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Forward

Country Strategy (CS IV) was developed through an extensive participatory process that involved staff, community based organisations, local and International agencies and government. It involved the review of the 3rd Country Strategy 2000-2004 (CSP III). The process engaged a community review, technical review by local professionals, an external review by local development experts and a peer review by International Secretariat (IS) Africa office.

In order to promote document ownership and internalization, the strategy was reviewed and discussed in a staff retreat and the team feedback was captured and included. AAIS also widely consulted with civil society, aid agencies, private sector and government institutions.

Somaliland is a semi-autonomous state striving for international recognition after seceding from the Somali Republic, following the civil war that had erupted in the country in 1991. Somaliland was a British protectorate unlike Somalia, a colony of Italy. It attained its independence from British on 26 June 1960 but merged with the Italian Somaliland only after four days when the later got its independence.

The purpose of this strategy is to reassert ActionAid International Somaliland's (AAIS) vision, values and mission, and to provide strategic direction, and priorities over the next five years. It is also to empower staff, partners

and communities as well as to communicate our identity and purpose of our existence to wider audience. It is AAIS' commitment and offer of partnership to all like-minded organizations and individuals who are committed to poverty eradication.

The purpose of this strategy is to reassert ActionAid International Somaliland's (AAIS) vision, values and mission, and to provide strategic direction, and priorities over the next five years.

In this five-year strategic period, AAIS will focus on women rights, economic diversification, education, human security and youth empowerment to facilitate communities' advocacy for and enjoy their rights. We intend to proactively engage, act and mobilize civil society organizations to promote and strengthen accountability, transparency and participatory local governance. AAIS will engage and employ right based approach and public policy advocacy initiative in delivering programme at local, national and international levels.

I am highly indebted to AAIS staff, International Secretariate, and peers for providing comments and inputs and wider

stakeholders who, contributed to and provided suggestions during the development of this Country Strategy. I trust our efforts will contribute to the promotion of the rights of the people living in poverty and excluded and realization of our vision of a world without poverty where everyone enjoys with of dignity.

This is dedicated to former AAIS Country Director Wario Galma Guracha who was an instrumental in the successful

completion of this Strategy. Many thanks also goes to AAIS partners, civil society organisations, government line ministries, aid agencies and other stakeholders for their contribution during programme review and strategy validation workshops.

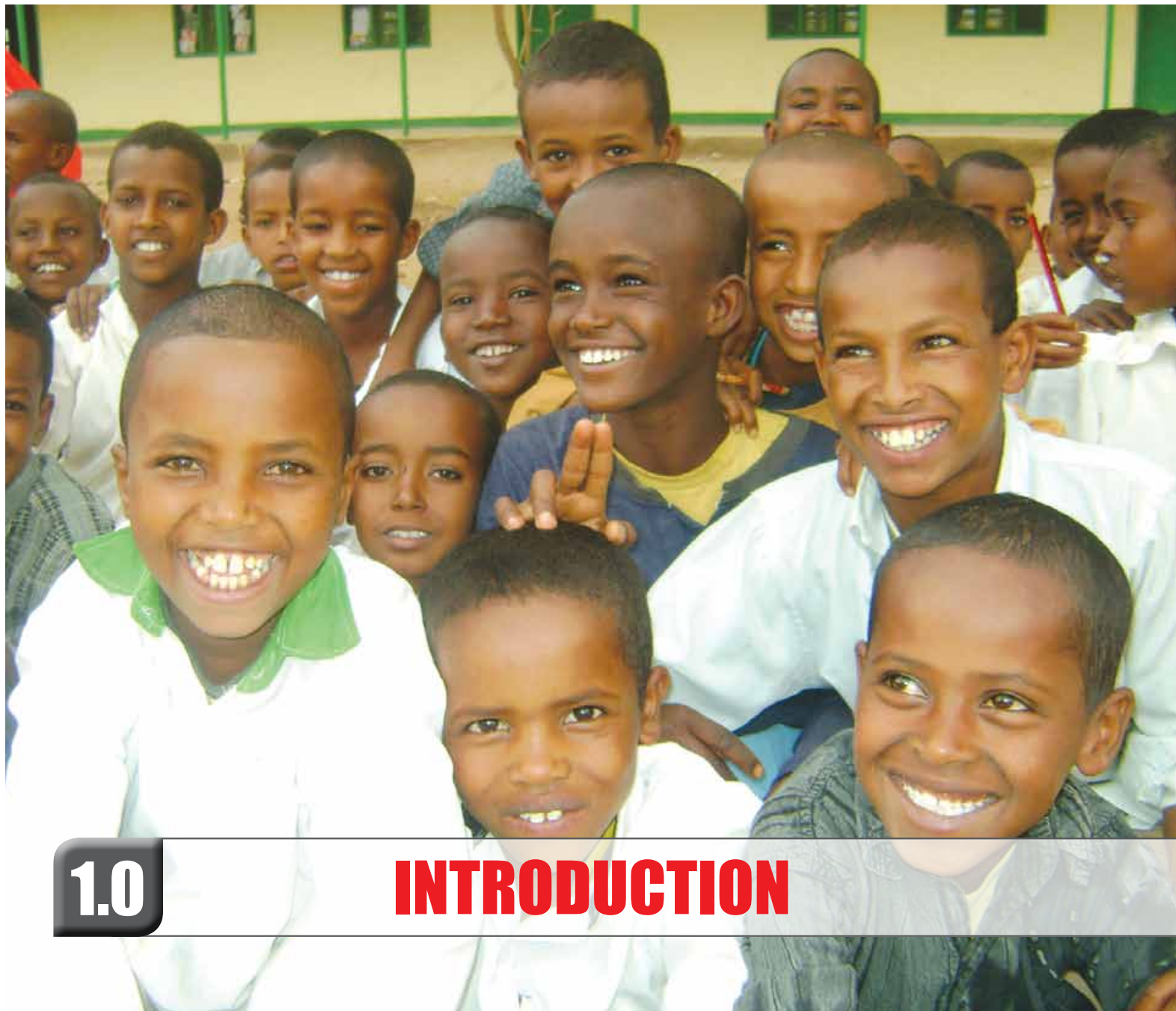
Ayan Hassan
Interim Country Director
ActionAid international-Somaliland

List of Acronyms

AAIS	- ActionAid International Somaliland
AAI	- ActionAid International
AU	- African Union
AL	- Arab League
CEC	- Community Education Committee
CEDAW	- Convention for Elimination of Domestic Violence Against Women
COCO	- Directorate of Country Coordination, ActionAid International
CSOs	- Civil Society Organizations
CBO	- Community Based Organizations
CP	- Country Programme
CSP	- Country Strategy Paper
DFID	- Department for International Development
DRR	- Disaster Risk Reduction
FGM	- Female Genital Mutilation
GDP	- Gross Domestic Product
HRBA	- Human Right Based Approach
HRIMS	- Human Resource Information Management Systems
IDP	- Internally Displaced Person
IGADD	- Inter-governmental Agency on Drought & Development
INGO	- International Non-governmental Organization
INCS	- UK- Inter-NGO Committee for Somalia-UK
IMF	- International Monetary Fund
IPD	- International Partnership Department
IPCC	- Intergovernmental Panel on Climate Change
LRP	- Local Rights Programme
LDC	- Least Developed Countries

List of Acronyms

M&E	- Monitoring and Evaluation
MDG	- Millennium Development Goals
NEPAD	- New Partnership for Africa's Development
OLF	- Oromo Liberation Front
ONLF	- Ogaden National Liberation Front
PRRP	- Participatory Review and Reflection process
REFLECT	- An Innovative Approach to Adult Learning and Social Change.
RTEP	- Right to End Poverty
SOHA	- Somaliland Hope Association
UNOCHA	- Office for Coordination of Humanitarian Affairs
UNDP	- United Nation Development Programme
USD	- United State Dollars
UN	- United Nation
UNICEF	- United Nation Children's Fund
SORADI	- Social Research and Development Initiatives
VAW	- Violence against Women



1.0

INTRODUCTION

This is the fifth country strategy since ActionAid Somaliland (AAIS) began its work in Somalia/Somaliland in 1980s. It will provide a strategic direction for the country programme over the next five years. It was developed towards the end of the Right to End Poverty but realigned with the current ActionAid International strategy, “People’s Action to End Poverty”. This is a transformative strategy which takes the Country Programme (CP) from largely service delivery to Human Right Based Programming. The strategy clearly stipulates ActionAid theory of change within the Somaliland’s economic, political and cultural context. We will build on our previous and current work to deepen engagement in rights based work with a focus on breaking the cycle of women’s exclusion from access to justice; control and ownership of productive resources and decision making on issues that affect their wellbeing. It will coincide with the establishment of Local Rights Programmes (LRP) to diversify CP’s funding base to address the priority needs of people living in poverty.

The strategy will build the resilience of vulnerable people to respond to disasters with rights-based alternatives; promoting economic alternatives for small holder farmers, with particular emphasis on women and pastoralists; and improving the quality of primary education, women literacy/ numeracy and youth empowerment. The strategic objectives will be delivered through people’s empowerment, solidarity and campaigning, and will enhance the capacities of staff and partners to deliver quality and accountable programmes. During the strategy period, the CP will operate and expand within three out of the six Somaliland regions. The target communities are among the vulnerable social categories in

the UN Food Security and Nutrition Analysis Unit (FSNAU) reports.

The CP will invest in organisational development, increase income through diverse funding sources, and establish effective, accountable systems and procedures to improve financial management, planning and reporting. The CP will improve information management system to strengthen internal Knowledge Management. We intend to expand strategically into new programme areas to reach more poor and excluded communities based on the human and financial capacity

1.1 Strategy Development Process

This strategy is a product of the CSP 1V reviews in 2007/2009 but was not finalised for approval due some transition challenges and later on suspended to align it with AAI global strategy, ‘People’s Action to End Poverty.’ To realise strategic shift from the exclusive service delivery to human right based approach in programming, the strategy is informed by the Local Rights Programme Appraisals, Participatory Review and Reflection Process (PRRPs), and DFID access to justice project baseline data.

1.2 Background to ActionAid International Somaliland

ActionAid is a global federation working to end poverty and injustice with thousands of poor communities and millions of people across the planet guided by its global strategy ‘People’s Action to End Poverty’ that ensures solidarity with

the poor and excluded people, re-asserting women's rights, strengthening accountability, and building resilience against adverse climatic shocks and hazards.

In response to the refugee crisis, ActionAid International has been working in Somalia in 1980s. However, with the onset of the 1988 conflict in the North-west Somalia (current Somaliland) and deteriorating security conditions, ActionAid curtailed its activities and finally withdrew from Somalia in September 1990. ActionAid yet maintained links with Somalia as a coordinator of Inter-NGO Committee for Somalia (INCS-UK) - a committee comprising British relief and development agencies which shared information and planned a coordinated response to the crisis in Somalia.

In June 1992, ActionAid Somaliland (AAIS) opened its office in Erigavo, Sanaag region, after signing a Memorandum of Understanding (MOU) with the Government of Somaliland in Hargeisa and the Council of Elders in Erigavo who was then administering the region.

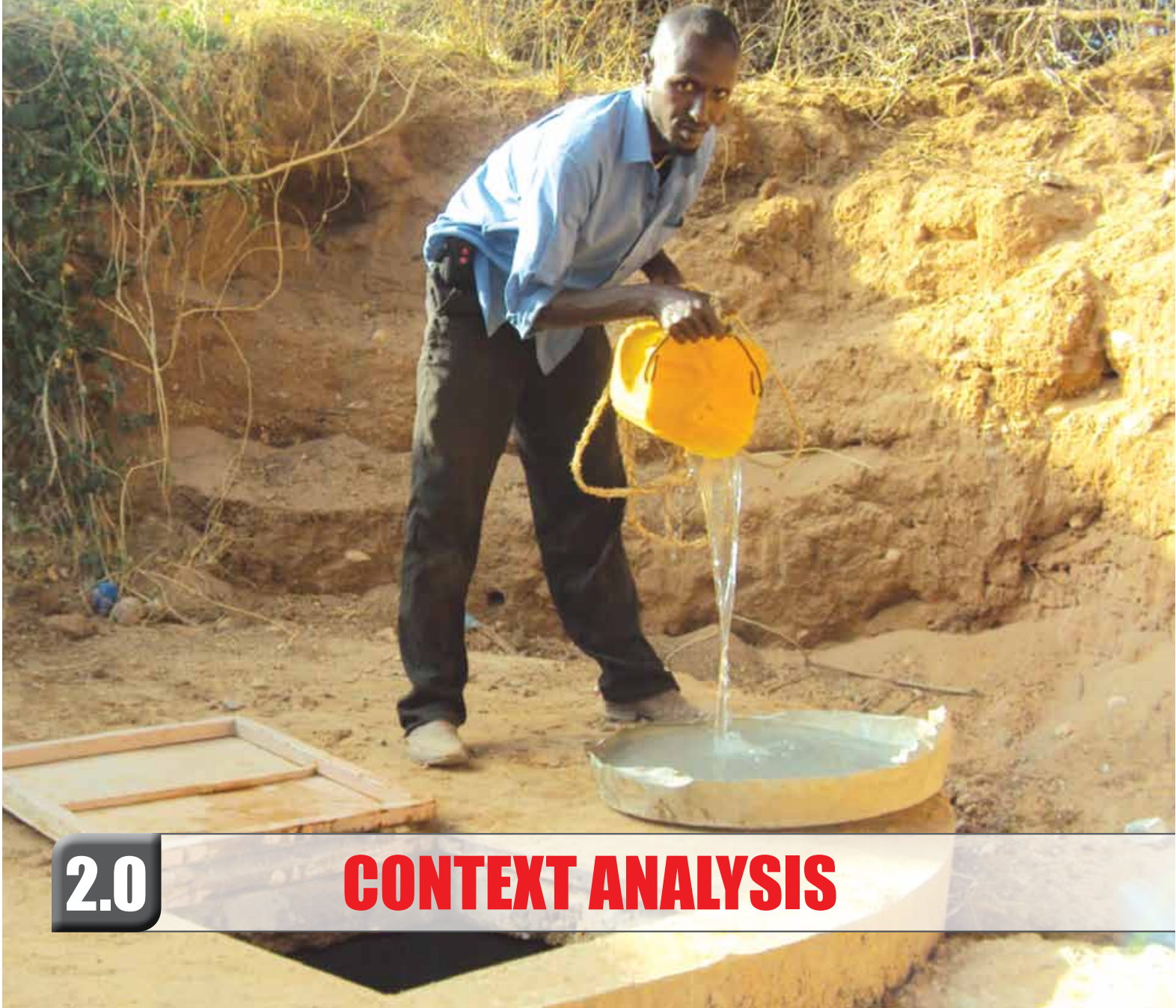
Since 1996, ActionAid-Somaliland supported Sanaag people and later Togdheer (1998) to establish their own Community Based Organisations (CBOs) to manage local development processes. The CBOs brought together diverse social groups, who established governance and development structures among their members. The traditional system of governance was based on eight principles of institutional design (Elinor Ostrom, 1994). In 2005, AAIS opened a sub-office in Garowe, Puntland, in response to the Tsunami disaster that hit 720 km coastline along the Indian Ocean. To enhance organizational effectiveness and be in sync with

ActionAid strategy RTEP, ActionAid International Somaliland (AAIS) went through significant structural changes from 2006 by increasing its capacity, profile, and new skills with a mixture of qualified local and international staff.

In 2006, AAIS expanded its programme coverage and opened its national office in Hargeisa with the view of appraising new areas with a high poverty index and within the context of the new strategy.

Currently, AAIS is working with seven local partners in three regions. The main office is in Hargeisa, the capital city of Somaliland. A partner organisation (SOHA) manages the oldest Local Right Programmes (LRP). The other two LRPs are ActionAid direct programmes. AAIS aspires and will work towards a full member of the AAI federation. However, this may not be achieved within this strategy period due to political dynamics in Somalia.

We will build on our previous and current work to deepen engagement in rights based work with a focus on breaking the cycle of women's exclusion from access to justice; control and ownership of productive resources and decision making on issues that affect their wellbeing.



2.0

CONTEXT ANALYSIS

Somaliland still remains in a reconstruction stage and its government lacks institutional and financial capacity to address the developmental priorities of its citizens. Somaliland faces insurmountable challenges to revive its shattered economy, create employment and provide basic services. The nascent structures and institutions lack instruments that guide policy directions.

Somaliland is a semi-autonomous state striving for international recognition after seceding from the greater Somalia in 1991. Somaliland was a British protectorate while the rest of Somalia was an Italian colony. It attained its independence from Britain on 26 June 1960 but merged with Somalia after four days on 1st July 1960, the independence day of south Somalia.

Two decades of Bare's regime and ensuing civil war resulted in human rights violations on an unprecedented scale and devastated the country. Besides the destruction of national infrastructure and economy, the cost of the civil war was staggeringly high in terms of human casualties and absolute poverty.

Since restoring its independence and nullifying the union with the rest of Somalia in 1991, Somaliland charted a different path from violent conflict towards constitutional politics. Through their traditional governance, Somaliland people resolved their differences with little external support and established a functional government to rebuild the country. Constitutional referendum and the introduction of

a multi-party democracy since 2001 were most remarkable which led to peaceful municipal elections in December 2002, Presidential elections in 2003 and 2010, and Parliamentary election in September 2005. However, Somaliland has been yet to attain international recognition.

The political instability in south-central Somalia, even though the situation has been improving recently, remains a threat to Somaliland and the region as a whole. The successive governments and factions in Somalia opposed to Somaliland statehood and claimed as part of its domain. With the increasing international focus on Somalia, any forced reunion would have deadly consequences. Furthermore, piracy in the long (3330km) Somali coast poses a social and economic threat to global trade and travel. To find a lasting solution, the international community has failed to understand the complexity of the Somali conflict. In addition to the security threat from the terrorist movements and piracy, Somaliland faces worsening food insecurity due to rising global food prices, climate change and declining remittances from the Diaspora.

2.1 Our operational challenges

Somaliland still remains in a reconstruction stage and its government lacks institutional and financial capacity to address the developmental priorities of its citizens. Somaliland faces insurmountable challenges to revive its shattered economy, create employment and provide basic services. The nascent structures and institutions lack instruments that guide policy directions. Few policy documents facilitated by aid agencies gather dust on the shelves because of inadequate financial and human resources to implement them. Somaliland cannot attract direct foreign investments or aid from multilateral and bilateral organizations, and does not belong to any regional/ international trade agreements.

There are no diplomatic missions in the country and donors are mostly based in Nairobi, Kenya. Security remains fragile with the impending threat from the infiltration of Al-Shabaab extremists as they continue to lose grounds in South Central Somalia. Traditional clan structures influence national politics and the governance system. Government accountability system is weak. The judiciary, anti-corruption and Human Rights commissions are under control of the executive organ. Despite the above challenges, there are opportunities of engaging with government institutions and traditional clan structures to influence the power imbalance and eradicate harmful cultural practice that excludes women and girls from political, administrative and developmental arena.



3.0

GLOBAL LEVEL

The world is indeed becoming more unjust and unfair as each day passes by. For instance, more than 80% of the world's population live in countries with widening income differentials. At least 80% of humanity lives on less than 10 US dollars a day. The poor and excluded are further marginalized to the periphery of the global economic paradigm. With the effects of the shocks and economic crises of 2008/9 not yet fully overcome, the world is witnessing yet other shocks and crises emanating from increase in fuel and food prices and the deepening Euro zone and the United States economic crunches. The growing climatic vagaries and conflict will no doubt heighten vulnerability and insecurity of the fragile ecosystems, especially in the developing countries.

There is evidence that vulnerability to poverty is likely to increase as a result of climate change. With increase in incidences of climate-related disasters such as droughts and floods, many households would be forced to migrate in search of new homes and livelihoods. Among them, smallholder farmers and pastoralist are most vulnerable who continue to face food insecurity.

Disasters amplify the inequalities between women and men. Women's historic subordination and exclusion, their limited and denied access to resources and their limited power in decision-making exacerbates their vulnerability to the impacts of climate change. For example, scarce resources will lead to increased migration of men thereby increasing burden and work for women and children. Globally, the

patriarchal system undermines the rights of women and girls leading to gender disparities and unequal access to opportunities and services, exposing many women and girls to poverty and injustice.

Many global initiatives promote and enforce women's rights including the declaration of the UN Decade for Women (1975-85) and the Convention on the Elimination of all forms of Discrimination against Women (CEDAW) in 1979. Application of these frameworks in Somaliland context will help addressing the violation of rights.

3.1 Regional level

Drought has become a chronic feature of the world's arid and semi-arid regions. Pastoralists in the greater Horn of Africa historically experienced a minor drought in every three to five years and a major drought in five to ten years, but this cycle has become frequent in the last decade. Minor droughts are now expected every other year and major droughts in every three years. The available landmass to support rural livelihoods is shrinking below the economic utilization level. This has led to an escalation of conflicts among previously cohesive communities as they compete over limited water and pasture. The proliferation of small arms in the region worsens the inter- and intra-clan raids.

As droughts occur with more frequency, people have no time to recover before another one hits. Hence, increased poverty and chronic food insecurity whereby poor households find

hard to cope with the situation. For instance, 2011 drought in the Horn of Africa has affected close to 12.4 million people in Somalia, Kenya, Ethiopia Somaliland, Djibouti and Uganda with 60% of livestock lost and malnutrition reaching record levels (OCHA, 2011).

With the climate induced challenges, droughts increasingly alternate with floods resulting into twin disasters for the people living in marginal areas. Horn of African countries bear the brunt of climate change largely attributed to greenhouse emissions by rich countries, yet those countries not demonstrate sufficient commitment to avert it.

To address this challenge, the international community and the national governments should contribute to the attainment of sustainable development and poverty eradication by facilitating the integration of disaster risk reduction into long term development and building community's resilience. The integration of climate change adaptation into development policies and programmes cannot be delayed further. Despite the political commitment from IGAD, AU and NEPAD, progress in this direction among the member states remains variously low. Climate negotiations do not adequately reflect the experiences of communities and grassroots actors. In the African context, the countries are often tied to disaster appeals and call for external assistance to help meet the food deficits. Kenya, Djibouti, Somalia (including Somaliland) and Ethiopia faced endemic food shortages in the last five years with over 10 million people under external food aid.

In addition to the climatic problems and the chronic instability in many parts of Somalia, the region experiences three major

conflicts: political conflicts around the secessionist Oromo Liberation Front (OLF) and the Ogaden National Liberation Front (ONLF) in Ethiopia; protracted rivalry and border dispute between Ethiopia and Eritrea; and latent conflict and mistrust over the Nile water by Ethiopia, Kenya, Egypt and Uganda.

The opportunity for Somaliland recognition seems to be waning as the international community review its strategy towards Somalia. Following the London conference on 23rd February 2012, the Somali political landscape is changing towards unification of the Republic of Somalia including Somaliland. This trend is likely to have an implication on the implementation of this strategy.

Somalia is also trapped in ideological conflict propagated by Al-Shabaab. This is a ragtag militia with the objective of spreading their ideology in the region and beyond. Their occupation has greatly undermined not only security but exacerbated food insecurity in the regions under their administration. Suicide-bombs are already sending chills across the region with the incidents in Kenya and Tanzania in 1998, Somaliland in 2008 and Uganda in 2010. However, with the incursion of Kenyan and Ethiopian Defence Forces and increased AMISOM Forces from 9,000 to 17,500, the power of Al-shabaab is weakening but they may still pose threat in the region.

In addition, Somalia is the home of high-tech piracy which has undermined international trade in the Indian Ocean and the Gulf of Aden. Despite coalition forces to stop piracy, the result has been dismal.

3.2 National level

Somaliland has an estimated population of 3.2 million out of which women constitute 60%. The average household size is 6, and over 50% of the population live in the urban centres constituting mainly internally displaced people and pastoral drop-outs due to conflict and droughts. Over 65% of the population are youth who are mostly unemployed and more often than not engage in drug abuse (Qat chewing) and violent crimes including gang rape and illegal migration.

Somaliland, being a post conflict country, faces persistent conflicts over the disputed areas in three eastern regions.

Clan conflict over scarce resources (water and pasture) is part and parcel of Somali culture. Land grabbing through enclosures for fodder reserves and for speculative land investment is a potential source of conflict. Unemployed youth burn trees for charcoal to generate income for their narcotic addiction and subsistence.



4.0

POVERTY ANALYSIS

The causes of poverty in Somaliland are numerous, mutually reinforcing and have ramification on poor governance, socio-economic disintegration, climatic and environmental vagaries. Inherent cultural power imbalance, high illiteracy, and exclusion of women and minorities from the national decision-making process underline the systematic violation of basic rights. Pastoralists and agro-pastoralists face increasing threat to their livelihoods from drought, resource-based conflict, rangeland degradation and unregulated land grabbing. Globalization, unfair terms of trade and recurrent droughts eroded the livelihood base thereby precipitating unemployment and loss

of income. The distinct poverty indicators include rural-urban migration, pastoral drop-outs, women headed households, high morbidity and mortality among women and children, internally displaced people and street children. Though Primary education has been Free in Somaliland since 2010, the sector still faces many challenges: inadequate government services, untrained teachers, poor quality of education, poor infrastructure, and unregulated education system to mention a few. Limited employment opportunities expose youth to drug abuse (Qat chewing), commit crimes and adventure on risky trips to Europe and Middle East in search of better life.

Table 1: Somaliland Key Socioeconomic Indicators

Access to improved water source (%)	41
Access to improved sanitation (%)	40
Primary school enrolment - total (%)	40
Primary enrolment rate - female (%)	32
Infant mortality (per 1,000 live births)	73
Under-five mortality (per 1,000 live births)	116
Children (under five) under weight (%)	19
Maternal mortality (per 100,000)	1,044
Seats in Parliament held by women (%)	5
Unemployment (%)	47.4
HIV/AIDS prevalence (%)	1.4
Average lifespan (Men & Women)	44.6; 47.8

Source: World Bank Development Data Platform 2005, UNICEF Primary School Survey 2005/2006, UNDP MDG Report 2000,2004, 2006, Preliminary Results from Somali MICS 2006

According to various poverty and vulnerability studies and analysis, the poverty in Somaliland has been spiralling up in recent years (UNDP, 2006). Pastoralists, agropastoralist, suburban, IDPs and people with disability are the most vulnerable in the society. The majority of the poor in Somaliland is in the arid Eastern regions of Sanaag, Togdheer and Sool but there are also large IDPs in Hargeisa, Borama and Burao cities. Women represent high percentage in poor people.

Being classified as a Least Developed Country (LDC), Somaliland is amongst the poorest countries in the world and endures some of the worst human development indices according to 2001 UNDP Human Development Report. Over 73% of the population lives below the poverty line, earning less than USD 2 per day (UNDP/WB, 2006a).

4.1 Economy & livelihoods

Rainfall is erratic with annual precipitation of less than 300mm. There are two rainy seasons of Gu' (April-May) and Deyr (Sept-October) in the year. There is no perennial surface water and the aquifer in many parts of Somaliland is over 300m. Cyclic droughts contribute to loss of livestock; hence food insecurity. Due to limited economic alternatives, people living in poverty turn to charcoal burning causing massive environmental degradation and soil erosion. Moreover, deforestation is a direct threat to rural livelihoods as Somaliland's domestic economy is heavily dependent on pastoral production.

Livestock export to the Gulf States is Somaliland's economic mainstay as the population is predominantly nomadic pastoralists (50% of the rural population). The main livestock species are camel, sheep, goats, and a few cows. In 2001, livestock export contributed about \$120 million to the country's GDP. Saudi Arabia is the principal recipient of Somali livestock but is controlled by powerful cartel of traders with marginal return to the producers.

Small scale business run in the cities is another source of household income. Women from poor families run petty trades in livestock, clothes and vegetables. Most of the merchandize is accessed from the Middle East mainly Yemen and Dubai through Berbera seaport or by air. In the western regions, internally displaced (IDPs), returnees and the pastoral dropouts produce cash crops in small scale farming. Shallow wells along riverbeds (Tog) are the main source of water for irrigation and human drinking. The yield is not enough to meet the family basic needs. Rain-fed farming is also practiced but the return is discouraged due to climatic vagary and poor farming skills and practices. There are no financial institutions to provide soft loans, and the government provides neither any subsidy nor agriculture extension services.

4.2 Governance and participation

The tools and instrument of national governance is weak and rudimentary. In spite of three arms of the government namely executive, judiciary and legislature, the clan loyalty is more

dominant and respected in Somali politics. Somaliland has bicameral parliament: House of Representative and House of Elders (Guurti). The House of Representative is elected while the House of Elders is from clan nomination. The decisions of the House of Guurti override even that of the President which can be beneficial to the citizens because it is a final decision making body in the country, and if lobbied well, can pass women responsive laws. However, they can also be hindrance by sticking to repressive and unfair traditional laws. The government annual budget for 2012 was estimated at US dollar 106 million out of which 70% goes to security, less than 10% for development and the rest to recurrent expenditure (Somaliland Annual budget, 2012).

4.3 Aid, Trade and Investment

Lack of recognition denied Somaliland to attract foreign investment as well as access to bilateral and multilateral aid. International financial institutions e.g. World Bank, IMF and embassies of donor countries are not present in the country. Somaliland is not a signatory to any regional or international trade agreements. Financial support is only in the form of humanitarian assistance through the UN and INGOs. The focus is mainly to South-central Somalia to meet the urgent needs of the conflict displaced people and only less than 5% finds its way to Somaliland (OCHA, 2008). The country is heavily dependent on food imports. As a State with few exploited natural resources, Somaliland raises inadequate revenue for re-construction of the dilapidated infrastructures. Insecurity and absence of insurance cover

deprive international investors and Somali Diaspora to invest in the country. However, remittance from the Diaspora was estimated at US \$300-500 million per year (Ahmed, 2000).

4.4 Women's Rights

The National Constitution (2001) Article 10 on Foreign Relations stipulates that "The Republic of Somaliland approves and implements the UN Agreements and respects the Universal Declaration of Human Rights". However, Article 5 on Religion emphasises that any law contradicting Islamic Sharia is prohibited. What is therefore required is a proper interpretation of the Sharia law in the light of equality of all. Article 8 of the Constitution states that, 'All Somaliland citizens shall enjoy equal rights and obligations before the law, and shall not be accorded precedence on grounds of colour, clan, birth, language, gender, property, status, opinion, etc.' It is further provided that 'Precedence and discrimination on the ground of ethnicity, clan affiliation, birth and residence is prohibited.' The Constitution also guarantees equal opportunities for all citizens in terms of education, employment and health.

Somaliland society is constructed on a complex clan and sub-clan structure extending into Ethiopia, Somalia and Djibouti. Clan identity is valuable social capital in power and resource sharing. Somali culture is patriarchal in which women play subordinate roles. The patriarchy coupled with limited women's awareness to exercise their rights has severely undermined women's participation in decision-

making and political representation. Out of 379 elected municipality councillors, only ten are women. Similarly out of 164 members of the two houses of parliament, only three are women. Inadequate access to and control over resources, high illiteracy and clan dynamics put off women to compete for public offices. Culturally and socially condoned injustices to women and girls perpetuate unequal access to education, ownership and control of family assets. However, the number of women ministers has now increased from one to two in the cabinet with a few appointed as departmental heads. Men

still account for about 90% of land and property ownership, a factor that contributes to the women's powerlessness and dependency.

Gender disaggregated data of public servants in the below table depicts only 4.6% are female. Moreover, women are in the lower cadre of the structure which can be attributed to the fact that men have received an education privilege than women.

Table2: Representation of Women in the Somaliland Public Service

Public Institution	Total No. of Employees	No. of Women Employees	% of Women Employees
Parliament	164	3	1.83%
Cabinet	29	2	10.34%
Directors General	37	0	0
Heads of Dept, Sections	407	32	7.86%
Police	7,900	237	3%
Custodial Corps	1,278	179	14%
Ministry of Justice	27	8	3%
Judges	138	0	0%
Education Inspectorate	72	5	7%
Prosecutors	-	5	0%
Anti - Corruption Commission	7	0	%
Human right commission	9	3	33.3%
Total	10,075	470	4.66%

The judiciary and law enforcement sector is male domain; a hindrance to women to report violations as some cases would be confided to women. Regarding the conservative culture, it cannot be assumed that man understands the woman's needs, or her emotional feelings, when she reports a crime that may culturally be considered very private in nature e.g. domestic violence.

Women in Somaliland are seldom aware of their rights in the parallel legal systems - Sharia, Formal (secular) and customary – due to high illiteracy rate. Most of VAW cases are settled through traditional justice system. Women's knowledge in Islam and their religious rights is generally low. Rural women have the least access to the formal justice system due to the limited presence of service in rural areas. The cost of formal litigation is also excessive as most of them are poor. Corruption is perceived to be rife due to low salaries of the public sector. The police and judicial system are perceived to be open to the influence of powerful clans/groups.

4.5 Education

UNICEF Research in 2004/5 on primary education in Somaliland shows school enrolment ratios of 65% boys and 35% girls. Female teachers comprise only 10.4% of 2,613 serving teachers. The quality of education is poor from primary to tertiary. The learning environment is in deplorable state especially in the rural areas. Most of the schools lack trained teachers, textbooks and sitting facilities; in some schools children learn under trees.

Since 2010, elementary education, up to grade 4, is free and teachers are paid 100 USD a month – inadequate amount which affected the morale. There is no effective mechanism to inspect school performance. At puberty age, girls are taken out of far schools for fear of sexual harassment. There are few female teachers as role model for the girl child, and toilets in schools are not girl friendly. Children and youth are not seen as agent of change both at school and in the community; they are only seen as recipients of information and guidance from the teachers and parents.

4.6 Civil Society Organizations

Since Barre's regime collapsed in 1991, civil society provides basic services and employment opportunity for the citizenry. However, their role has not been distinctively defined regarding poor government guidelines and ineffective coordination. Political parties, academia and the media are still in a nascent stage and lack adequate resources and research capacity to effectively generate credible information for effective pro-poor policy and strategies at the regional and national level.

The government considers the CSOs as service providers and a few who engage in policy /advocacy platform are seen to be interfering in public affairs and sometimes powerful individuals threaten them closed down. There is a Somaliland NGO consortium but its role is limited to coordination while major decisions are reached by the Nairobi based Somalia NGO consortium. The limited degree of knowledge and skills,

gaps in policy analysis, absence of consensus building, and proper packaging of policy messages are challenge to meaningful public policy influencing. However, there are opportunities with the NGO such as Academy for Peace and

Development (APD), SORADI, Oxfam and ActionAid to play pivotal role in organizing CSO platform to advance public dialogue on the democratisation process and initiate policy advocacy framework.



5.0

PAST PROGRAM PERFORMANCE AND LESSONS

The strategy will build on AAIS's strengths and lessons learnt from the past and take advantage of existing opportunities to implement the strategic objectives. The organization has made colossal growth in programming, staff development and relations with the government and communities. Among the key performances are women's rights programming in a culturally conservative community; diversifying the funding base of trust and foundation for regular funding, and recruitment of qualified, competent and unified staff. Most of organizational policies and procedures are in place and operational. The Country Management Team (CMT) constitutes 50% male/ female ratio. AAIS has a niche over many organizations in participatory and HRBA development practice. Over the years, we invested in integrated development projects in three out of six Somaliland regions, and established three local rights programmes (LRPs). Working through community based partners increased our coverage and enhanced programme ownership. However, there is a need to build on the good programme performance to enhance strategic programme quality, accountability, deepening policy advocacy and fundraising to make a difference in the lives of the people living in poverty, especially the women and girls.

Key lessons for action include weak programme and policy linkage between grassroots, national and international level, and limited understanding in women's rights programming. Communities and partners attitudes inclined towards service delivery and gender disparity in their structures. The capacity of staff and partners on HRBA programming, fundraising,

M&E and financial management needs to be strengthened. Despite the above lessons, there is a space to influence and change the attitude and behaviour of the traditional and religious leaders to recognize and respect the rights of women and girls. Working with the CSO sector will offer a platform for pro-poor policy formulation and implementation.

5.1 Risks and Challenges

Somaliland is prone to both natural and man-made calamities. Security threat particularly from Al-Shabaab militant attacks on government, UN agencies and INGOs with funds from UK and USA remain potential. Owing to the fragile political environment and patriarchal nature of the Somali community, AAIS work on HRBA and women's rights may encounter challenges associated with both culture and politics. We will conduct risk assessment to devise viable strategies of attaining our objectives and priorities.

The cyclic droughts cause 'food insecurity and famine' and disrupt programme implementation. The Euro Zone and United States economic and financial doldrums affected the CP's income from child sponsorship and high value donors. There are financial risks with partners who are working in difficult geographical and insecure locations in the eastern part of the country.



6.0

OUR IDENTITY

Vision:

Our vision is a world without poverty and injustice in which all citizens enjoy their right to a life with dignity

Mission:

Our mission is to work with poor and excluded people and their organizations to eradicate poverty and injustice in Somaliland.

Our Values:

MUTUAL RESPECT, requiring us to recognize the innate worth of all people and the value of diversity.

EQUITY AND JUSTICE, requiring us to work to ensure equal opportunity to everyone, irrespective of race, age, gender, sexual orientation, HIV status, colour, class, ethnicity, disability, location and religion.

HONESTY AND TRANSPARENCY, being accountable at all levels for the effectiveness of our actions and open in our judgments and communications with others.

SOLIDARITY WITH THE POOR, powerless and excluded will be the only bias in our commitment to the fight against poverty.

COURAGE OF CONVICTION, requiring us to be creative and radical, bold and innovative – without fear of failure – in pursuit of making the greatest possible impact on the causes of poverty.

INDEPENDENCE from any religious or party-political affiliation.

HUMILITY in our presentation and behavior, recognizing that we are part of a wider alliance against poverty.



7.0

OUR UNDERSTANDING OF POVERTY

ActionAid views poverty as being caused and perpetuated by the power imbalance in control of productive resources between the few elites and the majority poor and between men and women coupled with corruption, impunity and bad governance. Exposure to risks, vulnerability, insecurity, injustice and violation of people's ethics enormously contribute to poverty.

The imbalance of power between the poor and rich, men and women, girls and boys, and nations are the main causes of injustices and inequalities. In Somaliland, power imbalance is engrained in the social contract (xeer) which traditional elders interpret in many ways. Thus, eradication of poverty and injustice is balancing the scale of power between men, women, boys, girls, states and continents. It is also about changing the attitudes and the behaviours of the communities by educating them on harmful cultural practices for the empowerment of women and girls.

ActionAid believes that the indignity of poverty is a violation of human rights, arising from unequal power relations from the household to the global level. From global to village level, institutions such as international financial bodies, the State, the market, the local community and the family often perpetuate inequality and injustice through exclusion, authoritarianism, exploitation, racism, patriarchy and other forms of discrimination.

Poor and excluded people need to be supported to discover their potential power, get organized and build coalition

and alliance to increase their voice to demand their rights assertively from local institutions, national governments and powerful corporate bodies. Accessing information through education and mass media can be critical in shaping people's attitudes and behaviours towards more inclusive, open-minded and committed to justice. Poor communities also need to be organized and share knowledge so that they are resilient to disaster and conflict. Ending poverty and injustice is a complex process that may take decades to see the results and change does not follow a straight path. It is however happening every day because of the passion, vision and commitment of people working together across borders, social groups, and experiences. Together people make change happen.

7.1 Our theory of social change

We believe that poor and excluded men and women, regardless of geographical location, race, colour, and religion, have potential capacity and knowledge to overcome extreme poverty and injustice and enjoy their rights. Organizing and catalyzing people around solidarity and campaigning will inspire them to seek right-based alternative to confront and challenge the structural causes of poverty and injustices. Our role is to empower people living in poverty by enhancing their capacity and linking them from grassroots to the global level to overcome injustice and enjoy their deserved rights.

HRBA programming is a fundamental pillar of our effort to build a world that is just and free from poverty where

everyone enjoys life with dignity. We base our social change theory on our understanding of that majority of the people are socially and economically poor and marginalized. The global economic and political paradigm enables a small number of people to accumulate wealth and power at the expense of the poor and excluded majority. Social differences along the lines of sex, race, religion, class, and ethnicity are used to intensify marginalization. Social exclusion persists unless the affected people are empowered through consciousness building, access to information and collective action to challenge the status quo.

We believe social exclusion is an outcome of multiple human rights violations, and it is about exclusion from and unequal access to and control over resources; abilities to claim rights; and control over their own lives. The rich and powerful often deny the rights of the poor and excluded in order to get maximum control over productive resources and build more wealth.

In Somaliland context, women and girls are denied of fundamental human rights e.g. education, inheritance, social identity and exclusion from decision-making in political, social and developmental sphere. People living in poverty, especially women and girls, will be the centre of our social change process to confront the domination of power over women and the excluded group in accessing services, resources and power.

Our process of social change will be founded on the HRBA

principles and Local Rights Programming. We will ensure that our empowerment and conscientization programme engage both people living in poverty and duty bearers to facilitate dialogue. We will identify, analyse and confront power basis that exclude and marginalize women and the poor. We will work in partnership with local and national partners to harness local knowledge, skills and reach larger constituents and international NGOs to leverage influence and change.

We will advance women's and girls' access to information, participation in decision-making and control over resources. We will also monitor, assess social change, document and share lessons to improve our theory of change.

ActionAid Somaliland will endeavour to facilitate collective action and voices of people living in poverty through participatory process and influencing behavioural change to confront harmful cultural practices by providing quality and relevant information.

7.2 Our constituents

ActionAid Somaliland constituency in this strategic period are poor and excluded men, women, children, and youth. Others include small holder farmers and pastoralists. We will mobilise, sensitize and empower them by providing relevant information and knowledge to build solidarity and voice out their demands. However, we will also engage and link with the duty bearers such as the private sector and the

government to provide space to influence the attitudes and behaviour on rights issues.

7.3 Our key approaches

a. The Human Rights-Based Approach (HRBA)

HRBA will define our work with all stakeholders. HRBA is founded on the valuable axis on building capacities of people in poverty, service delivery and accessing information. We will also facilitate building coalitions and networks to increase people's voices and collective action to confront injustice and inequality in the society. ActionAid Somaliland will spearhead campaigns by identifying relevant issues, conduct researches to provide evidence, mobilize resources and lobby likeminded organizations to ensure duty-bearers' accountability to the people living in poverty.

b. Working with and building the capacity of women and their organizations

We will strengthen the capacity and capability of women and girls through literacy and REFLECT cycles. We will confront the perpetrators of injustice and inequality in the community and national level through training and facilitate development of women friendly policies in order to access justice at community and judicial service. Police, health and the judicial staff will be trained to handle VAW cases with dignity, especially rape and domestic violence. We will facilitate dialogue with religious and traditional leaders, political parties and the parliamentarians to eradicate harmful and retrogressive cultural practices such as Female Genital

Mutilation (FGM). ActionAid Somaliland service delivery will be ring-fenced with rights issues to ground women and child rights at community levels. Our economic alternative intervention will ensure women own and control resources to participate in decision-making and reduce injustice and inequality.

c. Working with children and youth

Youth and children are critical agent of change and should be nurtured to be responsible and accountable future leaders. We will promote youth and children participation and engagement with people's development at Local Rights Programme and the national level.

We will engage with youth to identify innovative employment opportunities and vocational skills. The capacity and capability of youth organizations on HRBA will be strengthened to spearhead social change processes.

We will facilitate children participation in debating and girls clubs that will perform skits, poem and drama at school and community level to educate the public on poverty, injustice, inequality, exclusion and discrimination of the poor, women and girls in the society. Youth and children will play an active role in the planning, implementation and sustainability of our work.

d. Working in and strengthening strategic partnerships

ActionAid Somaliland will work with like-minded strategic partners to form national alliances and coalitions for advocacy

and policy work. For instance, we will be working with Oxfam, Save the Children, AAIS partners, the Academy for Peace and Development, etc on economic alternatives, child rights and researches on policy and campaign issues. We will also work with and strengthen the capacity of women coalitions at grassroots and national level to address violence against women, and rationalize secular, customary and Sharia laws that is grossly manipulated by the male dominated judicial and decision-making structures. Our partners' capacity on HRBA will be strengthened to effectively participate in policy advocacy initiatives in addition to service provision.

e. Campaigns and policy work

At national and international levels, we will actively engage in the safe city campaign through access to justice programmes on women rights. AAIS will also undertake climate change adaptation through building communities' resilience and disaster risk reduction programme.

Our best practices, documentation and lessons learnt will contribute and be linked to AAI international campaign. The findings of the climate change and drought social action research conducted in the Horn of Africa in 2011 will inform the Global campaign.

7.4 Our mission priorities

Strategic objective 1: Ensure that women in Somaliland break the cycle of exclusion, access to justice, control and own productive resources.

Program Focus Area 1: Promote women's rights to information, representation, productive resources, and access to justice.

The rights of women in Somaliland continue to be violated socially, politically and culturally. Women's literacy rate stands at 32%. Women and girls are among the poorest, excluded and marginalized segments of the society. They are excluded from participation and decision making at all levels. There are only two women minister and three female MP in 164 members of the national parliament. In the civil service, women occupy junior positions such as cleaners and secretaries.

Somaliland is a patriarchal society where decisions are exclusively made by men. Violence against women with cultural insulation is a common practice within the society particularly domestic violence, rape and female genital mutilation. In addition, unfair inheritance practices deny women access and ownership of the land and other family property.

High illiteracy levels, oppressive cultural practices, biased gender roles, unfavourable school facilities, heavy domestic chores and lack of female role models grossly contribute to under presentation in political circles and decision making structures. Misinterpretation of religion, limited knowledge of their rights, and ineffective policies further contribute to women exclusion.

Operationalizing strategic objective 1

We recognize that eradication of poverty and injustice will simply not be possible without securing equality and rights for women. Women's rights and gender equality are vital for poverty eradication. To break the cycle of poverty, exclusion and marginalization of women, we will facilitate access to justice and control and own productive resources, empower vulnerable women to participate in decision-making, by accessing information, and provide economic alternatives. We will strengthen and mobilize women's coalitions to promote collective action and a voice for change. The attitudes and behaviours of traditional and religious leaders and policy makers toward violation of women's rights will be challenged to develop VAW and FGM laws. We will advocate for review of draft family law to protect women and children rights in divorce and domestic violence, and will work with and strengthen women lawyers association to educate women on their rights and represent poor and excluded women in the legal process. AAIS will identify women role models in Somaliland and develop a mentoring system linking these women with girls in secondary and tertiary institutions to have a positive impact on going forward.

Key Change Promises:

The focus will be a multi-pronged approach to address the existing power imbalance and the socio-economic and political inequalities in Somaliland. Women will access information through mobilization and awareness campaigns, solidarity, collective voice, economic alternatives and reduction of sexual and domestic violence to confront the unacceptable inequalities.

Promise 1:

By 2017 we will have empowered 25,000 women through mobilization and awareness creation in women political participation and other decision making forums.

Key Actions:

- Mobilization and awareness creation on women's rights
- Strengthen existing women's coalitions, and establishing new coalitions and girls' forums in the LRPs to enhance their collective action and confront the powers that perpetuate harmful cultural practices.
- Facilitate and lobby for women inclusion in political parties, local authority, and civil service (affirmative action)
- Identify women role models to mentor young women and girls in secondary and tertiary institutions
- Facilitate women access to justice by engaging stakeholders to create women responsive structures and institutions

Promise 2:

By 2017 we will have improved economic alternatives for 10,600 women to create economic, social and political space for them.

Key Actions:

- Building women entrepreneurship skills in small scale businesses.
- Providing capital for poor women and VAW survivors to increase access to productive resources

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- Lobby for women inheritance right to increase women's ownership and control resources.

Strategic objective 2: Build the resilience of people living in poverty to conflicts and disasters and respond to disasters with rights-based alternatives.

Programme Focus Area 2: Building resilience of the vulnerable people and meeting their immediate needs in time of disaster within HRBA framework.

Inadequate social, economic and political capacity and capability increases community's vulnerability to crisis and shocks. There is profound interconnection between poverty, vulnerability and violence. By virtue of its geographical location in the unstable Horn of Africa, Somaliland is vulnerable to both man-made and natural disasters. The fragile eco-system undermines the community's ability to be resilient and to claim their rights and lacks capacity to adapt to climate change and respond to and recover and rebuild from disasters and conflicts.

Women are more vulnerable to disasters and conflict since they bear the burden when men either leave to join war, seek jobs in towns, or away with their livestock in search of water and pasture. However, they have a unique role in building resilience as they are often the first to respond to disasters though they are frequently excluded when agencies and governments step in. Over the past three years, the country has faced a worst drought and flooding that affected the livelihoods of pastoralists and farmers.

Somalia in general and Somaliland in particular lack financial and human resource capacity to respond to disasters and conflict as the structures and systems were ravaged by a protracted civil war and unstable government to assume the duty bearers role.

Operationalizing strategic objective 2:

ActionAid Somaliland will work with communities, government and other like-minded organizations to promote rights-based humanitarian approaches. When humanitarian disasters strike, we will respond quickly, working with others to ensure people-centred, rights-based responses by meeting people's immediate needs, promote protection and stop violence against women, and strengthen the capacities of local institutions, national government and civil society to respond.

We will use humanitarian crises as opportunities to shift power relationships in favour of people living in poverty, empower women, increase access to justice, and promote long-term recovery. Drawing on our disaster risk-reduction interventions in schools and with communities, our innovative participatory methodologies and our focus on climate resilient agriculture, we will work with small holder farmers and pastoralists to build local resilience and reduce vulnerability to conflict and disaster. Strengthening resilience of local people to shocks and stresses will remain a priority of the country programme.

Key promises

The focus here is to ensure people in emergencies receive support in a more respectable and dignified manner within the HRBA framework, promote women's rights and ensure people's resilience to cope with and recover from shocks and stresses.

Promise 3:

We will have built effective risk reduction and resilience system (Early warning systems, policies) with 65 communities and 5 government institutions by 2017.

Key actions:

- Building the capacity of People living in poverty and government institutions' resilience to disaster management
- Facilitating local communities to share best practices.
- Promoting DRR programming in schools and community level.

Promise 4:

By 2017, we will have supported 375,000 people affected by drought, conflict and flood within the HRBA framework and support livelihood recovery.

Key Action

- Facilitate quick response to basic needs in times of disaster to save lives and livelihoods within HRBA framework.
- Provision of farming equipment and inputs to agro-pastoralists
- Explore possibility of restocking and promote alternative livelihoods.

- Provision of basic social services including education, health and water.

Promise 5:

We will have promoted the rights of women and children in disasters and emergencies along with other vulnerable groups.

Key action

- Public awareness creation on women and girls' rights in emergencies
- Provision of education in emergencies
- Ensuring women protection against sexual violence
- Ensuring women's leadership in disaster management.

Strategic objective 3: Promote economic alternatives for small holder farmers, with particular emphasis on women and pastoralists.

Programme Focus Area 3: Supporting small holder farmers, women and pastoralists to engage in economic alternatives and build resilience to climate change.

Somaliland is chronically food insecure due to frequent natural and man-made disasters that erodes the livelihood base of the community. Unfair terms of trade further reduce family access to food and other commodities. A weak economy and fragile environment do not offer employment opportunities thereby increasing rural-urban migration and slum development. Limited employment opportunities drive

youth to terrorism, petty crimes and harmful habits like Qat chewing and drugs. With the persistent increase in global food and fuel prices, vulnerable social groups will be the hardest hit. The Euro-zone and US economic crises and subsequent unemployment has reduced remittance from the Diaspora, hence food insecurity.

Lack of access to direct foreign investment, inadequate government revenue and absence of national food security and natural resource management policies pose further challenges to food sufficiency. The majority of the rural population, whose economic mainstay is livestock, remains food insecure and are extremely vulnerable to external shocks. Although the land is managed communally on clan base, the competition over settlements in urban centres, rangeland enclosures and fodder reserves by the rich and powerful is gradually shrinking the grazing land for the pastoralists. The poor and IDPs also damage the vegetation cover for charcoal as a source of income. This environmental degradation has resulted in grave soil erosion and reduction in rainfall effectiveness. Cyclic drought and scarce water discourage people to produce food.

Although women participation in farming as an alternative coping mechanism to drought, they do not own and control land. Culture denies women to inherit land and other valuable assets such as frankincense trees and camels.

Operationalizing strategic objective 3

We will support women and small scale farmers through enhancing their farming skills to increase household food sufficiency. We will empower farmers' organizations and help build platforms to advocate for the delivery of agricultural and livestock extension services. The farmers' organizations and Pastoral Development Committees will be linked to the regional and national institutions to champion for formulation of national policy on marketing, women land inheritance, environmental protection and sustainable natural resource management.

ActionAid will support women and poor farmers to construct/rehabilitate shallow wells for kitchen gardening and small scale cash crops as an alternative household income. We will invest in a large scale water project that will meet long term needs of the pastoralists to reduce their vulnerability to drought and improve livelihoods, and will work with line ministries to enhance government extension service. We will also carry out necessary environmental impact assessment prior to the execution of the projects.

Key Promises:

The focus of this objective is towards accessing small holder farmers and women to sustainable and productive resources, and building farmers' platform to influence policies and access to services. It will further empower farmers and women with better farming skills, build solidarity and campaigns to change duty bearers' attitudes and behaviours. We will work with local authorities and line ministries to organize livestock market days in the cities.

Promise 6: By 2017, 12,650 small holder farmers out of which 6,325 are women will be food secure.

Key Actions

- Building the capacity of small holder farmers on better farming techniques
- Training of small holder farmers on drought resistant farming skills
- Training on pest control and safe food storage
- Provision of agricultural inputs to poor/female headed households
- Establishment of farmers' organization to lobby government support.

Promise 7: By 2017, 250,000 pastoralists and small holder farmers of which 50% are women will have access to water for human, livestock and irrigation in Local Rights Programme and other project areas.

Key Actions

- Capacity building for communities on effective water management
- Training communities on hygiene and sanitation
- Training people living in poverty on natural resource management
- Construction of viable and sustainable water sources

Promise 8: By 2017 farmers from 4 LRPs will have vibrant platforms to confront duty bearers and influence policies.

Key Action

- Enhancing the capacity of farmers' associations on campaigning
- Establishment of farmers' platform
- Identification of key campaigning issues to rally around
- Linking farmers' association to service providers
- Supporting farmers' association on exploring viable markets for their produce.

Strategic objective 4: Improve the quality of primary education, women literacy and youth empowerment.

Programme Focus Area 4: The focus area under this objective is ensuring quality primary education and engaging youth in self-employment and social change processes.

Universal primary education rank second in the 8 UN Millennium Development Goals (MDG). We are only four years from the MDG 2 target of ensuring that, all children everywhere, boys and girls, will access basic universal education yet total enrolment in Somaliland stands at only 45%. This goal remains a distant dream. According to UN statistics, formal adult literacy stands at 36% for men and just over 15% for women which is amongst the lowest in the world. Following the prolonged civil war, the country's education system collapsed like other social services. Many schools were closed and whole generations of young people missed education. Illiteracy denies access to quality information and participation in the decision making process thereby perpetuating powerlessness, inequality and injustice.

While the past decade has seen some increase in primary school enrolment for girls and boys in Somaliland, the quality of education is still poor and unregulated. Under resourced public schools resulted in overcrowded classrooms with unqualified teachers using outdated curricula and teaching methods. These conditions are accelerating growth of private schools, and undermining the core State responsibility of providing quality public education. Hence, the education system entrenches bias against girls and inequalities in the society.

Somaliland total gross enrolment is 45%, with 47% for boys and 39% for girls. The primary enrollment rate is 39% with female enrollment of 40%. Currently, there are about 4,395 public teachers serving a total of 158,618 school age children enrolled in 635 public schools. There are only 26 secondary schools, in the country most of which either lack teachers or are relying on untrained staff (UNICEF, 2005/6). High illiteracy excludes women from social, political and economic spheres. Most of the schools structures in the rural areas are in poor condition with inadequate sitting and learning facilities. Most of the trained teachers prefer schools in the urban centres depriving the rural schools the opportunity. Community Education Committees are semi-literate with limited capacity in school management and resource mobilisation.

Operationalizing strategy

We will work with children, parents, teachers and the Ministry of Education (MoE) to make sure that public schools are

accessible to all and respect the rights of girls and boys, and upheld the values of equality and justice. We will strengthen the community education committees and facilitate education forums to promote inclusive and quality education for all children. Strengthen parent-teacher relationships and Community Education Committees to ensure communities participate in the management of their respective schools; and establishing them where they are non-existent. We will educate parents of the sponsored children to increase their knowledge on child sponsorship and children roles in social development.

We will work with teachers and parents to ensure girl-friendly school environment and secure latrines/toilets. We will conduct education campaigns to influence public and parents' attitudes and behaviours towards girls and women education. We will support women and out of school girls' literacy classes to increase their access to information, and obtain literacy and numeracy skills.

We will support teachers on child-centred teaching methods and relevant subjects' performance improvement and provide teaching and learning materials to poor rural schools. We will liaise with CECs and the education platform to demand from the government remunerations and posting of trained teachers to rural schools.

We will closely work with the government to mobilize community to utilize the free primary education and scholarship for women at university level to campaign for increased enrolment and women empowerment.

Key promises:

The focus under this strategic objective is to improve the quality of education, increase girl's enrolment, strengthen school management institutions, and enhance women access to information.

Promise 9: We will have supported 40 primary schools in the Local Rights Programme by equipping teachers with child-centred teaching methods, enhancing learning environment and capacity of the school management institutions by the end of 2017.

Key Actions

- Training teachers on child-centred methods and subject matters
- Capacity building for Community Education Committee
- Lobby with Ministry of Education for posting trained teachers
- Provision of teaching/learning materials and textbooks
- Liaising with Ministry of Education to inspect the quality of education in schools
- Liaising with other education stakeholders to review quality of the school curriculum

Promise 10: We will have increased literacy and numeracy skills for 9,000 women and out of school girls and their access to information by 2017

Key Actions

- Establishment of women and girls literacy classes in LRPs and other programme areas
- Establishment of women resource centres
- Provision of teaching/learning materials
- Identification and training of women literacy teachers

Promise 11: We will have increased 20% girls' enrolment in 40 primary schools in the Local Rights Programme by 2017.

Key Actions

- Conducting baseline surveys in LRPs
- Awareness campaigns on the importance of girl child education
- Lobby for recruitment and deployment of female teachers

Promise 12: We will have economically empowered 10 active youth organizations and as agent of social change in collaboration with the national youth umbrella and the Ministry of Youth and Cultural Affairs.

Key Action

- Training youth organizations on HRBA as a tool of social development
- Building the capacity of youth organizations on self-employment skills
- Working with youth and youth organisations as activists for social change



8.0

ORGANIZATIONAL PRIORITIES

Objective: To enhance our organisational capacity, accountability and effectiveness to deliver the strategy

Staff capacity, security, diversification of funding source, accountability, ensuring programme quality and knowledge management to deliver the strategy in a robust manner

Priority 1: To enhance staff and partners' capacity to deliver the strategy

Skilful, knowledgeable and motivated human resource is the cornerstone of the organization achieving its goals and objectives. In order to implement this strategy we realize there is a need for comprehensive human resource and organizational development.

ActionAid Somaliland will equip its staff and partners with HRBA knowledge and skills to better understand the social change and facilitate social change process with People living in poverty and duty bearers.

AAIS will conduct a capacity assessment and training needs for local partners and AAIS staff, and will invest in capacity development to deliver the strategy.

AAIS will build on its Performance management and appraisal processes. The capacity of the staff will be enhanced to cultivate innovation and creativity and address new challenges and lessons. To ensure equal representation at senior management level and address male staff dominance in the CP, we will prioritise recruitment of female staff and ensure leadership development programme for women in the organisation. We will empower the leadership management

team through mentoring, delegation of authority and clear succession plans. Human resources, security and other relevant policies will be reviewed in AAI framework, local context and the changing environment. We will also promote an organizational culture of consultation, participation, effective communication and healthy inter-personal relationship. ActionAid Somaliland will ensure recruitment of qualified and competent staff, comprehensive induction programme and adhere to AAI performance management standard.

Priority 2: Ensure the staff and asset safety and security

ActionAid Somaliland will adopt a contextualised security management approach which will be based on intelligent risk taking, collective responsibility and preparedness. We will focus on building community acceptance and ownership of our mission priorities and invest in building better linkages with stakeholders and peers for effective security risk management.

We understand that in order to achieve our mission objectives as set out in this CSP, we will be required to sharpen our contextual analysis and risk identification so that we can invest in the right quarters to manage risk more effectively, and ensure safety of our staff and other human rights activists whose active role is central to our mission.

We will strive to improve staff and partners' awareness of the contextual risks and support their skill and capacity development to manage these risks. Staff will be provided the necessary equipment (Communication, first aid kits, good condition vehicles) to safely and effectively perform

their duties. Our security plans and procedures will be gender sensitive and holistic, and will be reviewed and updated regularly.

For effective security risk management, AAIS will have a trained Security Focal Person who along with the Security Risk Management Team will be responsible for implementing AAIS security policy.

By building and strengthening a culture of care and informed risk analysis, we will encourage all staff and allies to support our collective safety and security, and contribute towards effective risk management.

We will strive to meet the Minimum Security Standards as set out in AAIS security policy and AAI Global Security Management Framework. (see annex).

ActionAid Somaliland is in discussion with the international secretariat on staff and asset insurance due to the absence of local insurance services. The office will retain the security staff to guard the safety and security of the assets.

Priority 3: Diversify and raise our annual income by £1.9m to £2.5m by 2017

Effective resource mobilization and broadening the funding base is pivotal in meeting the needs of the poor and excluded community. This will demand us to diversify our income and increasing resources, transforming organizational culture and strategically expanding into new project areas through institutional funding. In order to double the CP income, we will raise 53% of the funds from nonofficial sources (trusts

and foundations), 35% through child sponsorship and 12% through official funding.

Somaliland faces stiff competition from the south central Somalia because of donor interests and humanitarian needs. Fundraising from Nairobi based donors has not born much fruit. AAIS depends on funds mainly from UK Trusts and Foundations. AAIS will review the donor intelligence research and scoping study to update donor profile in order to raise funds from a range of donors such as institutional donors, trusts and companies as well as child sponsorship.

We will invest local consortium and multi-country fundraising approach and set up a system of monitoring and responding to calls for proposals (AusAid, EU, DFID, DANIDA, etc). In order to sustain the regular funding and further broaden our funding base, the capacity of AAIS staff and partners will be developed on quality proposal writing and reporting, child sponsorship management, and strengthen linkages with the International Partnership Department. We will invest in quality and relevant proposals and concept notes to attract and sustain high value donors as well as target regional donors in Nairobi to diversify income. We will upload diverse concepts notes on the HIVE for marketing, and make sure engagement of all staff members and partners in this endeavour. To achieve this, we shall develop resource mobilization strategy to guide the growth and development of the Country Programme. The CP will also establish an IPD unit that will facilitate programme funding and fundraising. Refer to fundraising plan annex

Priority 4: Establish effective, accountable systems and procedures to improve Financial Management, planning and reporting

In accordance to the Local and the International Financial Policy and Procedure Manual, we will promote effective and efficient financial management to ensure transparency and accountability to the people living in poverty and donors. We will ensure procurement process and internal control systems are respected and adhered to by AAIS and our partners. We will invest in AAIS and partners training on good financial management. We will update the FPPM at the country level and monthly management accounts will be produced for decision making. Refer to Five Year financial projection Annex

Priority 5: Deepen the impact of our work by having an effective, coherent and quality programme at local, national and international levels.

Somaliland needs baseline data to aid programme planning and impact measurement. The existing data are generalized for Somalia. AAIS will collect a comprehensive baseline data from all the programme areas for planning and measuring impact. We will develop a M&E Framework for better planning, sharing of best practices, quality reporting to meet donor requirements. Internal and external audit will be sustained to ensure effective and efficient use of resources to benefit the poor and marginalised and upheld cost consciousness and value for money. Social audit process will be strengthened to empower people living in poverty. Midterm review of the Country and LPRs Strategies will be carried out by 2014 to measure progress and relevance of the employed strategies. We will strengthen Organisational Effectiveness department

to promote programme quality and knowledge management and communication. Integration and connectivity among programme unities and the key strategic objectives at local, national and international will be strengthened. With the support of the new M&E tools, we shall enhance documentation of lessons and best practices for learning and sharing as well improve quality programming. Refer to M&E Framework Annex

Priority 6: Improve management of information system to strengthen our Knowledge Management.

AAIS will develop a media strategy to make the CP visible and increase its profile. AAIS staff will also be trained in communication skills to handle media engagement confidently and accurately. An organizational brochure that details our theory of change will be developed and shared with stakeholders. Updating the website, exposure visits, participation in AAI forum and public dialogue and sharing of annual reports and case studies will be used to put AAIS on the map of ActionAid international and other stakeholders. We will share policy briefs, newsletter and case studies of best practices internally and externally.

CP staff will be trained on ICT to be effective and efficient in delivering the strategy. Essential equipments will be purchased to upgrade the system. The operational software systems including HRMIS, SUN system, NK and Vision 6 will be functional to meet the needs of the CP with the support of the International Secretariat and other relevant units. HIVE will be more effective to drive internal and external communications as well as document lessons effectively.

AAIS Somaliland has in-house expertise especially in the areas of – Sponsorship management, financial and programme reviews and evaluation to offer support other country programmes and international secretariat

Priority 7: Expand strategically into new programme areas to reach more poor and excluded communities based on the human and financial capacity

Over the next five year strategic period, AAIS expects to grow both programmatically and financially. The staffing is expected to grow from the current 19 to 34 by 2017 to deliver this strategy, new recruitments will inject new ideas and innovation to take the organization forward. (For further details refer to organisational structure). The organisational growth is geared towards improving programme quality and

effective financial management within AAIS and partners. We will invest in internship for young graduates to build their skills and support programme as an alternative option for full time staff. Based on the current experience, we will grow into new Local Rights Programmes raising funds mostly through institutional based fundraising for expanding into new Pastoral and Agro-pastoral communities. We will be working through issue based partnership. AAIS will review the partnership selection criteria in line with the new strategy. We will give more power and leadership to partners to do the work in the communities and AAIS going to strengthen partners' capacities to deliver.

Expansion into new areas with the general operation regions will be determined through poverty indicators, policy priorities and the national development plan.

Annex 1: Resource Mobilization Plan

Introduction:

AAIS Country Programme (CP) has had chronic funding challenges since the beginning. This challenge has made the country programme to grow slowly both in programming and staffing. It had been dependent on small Trust and Foundation except in two cases where the funding was for 3 years. Despite having strategies developed, it never had adequate resources to meet the needs and aspirations of the people living in poverty. The average AAIS annual budget is about 1.5 million GBP.

In the 2012-2017 strategy, the CP projects to increase the fund to about 2.5 million GBP by 2017. We will build fundraising capacity to diversify funding sources by growing child sponsorship, sustaining Trust & Foundation and investing in official funding from Nairobi, Europe and Australia.

Source of funding:

Currently, AAIS source of funding is mainly Child Sponsorship, Trust and Foundation and some limited official funding. The bulk of CP funding is raised in the UK and Italy by AAI International Partnership Department (IPD) in collaboration with the program team. Official funding which constitutes a small percentage is raised in the UK too. The current donors are DFID, FEMTO Trust, UK and Italian AAI Affiliates. In the new strategy, the CP will invest raising nonofficial and official funds from other markets such as Australia and Italy.

Fundraising capacity:

The CP has 13 programme staff. The office lacks IPD department to support fundraising due to limited resources to recruit one. The programme team has limited capacity to develop technical proposals especially for EC and UN. In order to increase CP fundraising capacity, we will undertake the following:

- Seek support from IPD for fundraising intern
- Invest in staff training on fundraising and proposal development skills. The CP will also build the capacity of staff and partners in grant management.
- The CP will ensure strong M&E and HRBA programming to maintain high quality standards
- Ensure effective management of child sponsorship
- Build and sustain donor relationships by ensuring quality and timely reporting
- Documentation of stories of changes and case studies for fundraising

- Establish IPD department within the strategic period
- Conduct donor scooping study and study donor psychology
- Invest in consortium and multi-country fundraising
- Keep updating the resource mobilisation plan

Challenges to fundraising:

- Absence of local donors in Somaliland, again related to the context. All donors for the Somali-wide development landscape are based in Nairobi, where AAIS had/has no presence and faces travelling restrictions due to the lack of travel permits.
- Inadequate fundraising capacity and lack of an IPD staff result into failure to raise enough funds to meet the right holder's needs.

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

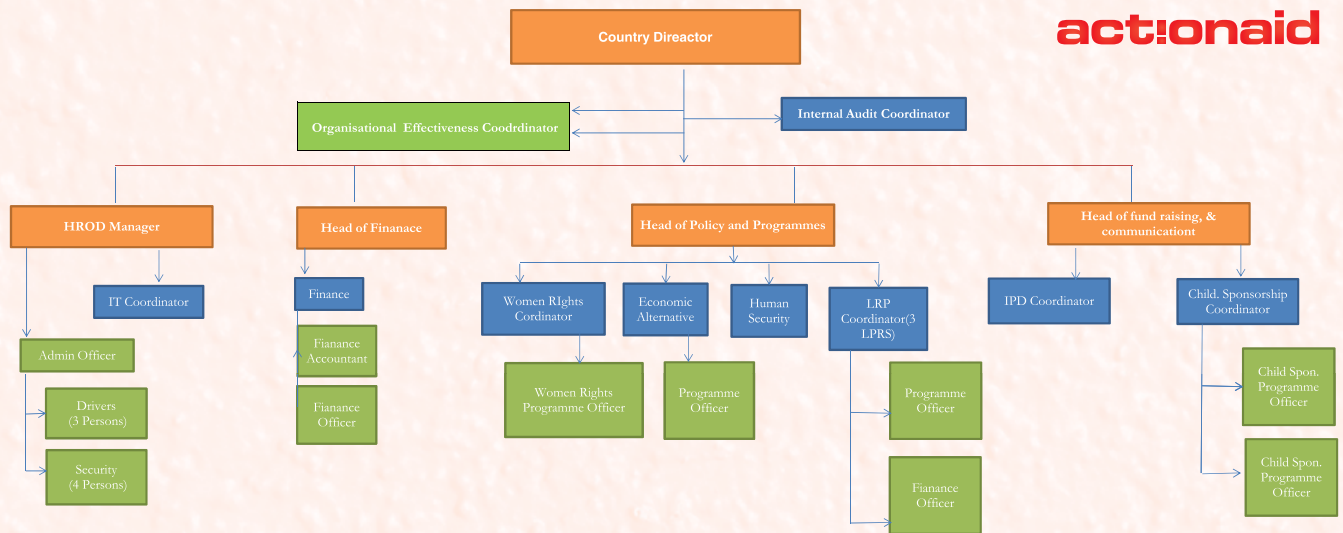
	2012 (£000)	2013 (£000)	2014 (£000)	2015 (£000)	2016 (£000)	2017 (£000)
Opening Reserves	351	310	301	370	385	402
Sponsorship Income	455	525	604	694	798	918
Official	64	183	489	340	350	375
Non-Official	385	521	576	596	616	634
Local Income	0	0	50	100	120	150
Total	1,255	1,539	2,020	2,100	2,269	2,479
Annual Expenditure	945	1,238	1,650	1,715	1,867	2,070
Closing Reserves	310	301	370	385	402	409

Annex 2: RISK ANALYSIS AND MITIGATION

The table below provides a risk matrix and how the risks will be mitigated should they materialize. The table also shows the chances of such risks occurring.

Risk	Severity of risk if realized			Likelihood of occurrence	Mitigation
	High	Medium	Low		
Drought	✓			High	Building community resilience through trainings, and development of early warning systems. Meeting immediate need of people in emergencies. Integration of DRR into development programmes. Contingency planning
Funding and fundraising	✓			Medium	Effective sponsorship management Quality concept notes and proposal development and upload from the Hive Timely and quality donor reporting Donor intelligent survey. Financial accountability and transparency to the donors. Seek close collaboration and support of IPD team
Financial management risk		✓		Low	Financial training for staff and partners. Strengthen internal control system. Regular auditing.
Civil war			✓	Low	Adherence to local financial policy and procedure manual. Peacebuilding among the communities.
Democratic space closed by the government		✓		Medium	Support and work with civil society organizations to lobby together for democratic space.
Clan Conflicts and territorial conflict between Somaliland, Puntland and Sool, Sanag, and Cayn(SSC) militias		✓		Medium to low	A traditional system of resolving conflicts using existing structures Conflict sensitive programming with communities. Close monitor of the security situation on the ground.
Islamic fundamentalism may spread and challenge WFRs programming			✓	Low	Education and awareness raising for religious and traditional leaders on the rights of women & girls and their social roles in the communities.
Land tenure problems			✓	Low	Lobbying for appropriate national land tenure policy with CSOs.
Illiteracy and women participation	✓			High	Promote women literacy through REFLECT cycles. Promote public awareness campaigns on HRBA approach with partners and communities. Civic education for women during election to use fellow women link.
Poor participation and demand for service delivery			✓	Low	Localization, awareness creating and sensitization of the community on the HRBA. Deeper community mobilization and sensitization in the LPPs.
Environmental Degradation.	✓			High	Community education and awareness campaigns on environment conservation and management. National policy on environmental and natural resource management.
Staff and asset insurance	✓			High	Seek advice and consult the AAI
Technological problem		✓		Medium	Develop an external back-up of the CP data. Weekly and month data back-ups to the main server.
Political uncertainty of Somaliland	✓			High	Close monitoring of the situation Contingency plans in place

Annex 3: ORGANIZATIONAL STRUCTURE



Annex 4: M & E FRAMEWORK

Program Focus Areas (PFAs)	Strategic Objectives	Change Promises	Key Indicators (quantitative and qualitative)	Key Baseline Data (if available)	Sources of Information/ Means of verification	Frequency of Data collection and Analysis	Link to AAI strategic Objective and Change Promises
PFA 1: Women women and exercise their rights	Ensure that women in Somaliland break the cycle of exclusion, access to justice and control and own productive resources.	1. By 2017 we will have empowered 25,000 women through accessing information through mobilization and political participation, thereby and security, political participation and other decision making forums.	<ul style="list-style-type: none"> % of women's participation in government decision making structures Number of women trained in safety security and political participation Number of women cases resolved in formal court. % of reduction in extraction of cases from the formal to traditional court. 	<ul style="list-style-type: none"> Local authority 0.88% Parliament 1.83% Cabinet 10% 	<ul style="list-style-type: none"> Local government parliament and cabinet records. Satisfaction survey report Evaluation reports Video clips Partners reports Field visit reports 	<ul style="list-style-type: none"> Annually Midterm reviews Peer view 	Obj 5, CP# 9
		2. By 2017 we will have improved economic alternatives for 10,000 women in rural, social and political spaces for them.	<ul style="list-style-type: none"> Number of women engaging income generating business Level of women satisfaction with their economic alternatives (how they are perceived/treated) both at the household and community levels 		<ul style="list-style-type: none"> Household survey Evaluation report Video clips Case studies Partners reports PRRP reports Field visit reports 	<ul style="list-style-type: none"> Annually Midterm reviews Peer view 	
PFA 2: Building resilience of the vulnerable people.	Build the resilience of vulnerable people in poverty to conflicts and disasters and respond to disasters with rights-based alternatives.	3. We will have built effective risk reduction systems, policies (Early warning systems, policies) (5 communities & 5 government institutions) in the country by 2017.	<ul style="list-style-type: none"> Types and nature of risks Number of communities and government institutions supported Functional early warning systems Type of coping mechanism practiced by communities. 		<ul style="list-style-type: none"> UNOCHA and PSNAU reports NERAD reports Government reports Video clips Partners reports Field visit reports 	<ul style="list-style-type: none"> Annually Quarterly 	Obj 4, CP #7
		4. By 2017 we will have supported 150,000 people affected by drought, conflict and flood within the HRBA framework and support recovery of livelihoods in 5 regions of 15,000 vulnerable people (women, children, elderly, people with disability and minority) in disasters and emergencies in 5 regions of vulnerable members by 2017.	<ul style="list-style-type: none"> Number of people reached by the intervention Quality and timing of intervention Number and type of disaster responded to Number of people reached by the intervention Number and type of disaster responded to 		<ul style="list-style-type: none"> Drought assessment reports Register of beneficiaries Video clips/shoots Government reports Partners reports Field visit reports 	<ul style="list-style-type: none"> Annual Half year Quarterly 	Obj 4, CP # 8
PFA 3: Economic alternative for poor farmers.	Promote economic alternatives for small holder farmers, with particular emphasis on women and pastoralists.	5. By 2017, 12,650 small holder farmers out of which 5,225 are women are food secure	<ul style="list-style-type: none"> Number of farmers reached Percentage of women farmers Percentage increase in household income Percentage increase in farm yield 		<ul style="list-style-type: none"> Register of beneficiaries Government reports Case studies Survey reports Household Surveys 	<ul style="list-style-type: none"> Annual Quart And half year 	Obj 1, CP# 1 & 2
		6. By 2017, 185,000 pastoralists and herders will have access to water for human, livestock and irrigation farming in Local Rights Programme and other project locations.	<ul style="list-style-type: none"> Number of pastoralist reached by the intervention Percentage of women pastoralists Percentage of reduction of water borne diseases Number of people accessing safe drinking water 		<ul style="list-style-type: none"> Register of beneficiaries Government reports Case studies Survey reports Household Surveys 	<ul style="list-style-type: none"> Annual Half year Quarterly 	Obj 1, CP# 2
PFA 4: Quality education	Improve the quality of primary education, women literacy and youth empowerment.	7. By 2017, farmers from the 4 LRPs will have been empowered and have vibrant platforms to confront duty bearers and influence policies.	<ul style="list-style-type: none"> Number of farmers association Percentage of farmers reached by the association duty bearers Number and type of policies influenced 		<ul style="list-style-type: none"> Campaigns reports PRRP reports Parliament reports Association meeting 	<ul style="list-style-type: none"> Annual Quarterly Half year 	Obj 1, CP# 2
		8. We will have supported 40 primary schools in 4 Local Rights Programme by equipping teachers, providing training, and enhancing learning environment and capacity of the school management	<ul style="list-style-type: none"> Number of teachers trained Percentage of schools supported Number of classrooms constructed/renovated Number of CEC trained Number of women attended Male and female women who could read and write Number of out of school girls attending literacy classes 		<ul style="list-style-type: none"> Government reports AIS and partners reports AIS and partners reports Field visit reports Government reports centre registers AIS and partners reports Field visit reports 	<ul style="list-style-type: none"> Annual Quarterly Half year 	Obj 3, CP# 5
PFA 4: Quality education	Improve the quality of primary education, women literacy and youth empowerment.	9. We will have increased literacy and numeracy skills of 10,000 women and 10,000 girls in 10 project locations by 2017.	<ul style="list-style-type: none"> Percentage of increase in girls enrolment Percentage increase in girls enrolment Completion and retention 		<ul style="list-style-type: none"> Government reports AIS and partners reports Field visit reports Government reports centre registers AIS and partners reports Field visit reports 	<ul style="list-style-type: none"> Annual Quarterly Half year 	Obj 3, CP# 9 & 10
		10. We will have empowered 10 active youth organization economically and as agent of social change in 10 project locations by 2017 (will be updated after baseline in the LRPs).	<ul style="list-style-type: none"> Number of youth organizations established Number of youth engaged in economic activities Number and type of policies influenced by youth. 		<ul style="list-style-type: none"> Ministry of education reports AAS field visit annual reports Youth Umbrella annual reports Policy updates Campaign reports 	<ul style="list-style-type: none"> Annual Quarterly Half year Annual Quarterly Half year 	Obj 3, CP# 5
PFA 4: Quality education	Improve the quality of primary education, women literacy and youth empowerment.	11. We will have empowered 10 active youth organization economically and as agent of social change in 10 project locations by 2017 (will be updated after baseline in the LRPs).	<ul style="list-style-type: none"> Number of youth organizations established Number of youth engaged in economic activities Number and type of policies influenced by youth. 		<ul style="list-style-type: none"> Ministry of education reports AAS field visit annual reports Youth Umbrella annual reports Policy updates Campaign reports 	<ul style="list-style-type: none"> Annual Quarterly Half year 	Obj 3, CP# 6
		12. We will have empowered 10 active youth organization economically and as agent of social change in 10 project locations by 2017 (will be updated after baseline in the LRPs).	<ul style="list-style-type: none"> Number of youth organizations established Number of youth engaged in economic activities Number and type of policies influenced by youth. 		<ul style="list-style-type: none"> Ministry of education reports AAS field visit annual reports Youth Umbrella annual reports Policy updates Campaign reports 	<ul style="list-style-type: none"> Annual Quarterly Half year 	Obj 3, CP# 6

Annex 5: SAFETY & SECURITY MINIMUM STANDARD

In line with AAI Security Principles and People in Aid-Code of Good Practice-Principle 7 (Staff Safety & Security / HR)

1. Policy , Procedures and Contingency Plans

- Written policies and procedures are available to staff on security, health and safety.
- Security plans, with evacuation procedures, are reviewed regularly.

2. Risk Assessments

- Country /Area Risk Analysis is carried out periodically using AAI Security Risk Analysis Tool
- Programme plans include written assessment of security, travel and health risks specific to the country or region, reviewed at appropriate intervals.

3. Staff and Visitor Induction & Briefing

- Before an international assignment/deployments all staff receives health clearance. In addition they and accompanying legal dependents¹ receive a verbal and written briefing on all risks relevant to the role to be undertaken, and the measures in place to mitigate those risks, including insurance. Agency obligations and individual responsibilities in relation to possible risks are clearly communicated. Briefings are updated when new equipment, procedures or risks are identified.
- Security inductions are carried out for new staff, volunteers, interns, consultants and visitors.
- All staff have a debriefing or an exit interview at the end of any contract or assignment.
- Health checks, personal counselling and careers advice are available. Managers are trained to ensure these services are provided.
- In the case of staff on emergency rosters, managers should ensure that health clearance, immunisations and procedures for obtaining the correct prophylaxes and other essential supplies are arranged well in advance.

4. Incident Reporting & Management

- Records are maintained of work-related injuries, sickness, accidents and fatalities, and are monitored to help assess and reduce future risk to staff.
- Incident reporting mechanisms are gender friendly and effective.
- Incident Management Team is in place and trained in managing critical incidents and crises.

¹As per contractual agreement. This refer to legal dependants as in the case of relocated staff to 'accompanied posts' , in line with HR policies.

5. Staff Wellbeing

- Work plans do not require more hours work than are set out in individual contracts. Time off and leave periods, based on written policies, are mandatory.

6. Security Management

- Designated Security Focal Person is in place with formalised job role (minimum 20 per cent). SFP should have the minimum skill set required to do her/his job.
- There are clear lines of accountability and responsibility to ensure staff safety and security is effectively managed.

7. Training & Awareness

- Staff have received personal security training relevant to their context.

8. Financial commitment

- Adequate financial resources are allocated for staff security management

9. Inter-agency relationships

- Good working relationships are developed and maintained with local INGO/NGO/UN security forums, relevant government authorities and other stakeholders for information sharing and in line with Saving Lives Together Framework.² (depending on the context)

²<https://dss.un.org/dssweb/slt/Home/tabid/1074/language/en-US/Default.aspx>