are on the increase to curb the prices of the electricity. In rural settings, where the electricity is not accessible, aid agencies and private companies promote solar systems through provision of solar panels, batteries and other appliances. We will sensitize and support local communities in adopting solar stoves tested and used in the Horn and East of Africa.

Chapter Three

3.1. Who We are?

ActionAid is a global justice Federation working in over 45 countries to achieve social justice, gender equality and poverty eradication. ActionAid is currently registered in Somaliland with the Ministry of National Planning and Development and in the process of registering with the Federal Government of Somalia in Mogadishu and Puntland State of Somalia. We have been operating in Somaliland for over 28 years with most operations concentrated in 5 out of 6 regions in Somaliland and operated in Puntland state (part of the federal republic of Somalia) between 2006 - 2009 for post Tsunami emergency response and resilience building. We work directly in over 200 communities across Somaliland with people's organizations, women's movements, groups, and networks, social movements, and other allies to overcome the structural causes and consequences of poverty and injustice. We connect the work we do at community level with broader efforts and struggles for justice at the national, regional, and global level to make the greatest contribution towards a just, equitable and sustainable world. In collaboration with mandated institutions, we will design and implement women-led, conflict sensitive programs. We will also work with Feminist Humanitarian Networks (FHN) to promote feminist principles across the region and ensure that our work at national level aligns with global federation driven efforts.

By unapologetically taking sides with women and girls who we engage through grassroots women movements (coalitions), village development committees and youth forums, we will support their struggle to overcome structural causes of injustice, marginalization, exclusion and vulnerability. We will ensure that all program intervention are women centered and women led. The local institutions we work with will be linked to civil society organizations and networks at national and regional levels to influence public policies and fight for fair representation. We will contextualize feminist leadership principles and continue to ensure women living in poverty and exclusion are central pillar in our work, as we apply a stronger feminist lens to enhance our approach and address intersectionality of inequalities. We will ensure women leadership in all programming and organizational processes.

Vision

A Somaliland and Somalia without conflict, poverty and injustice in which people influence decisions and enjoy their rights with dignity.

Mission

To empower people living in protracted crisis, poverty and social movements towards sustainable peaceful solutions, equality and justice through engaging right holders and duty bearers in creating sustainable change.

Values

- I. **Courage of conviction:** we are committed to be open, creative and constructively engage without fear – in pursuit of making the greatest possible impact on the causes of poverty and gender inequalities.
- II. **Mutual respect:** we recognize and appreciate the inherent value of each human being and the significance of diversity.
- III. **Equity and justice:** we work to ensure that all people irrespective of gender, ethnicity, location, political affiliations, social class and health status have fair and equal opportunities.
- IV. **Independence:** independence from any political or religious affiliation
- V. **Humility:** in all our actions and behaviour, we acknowledge and recognize that we are a part of a wider alliance against poverty and injustice.
- VI. **Honesty and transparency:** we are committed to being accountable at all levels for the effectiveness of our actions and open in judgments and communication with others.
- VII. **Integrity,** requiring us to be honest, transparent and accountable at all levels for the effectiveness of our actions and our use of resources and open in our judgements and communications with others.
- VIII. **Solidarity** with People Living in Poverty and Exclusion will be the only bias in our commitment to the fight against poverty, injustice, and gender inequality

3.5 Our theory of change

Our programmatic approach is embedded on our belief that social injustice, gender inequality and poverty can be reversed and eradicated through collective actions, empowerment, solidarity, and campaigns at all levels with intention. This is achievable through strengthening the resilience of communities and movements to fulfil the rights of people living in poverty and exclusion. The confidence and capacity of social movements and activists are the most effective mechanisms of influencing policies, behaviours, and practices to challenge poverty, conflict, injustice, and patriarchy. AAS believes that building resilient livelihoods of the people living in poverty, conflict and exclusion strengthens their capacity to prepare for, mitigate and recover from climatic and human-made disasters. In a context where the public institutions are weak, yet in part responsive, supporting policies and strategic frameworks is paramount to move towards sustainable peaceful

solutions and realize social justice and gender equality. Our programming will promote integration of Rights, Redistribution and Resilience since rights cannot be fulfilled without redistribution of power and resources; and they will continue to be undermined without building the resilience of people living in conflict, poverty and exclusion and social movements.

3.6. Our ways of working

In implementing this strategy, we will be guided by the Human Rights Approach (HRBA) that emphasizes the pillars of empowerment, solidarity, campaign and providing alternatives. We will be connecting people's social actions to their individual and collective power, focusing on women's rights organisations and movements at all levels.

We will embrace and contextualise feminist leadership not only because it is consistent with our values and principles, but it is necessary for the strategy to succeed in a highly patriarchal society.

We will adopt resilience and conflict sensitive programming to lessen the impact of pressure as a result of sudden onset and climate induced disasters and conflicts on people living in poverty and exclusion by ensuring that the necessary support and skills are provided to the community, especially women and young people. We will work with young people, local institutions to mobilize communities, share early warning information and advocate for essential social services and resilience interventions by the state and non-state actors.

ActionAid will work with strategic partners to form national alliances and coalitions for advocacy and policy work. We will collaborate with national and international NGOs, NGO consortium members, and women's rights organisations/networks, alliances/movements and through consortia in raising funds and implementing our work that will mainly focus on but not limited to promoting women's and girl's rights, women-led humanitarian relief assistance and resilience building in response to climate, sudden-onset and conflict induced disasters and issue-based campaigns. In addition, we will strengthen the capacity of local partners and grassroots women coalitions to address conflict, violence against women, and harmonize parallel legal systems (secular, customary and Sharia laws) to realise just legal service. We will uphold our global commitments to the Charter for Change – Localisation of Humanitarian Aid and do this by working with partners and allies (national and international) to influence the shift in power demanded by the charter for women and their organisations to lead the change. We will support accountability at country level to the Charter's specific commitments, which are aligned with ActionAid's humanitarian signature. Furthermore, being a member of the Charter for Change will facilitate building alliances and doing joint work with other international and national signatories to progress advocacy and programmatic efforts for localisation and a more inclusive and fairer humanitarian system. We will support the call to Action on protection from Gender-Based Violence in emergencies initiatives.

Chapter Four

Strategic Priorities

A Rights, Redistribution and Resilience based framework forms the overarching basis for this strategy. Hence, shifting and redistributing power and resources, strengthening the resilience of communities and movements, and fulfilling the rights of people living in poverty and exclusion in Somalia and Somaliland, calls for redress of the existing situation in our country to achieve social justice, gender equality and poverty eradication.

Rights - Rights relating to life, equality, and dignity of individuals are guaranteed by the constitution or embodied in international covenants. However, there has been a sustained violation of rights on dignity, equality, and freedom particularly on women and girls. Gender inequality is a gross violation of human fundamental rights. In Somalia and Somaliland, 77% women and girls in the IDP camps and 20% in the host communities reported Gender-based Violence (GBV) where they face fear of reprisals, stigmatization and difficulties accessing safe and appropriate services¹⁴ as Somalia does not have laws protecting women from violence. Through sustained awareness and policy work, progress is made regarding harmful practices such as FGM (Female Genital Mutilation), yet the overall prevalence of FGM/C remains at 98% in line with national statistics and there is no policy to ban the practice. In this strategy, ActionAid will empower and support women's movements (women groups), civil society organizations, networks and other self-mobilized groups to challenge negative social and cultural norms and practices which fuel discrimination and violation of rights in Somalia.

Redistribution - Women endure unequal power relations, which deny their basic rights and keep them in poverty and double their vulnerability to Gender-based violence. While national and regional constitutions demand equal rights for political participation, women are struggling to break through the glass ceiling of politics that is built around male superiority, female subordination, and most importantly patriarchal lineage of the clan-based system. People living in poverty, especially women must have access to and control over productive resources while the benefits from natural resources must be more equitably shared to create opportunities, decent work, and respect for labour rights. Somali society must recognize and reduce women's unpaid care work and redistribute financial resources to deliver quality gender responsive public services.

Resilience – Climate and conflict induced disaster is becoming increasingly new realities for many people living in poverty in the world. The humanitarian situation in Somalia and Somaliland has been among the most complex and long-standing in the world. Constant armed conflict between the federal Government and Al-Shabaab Militia and recurrent climatic shocks perpetuate high levels of vulnerability and concerns and currently COVID-19 pandemic and Desert Locust exacerbate the severity of the situation. To support the resilience of vulnerable populations against recurrent shocks, people living in poverty and exclusion must be resilient to withstand, recover from and

¹⁴ Somalia Humanitarian Needs Overview; UNOCHA 2020 issued in December 2019

transform risks that perpetuate their vulnerability. Thus, our resilience programming supports local communities on improving food production and water availability and enhance knowledge, skills and capacity to prepare for the recurrent shocks. Power must also be shifted to first responders, especially women's and people's organizations at the frontline of emergency response, with increased accountability to these local actors with the focus on pastoral and agro-pastoral communities.

Priority 1: Address root causes of violence against women and girls, enhance women's access to economic opportunities and justice:

Background and Context

With the aim of addressing these challenges, the UN dedicated goal No 5 in the Sustainable Development Goals to achieve gender equality and empower all women and girls. Equally, Somalia and Somaliland's national development plans recognises a society that upholds gender equality. In response to these global and national challenges, ActionAid puts **PRIORITY 1** in its Country Strategy Paper to empower women and girls to challenge structural causes of VAW/G, enhance economic opportunities and access to justice.

Women and girls constitute approximately half of the population yet are grossly underrepresented in decision making. Patriarchal and cultural practices continue, including 98% Female Genital Mutilation/Cuts (FGM/C) prevalence, son-preference, polygamy, wife inheritance and 45% of girls being married before the age of 18. Domestic violence is widespread, though unreported, and generally regarded as an accepted practice with women often remaining with abusive husbands due to cultural beliefs that dictate submissive female behaviour, lack of economic alternatives, social stigmatization for divorced women and loss of their children in the case of divorce.

Poverty and economic insecurity oblige parents to marry off their daughters for shorter term gains through dowry as well as the alleviation of the economic burden of girls on the families. Legal protections and enforcement against FGM/C and GBV are weak due to the pluralistic nature of the legal system where, formal statutory law, Islamic Shariah law and customary law (xeer) co-exist with unclear differentiation of their application. There are currently no policies in place to ban the practice.

Focus Area1: Strengthen women's Groups and movements to challenge the root causes of GBV.

Key Action:

- Strengthen the capacity of grassroots women groups/movements, village committees, traditional and religious leaders, media, and young people to challenge structural causes of VAW/G
- Contribute to inter-agency initiatives that advocate for the adoption and implementation of laws and policies that address the root causes of GBV in in Somalia and Somaliland

- Support capacity strengthening on networking and advocacy for CSOs to hold them accountable for Call-to-Action Commitments on Protection from Gender-Based Violence in Emergencies.

Expected Outcome:

- By 2024, 100 women groups /movements and other non-state actors have enhanced capacity to challenge structural causes of VAW/G.
- Women's groups will have strong link to national, regional and global networks and strategic decision-making spaces to end all forms of VAW/G
- Women's groups with strengthened capacity on structural causes of VAW/G will become resilient
- By 2024, we will have contributed to 100 coordination and dialogue sessions for women groups and young people encouraging collective actions against VAW/G.

Focus Area 2: Promote women's/girl's economic empowerment and entrepreneurship

Key Actions:

- Support women access to economic opportunities and information.
- Provide business management skills for women entrepreneurs.
- Promote grassroots women's access to decent work and labour rights.

Expected Outcome:

- By 2024, 500 women/girls have access to economic opportunities and information which leads to increased diversified and reliable household income and local economic activity.
- By 2024, 1,200 women/girls have benefited from business management and entrepreneurial skills training.
- By 2024, women and girls in the target communities have access to decent work and paid care work.

Focus Area 3: Increasing access to justice for vulnerable women and girls.

Key Actions:

- Promote the establishment and functioning of Women and Girls safe spaces to provide psychosocial counselling, medical and education on women's rights and referral pathways to access justice.
- Enhance the capacity of traditional leaders, young people and women groups on constitutional rights and protection of women and girls.
- Support the linkage of women's groups to other organisations and networks for wider movement building on access to justice for women and girls

Expected Outcomes:

- By 2024, 50 Safe spaces for women and girls established and serving as entry points for supporting women to strengthen their own and wider communities' resilience
- By 2024, 20 traditional leaders have issued public declarations against informal case settlement on Violence against Women and Girls (VAW/G)

- By 2024, 1,200 traditional leaders, young people and women are aware about and respect the constitutional rights for women and girls.

Priority 2: Advance women-led humanitarian response and promote resilience building to address climate, sudden-onset and conflict induced disasters.

Background and Context

In the Somali context, women are mostly excluded from decision making processes and control over resources at several levels. The power asymmetry exposes women and girls to violence, exploitation and abuse during disasters induced by conflicts, hazards, and climate changes. Patriarchal social norms, values and discriminatory attitudes towards women and girls also exacerbate women's vulnerability in the midst of the fact that they are often the first responders during disasters.

In a profoundly male dominated Somali society, it is often the males that lead the entire humanitarian aid response from selection of beneficiaries to delivery of aid and they often overlook the specific needs and the rights of women and girls. Therefore, a gender-insensitive humanitarian response will continue to deny women and girls rights to access services thus contributing to a vicious cycle of disempowerment. ActionAid recognises that women play a critical role in responding to emergencies while taking risks for the survival and resilience of families and communities. The humanitarian and resilience work provides the opportunity to challenge the status quo and empower women to lead interventions and become involved in decision making.

By applying its unique Humanitarian Signature, ActionAid puts the rights of women first during its humanitarian interventions to ensure women/girls are protected and can influence and lead responses on the ground. This approach, which has a clear link with localisation and participation, puts women's rights and women-led responses at the heart of all interventions, driving safety and dignity for all. As with many countries Somalia and Somaliland is a victim of climate change as witnessed in the recent years. The weather is becoming more and more unpredictable with more intense and frequent droughts and floods. Supporting the resilience of vulnerable populations against shock will be very important in the strategy period to mitigate the adverse impact of climate change. This strategy is to contribute to building the ability of people to adapt positively to changing circumstances, and to mitigate, prepare for and rapidly recover from shocks and stresses so that their wellbeing and enjoyment of human rights is safeguarded. Our resilience building programme will include human-induced conflict-related hazards such as human-made' shocks and stresses. We will promote alternatives around drought risk management using a combination of science and traditional/indigenous knowledge.

Focus Area1: Advance Women-Led Emergency Preparedness, Response and Recovery for communities affected by disasters in a transparent and accountable way.

Key Actions:

- Support communities affected by disasters through provision of CASH and in-kind assistance to restore their dignity and save lives during emergencies**.
- Promote a women-led humanitarian approach in program target areas.
- Promote social protection and women's rights in emergencies through culturally acceptable interventions
- Contribute to ActionAid International's Core Humanitarian Standard validation in protracted conflict settings
- Establish transparency and effective complaint mechanisms to empower communities to hold duty bearers accountable.

Expected outcomes

- By 2024, 100,000 households affected by disasters receive relief assistance either through direct food supply or in-kind in a dignified manner**.
- By 2024, women-led humanitarian responses are generally accepted in program target districts.
- By 2024, social protection initiatives that ensure safety and dignity of women and girls are prioritized during emergencies.
- The Country Program periodically providing accurate data to validate ActionAid International's compliance with the Core Humanitarian Standards
- By 2024, right holders and their organizations use effective transparency, accountability, and complaint mechanisms to hold duty bearers accountable.

**Note: we will always consider "why not cash" first (rather than in-kind) to ensure the assistance provided offers the greatest choice, dignity and value for the rights holders

Focus Area 2: Promote resilient livelihoods and Disaster Risk Reduction (DRR) for vulnerable people living in the midst of recurrent climate shocks.

Key Actions:

- Promote sustainable rangeland management that encompasses both traditional practices and technologies that prevent land degradation and increase soil and water conservation for sustainable agriculture.
- Introduce community led Climate Resilient Sustainable Agriculture Approach (CRSA) and empower smallholder women farmers to adopt the practices to augment their livelihood
- Improve water facilities and food sovereignty for populations affected by disasters and for pastoral and agro-pastoral communities to aid their recovery.
- Empower local communities to engage and influence the national disaster mandated institutions to adopt and implement policies that will reduce community's vulnerability to recurrent disasters

Expected Outcomes:

- 2024, 50 communities will be using effective soil conservation and land management practices and cultivated 150 hectares in reclaimed land. By 2023, 12,000 smallholder farmers have increased food production through practicing Climate Resilient Sustainable Agriculture (CRSA) to augment their livelihood assets.
- By 2024, 80,000 people affected by disaster and those living in vulnerable pastoral and agro-pastoral communities have access to improved water round the year. Local communities are meaningfully engaging with duty bearers to strengthen the NDRM and NAPA's to mainstream disaster risk reduction and climate change adaptation into the regional and national development plan

Chapter Five

Organizational Objectives

Successful delivery of the strategy will depend on the strength of country leadership, teams, and partners to develop alternative approaches, program flexibility and partnerships, adapting to the ever-changing context. To achieve the ambitious milestones, we will review the skills of our teams, the efficiency and relevance of our systems and structure, the style of our leadership, partnership, and geographical footprint. We will invest in digital innovation to embrace technology for effective programming, strong visibility, and organizational branding. We will deepen our HRBA programming and understanding social changes through robust monitoring, evaluation, accountability and learning system. We will develop and deepen a wide variety of partnerships with women led organizations to effectively address the issues at hand, encouraging women and youth to leadership and decision-making spheres and adopt localization of humanitarian aid which is linked to ActionAid's Chart of Change. For financial sustainability, we will diversify our funding base by prioritizing Philanthropy and Partnership (P&P) and institutional funding guided by a comprehensive fundraising strategy and progressive donor mapping.

Organisational Objective 1: Strengthen our system, structure, staff and partner capacity to successfully deliver the CSP

We recognise that we set an ambitious journey that requires an effective system, suitable structures, effective country leadership and motivated and technical capacity staff and partners to deliver on the CSP. In response to the Satellite Model presence, we will review our staff structure and ways of operations to be fit for purpose to enable us effectively deliver on the CSP. Staff competency mapping and skills matching will be undertaken to determine current capacity and gaps in response to the CSP priorities, and we will source to fill the gaps as appropriate through capacity building (where applicable), recruitments and service sharing arrangement with other AA countries or through consultancies. Given the deeply entrenched patriarchal systems, we will prioritise women's leadership internally, purposefully seek recruiting more female staff across the board, making ActionAid the preferred choice for professional women, and increase the number of women in senior leadership positions. We will promote a culture of performance by supporting and nurturing staff and partners to ensure accountability and achieving the desired results. We will regularly develop risk matrix to anticipate, prepare for and mitigate security risks including any acts of violence. To ensure real-time financial integrity, we will promote effective financial management and invest in our financial and risk management infrastructure. We will utilise the financial system and infrastructure within the federation including global financial management, contract management and risk management tools. We will strive to create a sense of dual citizenship and belonging by contributing to federation processes as well as willingness to deploy our staff to support other countries as and when necessary. We will deepen feminist leadership, global safety and security policy, and safeguarding in the organisation and ensure that staff

and partners at all levels meet ActionAid's global safeguarding, safety and security policies as appropriate and are capable of practising feminist leadership.

Organisational Objective 2: Build a culture of learning and accountability through effective documentation informed by evidence.

We will embrace a culture of learning to strengthen our internal systems and processes for efficient and effective operation of the organisation, relevant to the Somali context. We will digitalise our data gathering and analysis to establish fast, accurate and rich data with adherence to relevant data protection policies. We will rigorously monitor and evaluate our program work and relationships to evidence our impact as we critically reflect and learn to improve our work. We will develop context appropriate M&E frameworks for program quality assurance. We will listen to voices and perspectives of the Somali people living in protracted conflict, poverty, injustice and exclusion to inform our analysis and programmes. We will invest in our staff and partner organisations with a focus on women's leadership; technical know-how and systems to deliver quality M&E through monitoring, evaluation and learning everyone's responsibility and establishing contextually appropriate systems and processes.

Organisational Objective 3: Embrace technology and innovations

New technologies offer opportunities for an increased visibility to showcase how our intervention is changing lives, saving lives, protecting dignity and unlocking human potential in protracted crisis, poverty, injustice and exclusion. We will embrace technology and adopt new techniques to brand our visibility and communicate impact in Somalia context. We will employ innovative means to package our reports, stories of changes and message for social media as relevant and appropriate in the context. We will advance our social media engagement to strengthen our wider solidarity with people living poverty, communicate to our supporters and influence policy change. We will ensure that our staff are capable and skilful to lead a culture of digital transformations in protracted crisis.

Organisational Objective 4: Diversify funding sources to ensure financial sustainability and rationalise geographic footprint

Due to its prolonged armed and inter-clan conflict which has led to weak infrastructure for basic services and functional governance systems coupled with recurrent climate induced disasters, Somalia remains a priority for many institutional, multi-lateral and bi-lateral donors. To tap into this opportunity, we will strengthen our capacity on staffing, systems and infrastructure to be able to secure resources to support the realisation of the CSP priorities. We will establish a Business Development Unit that will manage our program led funding initiatives and strengthen project development and implementation across all units/functions in the organisation. We will invest in consortia funding opportunities with national, regional and international partners as applicable. We will pursue programme-led funding guided by ActionAid Human Rights Based Approach. We will deepen and expand relationship with UN agencies, institutional and bi-lateral donors in the country and beyond. We will roll out ActionAid's Global Contract Management System (CMS) and strengthen our Indirect Cost Recovery (ICR) to ensure we effectively manage all projects and recover the most from

projects. We will also deepen collaboration with Funding Affiliates in resource mobilization and donor relations.

Our adopted Satellite Model presence in Somaliland implies the Child Sponsorship (CS) scheme will phase out between 2021 to 2022 and in response to this, we will reconsider our geographic presence across the operational areas where our program work was fully/highly funded with CS income. Thorough review processes will be undertaken to guide the phase out and final decision on geographic presence to ensure smooth transition. In response to the gradual recognition and support for the Federal Government of Somalia and increased funding opportunities, we will undertake critical reviews (legal, security, program fit) to guide our program expansion to South Central Somalia. We will collaborate with the Global Secretariat functions and Funding Affiliates to undertake the program expansion in Somalia to make it an ActionAid International initiative, working in protracted conflict zone and learnings and experiences will be shared with the entire federation.

This table represents CP projected income and expenditure targets over the five years strategic period

	2020	2021	2022	2023	2024
Reserves	£ 256	£ 263	£176	100	90
Sponsorship Income	£ 431	£ 379	£ 316	£ 0	0
Philanthropy & Partnership	£ 88	£ 181	£ 140	£ 150	200
Institution	£ 1488	£ 1460	£ 1,200	£ 1,500	1,800
Total Income	£ 2,007	£ 2,020	£ 1,656	£ 1,650	2,000
Annual Expenditure	£ 1,933	£ 2, 107	£ 1,556	£ 1,660	1,990
Closing Reserves	£ 263	£ 176	100	90	100

Note 1: The above projections exclude flexible funds and annual CMR transition fund allocations

Note 2: 2020 figures are actual realised income and expenditure spent

Note 3: 2021 income are all confirmed income

Note 4: The plan is based on a projection of CS phase out by Dec. 2022.

