



# SomReP Strategy Phase II 2018-2023

August 2018





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# Executive summary

Resilience is an important lens through which to view humanitarian and development work in situations of recurrent shocks and crisis. It highlights the importance of improving people's absorptive, adaptive and transformative capacities to changing shocks and crisis as well as underscoring the importance of working across sectors through a diverse stakeholder group in a coordinated way<sup>1</sup>. The Somalia Resilience Program (SomReP) is a Consortium, made up of seven International Non-governmental Organizations (INGOs); ACF, ADRA, CARE, COOPI, DRC, OXFAM, and World Vision, which was formed following the famine of 2011 to find better ways to leverage collective sectoral expertise and long-standing relationships with communities to tackle the challenges which recurrent shocks pose for families in Somalia. Unlike most consortia which form in response to a call for proposals, the SomReP members came together nearly a year before donor funding was expected in order to develop a common vision for resilience, a different approach to response in the context of chronic humanitarian aid needs. The Consortium identified each organization's key competencies; defined its multi-sector, multi-actor approach; and developed an advocacy strategy to influence the resilience agenda. The Consortium draws upon the its members' emergent best practices and integrates these with the latest global insights from the resilience community of practice to implement a holistic model which bridges the humanitarian and development continuum with the goal of **increasing the resilience of chronically vulnerable Somali people, households, communities and systems to climatic shocks and other related risks in targeted pastoral, agro-pastoral and peri-urban livelihood zones by 2023**.

Highlights of the SomReP Approach:

- **Multi-sector, multi-actor program** intentionally integrated with additional **WASH, nutrition and health projects** implemented by 7 SomReP members and other strategic partners;
- **Learning system and research result** contributes to robust resilience findings in Somalia context and supports **iterative learning** and contributes to global resilience understanding;

- **Flexible** design which incorporates **in-depth vulnerability assessment** to target key weaknesses in systems of livelihoods, social structures, markets and natural resource base;
- **Rigorous monitoring system** to measure impact and ensure quality and accountability, including third-party-monitoring in some locations;
- **Holistic approach** to building resilience which positions communities towards a **pathway of inclusive economic growth**;
- Community based **Early Action System** linked to FSNAU/FEWSNET and pre-defined early actions implemented by communities. SomReP's **Crisis Modifier pooled fund** and complementary emergency donor responses to help prevent shocks from transforming into humanitarian crisis;
- Build the capacity of **local responders**: government institutions, civil society, local NGOs, and village committees to support resilience building in Somalia in line with the Grand Bargain<sup>2</sup>;
- **Conflict sensitive approach** involving in-depth socio-political analysis with peace building efforts undertake within and between communities;
- Emphasis on **ecosystem strengthening** to promote sustainable food security and economic growth;
- Robust **financial controls** and **risk mitigation systems** in place to pro-actively reduce risk, and access assessments to inform implementation and monitoring modalities;
- **Collaborative relationships** with key institutions and initiatives, including the **UN Joint Resilience Program, Building Resilience Communities in Somalia (BRiCS), STREAM, Boresha Cross-Border Consortium, and FEWSNET and FSNAU**;
- Donor investments reach more recipients through a joint program overseen by the **Donor Advisory Group (DAG)**;
- **Established Consortium structure** governed by Steering Committee made up of member organizations and served by experienced Technical Unit.

<sup>1</sup> 13 Bahadur, A. Ibrahim, M and Tanner, T. (2013). Characterising resilience: unpacking the concept for tackling climate change and development. *Climate and Development Journal*; Defining Disaster Resilience: A DFID Approach Paper (2011) DFID.

<sup>2</sup> The Grand Bargain- A Shared Commitment to Better Serve People in Need: Increase and support multi-year investment in the institutional capacities of local and national responders, including preparedness, response and coordination capacities, especially in fragile contexts and where communities are vulnerable to armed conflicts, disasters, recurrent outbreaks and the effects of climate change. We should achieve this through collaboration with development partners and incorporate capacity strengthening in partnership agreement.

# Acronyms and Abbreviations

<b>ACCRA</b>	Africa Climate Change Resilience & Adaptation	<b>KARI</b>	Kenya Agricultural Research Institute
<b>ACF</b>	Action Contre la Faim	<b>KDF</b>	Kenya Defense Forces
<b>ADRA</b>	Adventist Development and Relief Agency	<b>LEGS</b>	Livestock Emergency Guidelines and Standards
<b>AMISOM</b>	African Union Mission in Somalia	<b>LFA</b>	Logical Framework Analysis
<b>ASAL</b>	Arid and Semi-Arid Lands	<b>LNGO</b>	Local Non-Government Organization
<b>AU</b>	African Union	<b>M&amp;E</b>	Monitoring and evaluation
<b>BRCiS</b>	Building Resilient Communities in Somalia	<b>MoU</b>	Memorandum of Understanding
<b>CAADP</b>	Comprehensive Africa Agriculture Development Programme	<b>MFI</b>	Micro-finance Institute
<b>CBDRM</b>	Community-based Disaster Risk Management	<b>NERAD</b>	National Environmental Research and Disaster Preparedness and Management Authority
<b>CfW</b>	Cash for Work	<b>NGO</b>	Non-Government Organization
<b>COOPI</b>	Cooperazione Internazionale	<b>PMERL</b>	Participatory Monitoring, Evaluation, Reflection and Learning
<b>CRM</b>	Complaints Response Mechanism	<b>SomReP</b>	Somalia Resilience Program
<b>DAG</b>	Donor Advisory Group	<b>SomRIL</b>	Somalia Resilience Innovation Lab
<b>DfID</b>	Department for International Development	<b>STREAM</b>	Somalia Resilience Action Consortium
<b>DRC</b>	Danish Refugee Council	<b>TANGO</b>	Technical Assistance to Non-Governmental Organizations
<b>DRR</b>	Disaster Risk Reduction	<b>UN</b>	United Nations
<b>EU</b>	European Union	<b>UN Resilience Consortium</b>	FAO, UNICEF and WFP Resilience Programme in Somalia
<b>FAO</b>	Food and Agriculture Organization	<b>UNICEF</b>	United Nations Children's Fund
<b>FEWSNET</b>	Famine Early Warning Systems Network	<b>USD</b>	United States Dollar
<b>FSNAU</b>	Food Security Nutrition Analysis Unit	<b>UCT</b>	Unconditional Cash Transfer
<b>GAP</b>	Good Agricultural Practices	<b>VC</b>	Village Council/Village Committee
<b>GAP</b>	Gross Agricultural Product	<b>VSLA</b>	Village Savings and Loans Association
<b>GCVCA</b>	Gender-sensitive Climate Vulnerability and Capacity Assessment	<b>WASH</b>	Water, Sanitation, and Hygiene
<b>GDP</b>	Gross Domestic Product	<b>WB</b>	World Bank
<b>HADMA</b>	Humanitarian Affairs and Disaster Management Agency	<b>WFP</b>	World Food Programme
<b>HEA</b>	Household Economy Approach	<b>WV</b>	World Vision
<b>HoA</b>	Horn of Africa		
<b>IASC</b>	Inter-Agency Steering Committee		
<b>ICBT</b>	Inclusive Community-based Targeting Methodology		
<b>IDPs</b>	Internally Displaced Persons		
<b>IGAD</b>	Inter-Governmental Authority for Development		
<b>ILRI</b>	International Livestock Research Institute		
<b>INGO</b>	International Non-Governmental Organizations		
<b>IPC</b>	Integrated (Food Security) Phase Classification		



# Program Summary

<b>Program Title</b>	<b>Enhancing Resilience in Somalia</b>
<b>Country</b>	Somalia
<b>Consortium Members</b>	Action Contra La Faim (ACF), Adventist Development and Relief Agency (ADRA), CARE, Cooperazione Internazionale (COOPI), Danish Refugee Council (DRC), OXFAM, World Vision
<b>Objective</b>	To increase the resilience of chronically vulnerable Somali people, households, communities and systems to climatic shocks and other related risks in targeted pastoral, agro-pastoral and peri-urban livelihood zones by 2023.
<b>Expected Results</b>	<p><b>Result 1:</b> Improved capacity of households to implement effective disaster risk management and positive coping strategies to mitigate the immediate effects of exposure to shock</p> <p><b>Result 2:</b> Improved capacity of individuals, Households and communities to adhere to positive development trajectories, despite exposure to shocks and utilize strategies designed to allow adaptation to rapid and slow-onset hazards</p> <p><b>Result 3:</b> Improved capacity to engage in strategies for sustainable livelihoods and economic growth to enhance food security and resilience</p> <p><b>Result 4:</b> Transparent and accountable governance structures at community, district and national levels to ensure an enabling policy and regulatory environment for sustainable livelihoods and economic growth</p> <p><b>Result 5:</b> Monitoring, Evaluation, Accountability &amp; Learning systems in place, including a data management platform, which form the evidence base for informed decision support analysis and strategic programming with learning and research generated and shared among relevant stakeholders.</p>
<b>Duration</b>	5 years: (Oct. 2018 to Oct. 2023), Phase 1: 2018 to 2021; Phase 2 (2021 to 2023)
<b>Primary Beneficiary Numbers</b>	79,733 households in 27 districts <sup>3</sup>
<b>Funding</b>	<p>Total Funding To-date (2012 to 2018): USD 67,791,519</p> <p>Total Projected Funding (2018 to 2021): USD 14,525,000</p> <p>Total Funding for Program (5 years): USD 108,994,328</p> <p><b>Total Funding Request: 94,418,328<sup>3</sup></b></p>
<b>Target Livelihood Groups</b>	<p><b>Pastoral</b></p> <p><b>Agro-Pastoral</b></p> <p><b>Peri-Urban poor</b> (displaced and host)</p>
<b>Key Priorities</b>	<p>Facilitate communities with disaster preparedness and management/planning for better resilience to shock through development of Community Action and Adaptation Plans and Early Warning Early Action Planning;</p> <p>Support communities' immediate recovery post shock exposure through Crisis Modifier System and pool funding mechanism;</p> <p>Establish innovative diaspora fund-raising mechanism to support early response and address community priorities;</p> <p>Promote strategies to enhance potential for increased employment and entrepreneurship;</p> <p>Promote strategies to improve agricultural practice to enhance food security, establish risk-sharing mechanisms and permit inclusive formal market entry and participation;</p> <p>Sustainable water systems developed to enhance potential to withstand future shocks and ecologically sound infrastructure for food security and economic growth;</p> <p>Promote ecosystem management for sustainable food security and economic growth;</p> <p>Support government to lead processes for disaster planning and management and the development of enabling and inclusive regulatory framework to support systems to enhance resilience;</p> <p>Implementation, documentation and dissemination of innovative best-practice amongst government, UN, Non-Governmental organizations and academia;</p> <p>Multi-sector, multi-actor, and multi-year coordinated approach to build lasting resilience at district and community level.</p>

<sup>3</sup> See [Annex II: SomReP Targeting Strategy, Targets Rationale](#)



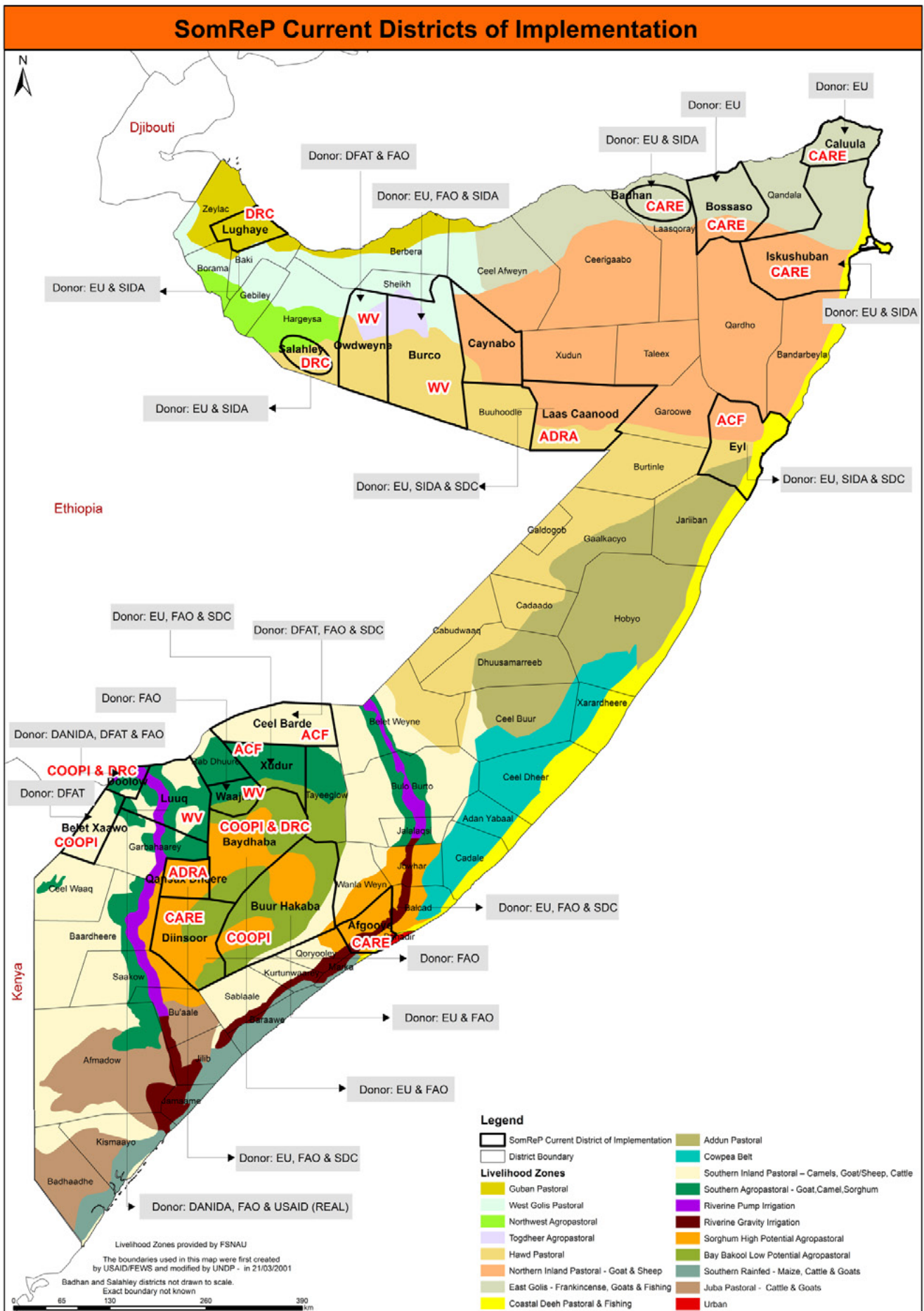


Figure 1: Map of SomReP Current Districts for Program Implementation



# Introduction

## Background

Over the last thirty years, Somalia has endured recurrent armed conflict, climatic and economic shocks resulting in the erosion of productive assets and the livelihoods base of the population. This has created widespread poverty; with over half the country's 12.5 million people living below the poverty line of USD 1.90<sup>4</sup>. Years of conflict and drought have resulted in large-scale migration, with 2.6 million people (2.2 million urban and 0.4 million rural Internally Displaced Persons (IDPs))<sup>5</sup> relocated from their homes and an additional

1 million refugees living in neighbouring countries. With the establishment of the Federal Government of Somalia (FGS) in 2012, the state re-building process has begun in earnest. In 2013, the FGS and the international community endorsed the "New Deal Compact for Somalia"<sup>6</sup> aiming to stabilize state institutions and catalyse reconstruction of the country. Following the peaceful transition of power in February 2017, this process is on track and these institutions as well as associated policies and frameworks are being established.

## Social and Economic Context

Despite modest improvements in the governance environment, the state's ability to deliver basic services remains weak. Poverty and inequality remain high with IDP settlements posting an incidence of poverty at >70%<sup>7</sup>. Gender inequality in Somalia is the sixth highest globally<sup>8</sup>. Gross enrollment for primary education is very low at 30%, with access to education skewed in favour of male children (38% boy-child vs 35% girl-child). Only 17% of children living in rural areas and IDP settlements are enrolled in primary school<sup>9</sup>. One in three Somalis have access to safe drinking water. Life expectancy is 55 years<sup>10</sup> and Somalia is situated as 165th of 170 countries in the Humanitarian Development Index (HDI)<sup>11</sup> rankings.

The frequency and severity of drought have increased in recent years<sup>12</sup>. Farmers and livestock keepers are vulnerable to climatic-shocks and suffer from poor market systems; limited inputs impair farm productivity and crop protection, with lack of access to and poor-quality animal health services, coupled with the lack of transformational technology preventing the population from improving productivity to beyond farm-level subsistence. Somalia's economy is highly dependent on imports, creating a large trade deficit, currently offset by remittances and international aid<sup>13</sup>.

Somalia has faced persistent food insecurity and vulnerability over the past decade with the number of people under the Integrated Phase Classification (IPC) categorization system in "Stress", "Crisis" and "Emergency" steadily increasing since mid-2015. From 2016, severe drought conditions, conflict, increased displacement, lack of access to basic services as well as the absence of a formal social protection system led to an acute food and nutrition crisis that brought Somalia to the brink of famine in 2017. It has only been thanks to the continued provision of aid and improvements in seasonal rain performance during the first six months of 2018, that overall food security is now steadily improving. According to the Somalia: Food Security Outlook for June 2018 to January 2019 released by Food Security Nutrition Analysis Unit (FSNAU) and Famine Early Warning System Network (FEWSNET) in June 2018, most areas of Somalia are currently stressed (IPC Phase 2), with pockets of IPC 3 across the country and among IDP populations. In the absence of continued humanitarian assistance in the second half of 2018, it is expected that a relapse will occur, driving the population currently classified as IPC 2 to IPC 3 in riverine livelihood zones as well as in northern and central Somalia, and from IPC 3 to IPC 4 in the Guban Pastoral livelihood zone.<sup>14</sup>



### AGRICULTURE AS THE PATHWAY TO ECONOMIC TRANSFORMATION IN FRAGILE STATES

- Most of the world's poor are concentrated in fragile states and, in Africa, most of these people depend on agriculture and the rural economy for their livelihoods.
- Agriculture can play a transformative role as important factors which underlie fragility, conflict and insecurity are linked to food and its production, and rural communities are the most vulnerable to conflicts, weather and climate risks.
- Agriculture is key to other areas of economic opportunities, social development and growth.
- Investing in agricultural production systems is also crucial to provide employment opportunities for the rural youth (middle value chain actors).
- Settling people into labour-intensive farming is a good way to start building markets and civil society, because farming requires the least capital investment and infrastructure.

*From: FAO/World Bank (2018), "Rebuilding Resilient and Sustainable Agriculture in Somalia" and Brussels Policy Briefing N. 51 (2018), "Agriculture as an engine of economic reconstruction and development in fragile countries"*

<sup>4</sup> World Bank High Frequency Survey 2016

<sup>5</sup> Revised Population Figures for the Number of People in Need, April to June 2018, FSNAU and FEWS NET.

<sup>6</sup> New Deal Conference, <http://eeas.europa.eu/archives/new-deal-for-somalia-conference/index.html>

<sup>7</sup> World Bank High Frequency Survey 2016

<sup>8</sup> World Food Program, June 2018

<sup>9</sup> [https://ops.unocha.org/Reports/daily/CAPProjectSheet\\_644\\_120450\\_2018826.pdf](https://ops.unocha.org/Reports/daily/CAPProjectSheet_644_120450_2018826.pdf)

<sup>10</sup> Humanitarian Needs Overview, UNOCHA Somalia, 2015

<sup>11</sup> UNDP Somalia 2012, <http://www.so.undp.org/content/somalia/en/home/countryinfo.html>

<sup>12</sup> Food and Nutrition Insecurity in Somalia, WFP, 2007-2014

<sup>13</sup> Somalia Drought Impact Needs Assessment (DINA), draft 10 December 2017

<sup>14</sup> FEWSNET <http://fews.net/east-africa/somalia/food-security-outlook/June-2018>

## SomReP's Current Livelihood Programming Strategy

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SomReP's strategy over the past 5 years has focused on developing a comprehensive livelihood program with activities designed firstly, to assist households and communities to recover from the initial effects of drought, secondly, to work with the beneficiary population in planning to mitigate the effects of future droughts and infrastructural rehabilitation of productive assets to provide a foundation for future economic growth, and, thirdly, to equip the beneficiary population with skills, training, livelihood inputs and income generating opportunities to better position them as successful actors in more developed economic growth activities. Concurrent to these activities, SomReP has been working with institutions responsible for enabling governance mechanisms to ensure contingency and development plans are aligned with planning instruments at all levels of government. In addition, SomReP has started the process of reviewing the policies that enable or impede growth and development with a view to ensuring that policy and regulatory frameworks are in place to create an enabling environment for drought mitigation strategies and eventual economic growth.

Examples of the types of activities that have been undertaken by SomReP in this first phase are establishing community infrastructure, providing households with livelihood assets

and transferring vocational skills. Community-led assessments and analysis have provided in-depth understanding of the vulnerabilities in the livelihood and market systems, the natural resource ecosystem and conflict dynamics in the country. The results of these assessments have contributed to employing a human-centered design approach to put in place needs-based and context-specific sustainable interventions. Following participation in Cash for Work programs, which have been designed to immediately compensate for the effects of drought, communities have been encouraged to form self-help groups such as Village Saving and Loans Associations (VSLA) which can both act as a safety net mechanism to mitigate the risk of future hazards, and also as an informal financial instrument to position the household to better take advantage of future economic growth and income-generation activities.

The intended outcomes from the program activities from this first phase are aligned to creating the capacities within the beneficiary population to enhance the resilience of these same communities and households. These activities are aligned with government priorities outlined in the National Development Plan and Recovery & Resilience Framework (see [\*Annex III: Alignment with the Federal Government of Somalia's National Development Plan\*](#)).



# The Somalia Resilience Program Consortium

## Governance and Operational Model Overview

The SomReP Consortium is made up of seven International Non-Governmental Organizations (INGO) as founding members<sup>15</sup>. In Phase II, the SomReP Technical Unit will directly partner with local NGOs to identify a competent, like-minded collaborator with relevant skills, who has the potential to add value to the program. The SomReP TU will employ a capacity development approach<sup>16</sup> to strengthen the systems, processes

and standards of the local NGO to a level where it may be considered for membership in the Consortium at the mid-term. The Consortium is structured to maximize coordination, systematically manage risk, enhance real-time identification/application of learning, generate research on how resilience can be built and measured in Somalia and ensure multi-year viability of program implementation.

## Comparative Advantages

Each SomReP member has a distinct added value for the Consortium. World Vision is the prime and specialist in grant and financial management for the Consortium. World Vision is also an expert in sustainable agriculture, small business development and savings groups. ADRA specializes in technical vocational training and renewable energy. ACF provides the Consortium with food and nutrition safety net expertise.

Care are experts in water and natural resource management. COOPI provides the Consortium with livestock and veterinary health support. DRC leads cash safety net programming and durable solutions in Somalia. Oxfam has developed a new national strategy for youth and women employment. Oxfam is also globally known for gender empowerment and youth employment.

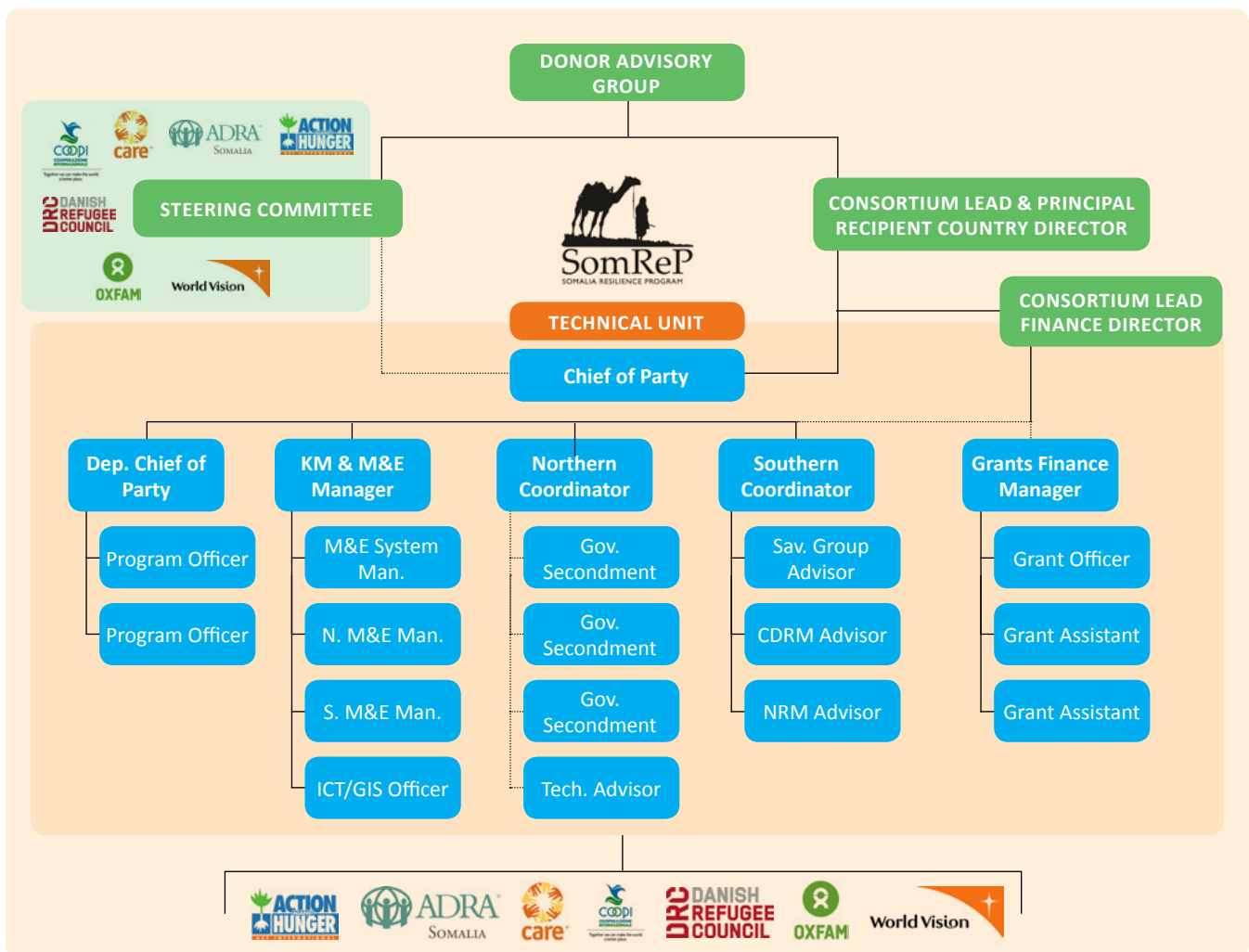


Figure 2: SomReP Organogram

<sup>15</sup> CARE, OXFAM, ACF, ADRA, COOPI, DRC and World Vision

<sup>16</sup> World Vision Partner Capacity Building Approach adopts a mentorship methodology. Partners are screened and graded across seven capacity areas. A partner-specific development plan is co-created with LNGO and WV provides target organizations with a tailored capacity development plan, committing technical staff to train and mentor partner to address weaknesses identified in screening process.

## Technical Unit

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World Vision is the agency responsible for leading the Consortium and hosts the Technical Unit (TU), provides coordinated and harmonized technical approaches, facilitates training for implementing partners, promotes real-time learning across members, leads the research agenda and fund-raising, and ensures overall quality assurance for the program's resilience approaches. The TU field-based Regional Management Units (RMU) are staffed by Technical Advisors, Monitoring & Evaluation (M&E) Managers, Government Technical Advisor secondments and Member Technical secondments. These Units provide training and technical backstopping for the implementation of vulnerability assessments, disaster risk planning/management, and pastoral, agro-pastoral and peri-urban livelihood approaches, and facilitate quarterly Technical Working Group (TWG) meetings to support cross-sharing and learning between implementers.

SomReP's Chief of Party represents all Consortium members and is accountable not only to World Vision but also to the SomReP Steering Committee, in accordance with both the Consortium Memorandum of Understanding (MOU) and the Job Description. He/She provides coordinated leadership for all funded projects within the program, ensuring (i) joint design of program activities, and adoption/standardization of best-practice technical approaches; (ii) use of common M&E framework to enhance data collection and measure impact; (iii) leadership and systems to identify and mainstream learning and innovation across all partners; (iv) promote cost efficiency through shared hiring of technical expertise and joint prioritization of programming; and (v) high level engagement and advocacy with Government of Somalia, UN, donors and wider humanitarian community.

## Steering Committee

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The Steering Committee, made up of the members' Country Directors, provides overall leadership and guidance to the Chief of Party and the central Technical Unit, ensuring that all members have a voice and influence on the decisions of the Consortium as a whole. Steering Committee meetings are held once per quarter with each agency rotating as host. The Steering Committee's rights and responsibilities include: hiring and conducting performance appraisals of Chief of Party, facilitating joint fundraising efforts, providing program design and implementation guidance, and managing non-compliant

partners. The Steering Committee has the authority to take necessary actions to ensure the compliance and accountability of partners depending on the situation. These actions can include, but are not limited to, withholding the release of funding, termination of the cooperation relationship, and exclusion from future funding opportunities. The number of Consortium agencies formally included in funding proposals varies based on the size of the grant, donor preferences, and geographic coverage proposed, and the decision on whom to include for each project is made at Steering Committee level.

## Donor Advisory Group

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The commitment by multiple donors to support the program via joint funding, joint reporting and coordinated support greatly enhances the program's potential impact and leverages each donor's investment. By supporting SomReP, donors not only support resilience building in Somalia, but also demonstrate commitment to the Principles and Good Practices of Humanitarian Donorship<sup>17</sup>. Effective coordination and program oversight are achieved principally through

SomReP's Donor Advisory Group (DAG), which was launched in early 2014. SomReP's DAG has been meeting regularly to consult with, and receive reports and key updates from the SomReP Consortium. The SomReP DAG has made significant contributions to resilience impact and best practices in Somalia and also plays a key influencing role with the wider donor community to increase the dispersal of multi-year, predictable humanitarian aid, without the need for repeated requests.

<sup>17</sup> Endorsed in Stockholm, 17 June 2003 by Germany, Australia, Belgium, Canada, the European Commission, Denmark, the United States, Finland, France, Ireland, Japan, Luxembourg, Norway, the Netherlands, the United Kingdom, Sweden and Switzerland. <http://www.goodhumanitarianism.org>



# The SomReP Targeting Strategy



To build resilience, communities must have access to range of different livelihood activities and basic services. SomReP's geographic footprint is guided by the intent of its members to make long term, multi-sectoral investments within specific districts. The program's emphasis on building the three resilience capacities of absorptive, adaptive and transformative and its ability to deploy its Crisis Modifier mechanism during shocks makes it relevant in emergency, early recovery and development settings.

SomReP members' intent to reach the most marginalized and vulnerable groups continues to drive the program to expand its geographic footprint into newly accessible locations in southern Somalia<sup>18</sup> and hard-to-reach locations in the north. At present, SomReP is operational in 22 districts. The 2019 to 2023 strategy envision expansion into two new districts in

northern Somalia and three districts in southern Somalia. By 2023, SomReP aims to be operational in 27 districts.

The program will primarily focus on rural areas, but will include some peri-urban and urban locations, especially where there are strong rural to urban linkages and scope for the program to strengthen the capacity of rural households to develop on-farm and off-farm income streams in nearby cities and towns, and where the program can promote Durable Solutions for those recently displaced residing in peri-urban environments, especially amongst women and youth. SomReP's presence in villages in the hinterland of larger peri-urban and urban locations, positions the program to prevent irregular migration, and create conditions in locations of displacement to catalyse voluntary and dignified return for recently displacement affected groups. (See *Annex II: Targeting Strategy*)

## Geographic Targeting

SomReP, through its member organizations, has the potential to implement its program in most locations throughout Somalia. The program will leverage its members' existing and historic relationships and on-going complementary, multi-sectoral programming as a base to establish long-term resilience initiatives whenever resources become available and wherever access permits.

The following principles guide geographic targeting:

- **Fragility:** Districts which have historically experienced recurrent swings between IPC classification Phase 2 (Stressed) and Phase 3 (Stressed)/Phase 4 (Emergency)<sup>19</sup> and supported by member's own assessment, validated by 2013 program baseline;
- **Need:** Long-isolated, marginalized locations in Phase 3 and above to support drought recovery and stability;
- **Members' current and historic operational prescience:** Understanding local community dynamics and having existing and/or historic ties is important for establishing long-term programming. SomReP will consider expansion when members have operational bases, access (air/transport), capacity to implement and monitor projects, and intent to build long-term programs;

- **Security:** Current and anticipated accessibility by senior staff due to security, e.g. managers and coordinators (whether or not a remote programming model is used) and political stability. Security and access assessments will guide the establishment of programs and inform operational modalities, while regular context monitoring will continuously validate feasibility of programs' prescience.

The criteria selected by the SomReP Consortium for prioritizing areas of implementation will ensure that agencies can monitor activities and assure accountability, monitoring, and evaluation.

The program employs indicative selection criteria such as: households with malnourished children under 5, households with pregnant and lactating women, female-headed households, households supporting orphans or the elderly, households whose livelihoods assets have been completely depleted and households from minority and traditionally marginalized groups.

<sup>18</sup> A critical underlying aspect of vulnerability is that minority clans and Bantu populations in the inter-riverine and riverine area have become marginalised, and therefore undergo less urbanization, migration, education, and diasporic dispersal over time, compared to the major clans in Somalia. Daniel Maxwell and Nisar Majid (2014). *Another Humanitarian Crisis in Somalia? Learning from the 2011 Famine*. Feinstein International Center, Tufts University: Medford, USA.

<sup>19</sup> Food and Nutrition Insecurity in Somalia (2007-2014), WFP, Somalia, 2014

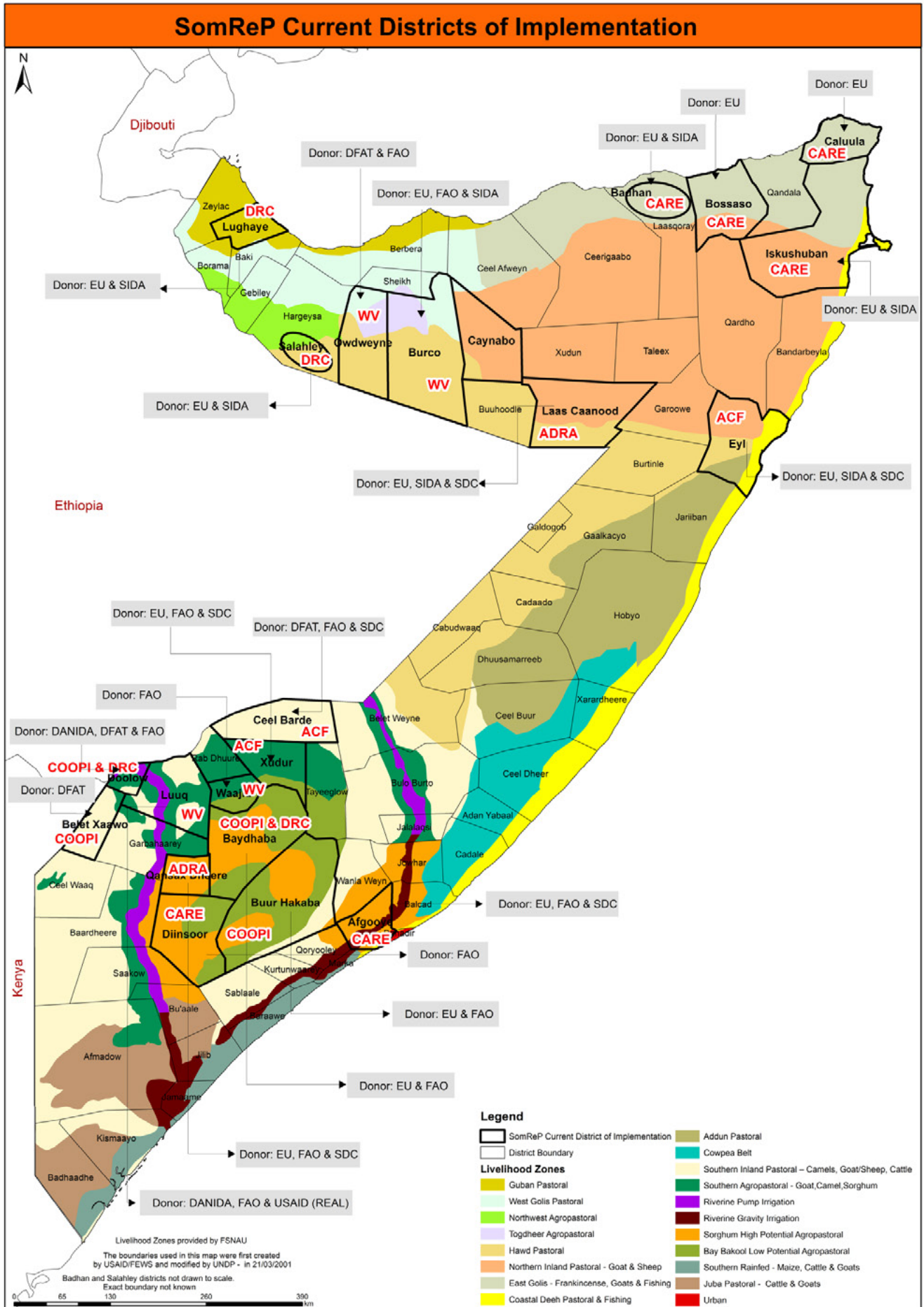


Figure 3: SomReP Targeted Districts

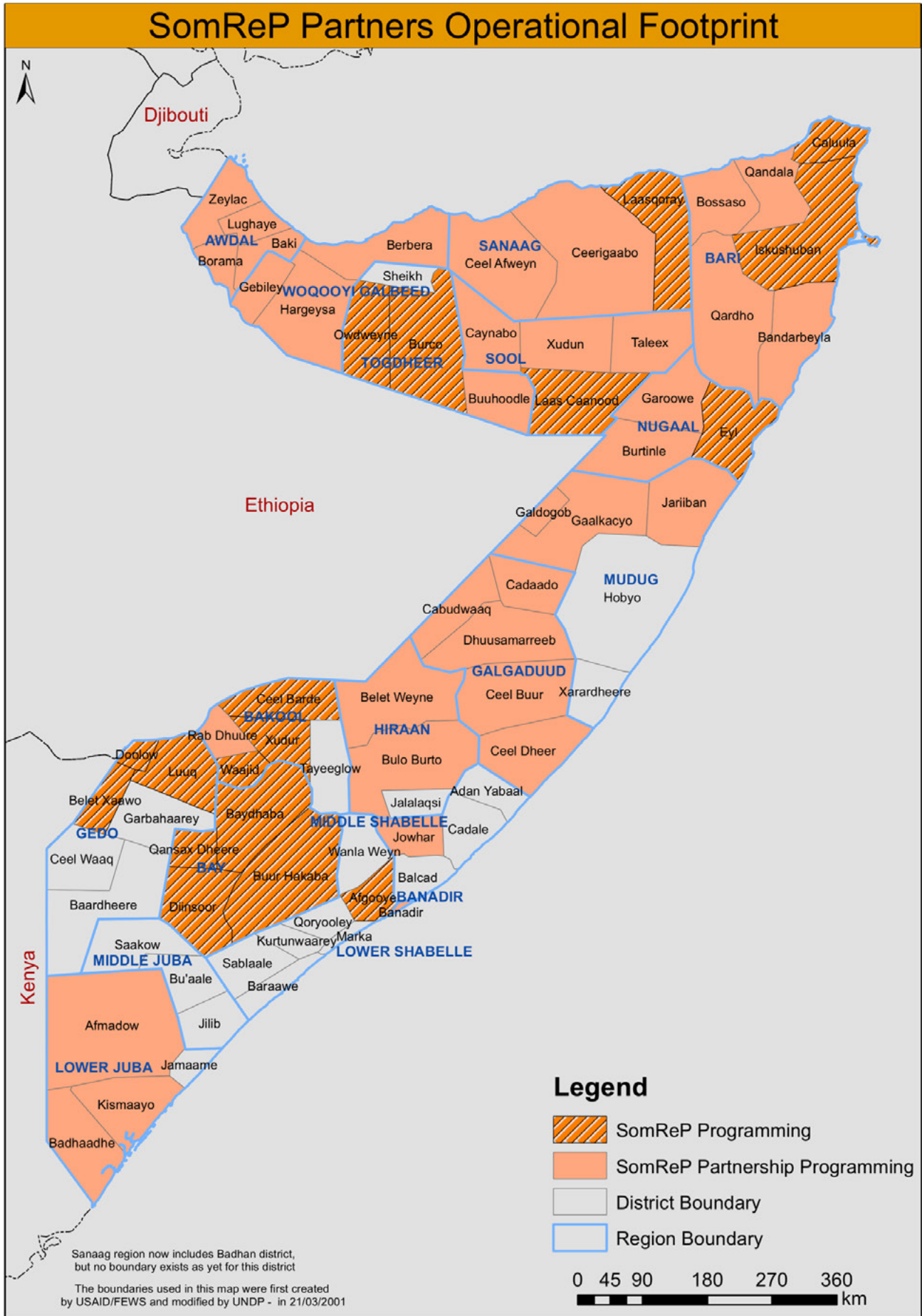


Figure 4: SomReP Partners' Operational Footprint



# The Strategy for Economic Growth

## Resilience and Sustainable Systems

The concept of resilience has become increasingly integral to the transition in development strategies from short-term solutions, to interventions that develop a longer-term capacity to face environmental/social challenges and shocks. Resilience and its application in the current development and research agenda is rooted in the theories of systems resilience, largely with respect to ecology and the environment<sup>20</sup>. In his 1973 paper, *Resilience and Stability of Ecological Systems*, Holling defined the resilience of an ecosystem as the measure of its ability to absorb changes and still exist. He compared and contrasted the concept of resilience with the notion of stability, which he defined as the ability of a system to return to its equilibrium state after a temporary disturbance; that is the more rapidly the system returns to its equilibrium, the more stable it is. This definition is further supplemented in a later work by Walker *et al.* (2004)<sup>21</sup>, who define resilience as “the capacity of a system to experience shocks while retaining essentially the same function, structure, feedbacks, and therefore, identity”. In addition to resilience acting as an attribute that governs a system’s dynamics, adaptability and transformability also play a role in determining the future trajectories in socio-ecological systems. Adaptability is the capacity of actors in the system to influence resilience (in a socio-ecological system, essentially to manage it). There are four general ways in which this can be done, corresponding to the four aspects of resilience. Of these, transformability is the capacity to create a fundamentally new system when ecological, economic, or social structures make the existing system untenable<sup>22</sup>. Understanding the dynamics of these attributes is essential to putting in place investments in drylands systems that can render populations more capable of maintaining positive growth while simultaneously withstanding cyclical shocks.

One such example of a system that underpins economic activities in Somalia, is the ecosystem in which pastoral livestock herding takes place. Pastoral and rangeland systems are complex adaptive systems in that they evolve and change over time, their components are arranged hierarchically as sophisticated life forms and communities, and they are resilient to disturbances such as periodic drought and epidemic disease such as rinderpest. One way to understand evolutionary (or developmental) change in such systems is to apply Holling’s (2001) adaptive cycle and anarchy metaphors as tools for reducing complexity to a manageable theory of change while recognizing that the system is influenced by multiple feedback links operating at different levels of scale and that its behavior cannot be predicted in the manner of simple mechanical systems. Such an approach was used for understanding change in Australian rangelands<sup>23</sup>. Holling’s original ideas are explained and expanded with examples of how “resilience thinking” works in Walker and Salt (2006)<sup>24</sup> and further extended to practical application by Walker and Salt (2012)<sup>25</sup>. Contemporary literature on social-ecological systems discusses resilience as a useful characteristic that

determines the health of the system<sup>26</sup>, as the system builds its capacity to learn and adapt<sup>27</sup>. Resilience is not always desirable for the social-ecological system, it can also be undesirable, demonstrating characteristics that decrease social welfare or lead to a degraded environment.

Since its initial application, the term resilience has been defined more broadly (beyond system resilience) to include concepts such as food security and psychological and mental health. With regard to food security, resilience has been conceptualized in multiple ways, for example: (i) in terms of international development, by considering social structures and capacity building<sup>28,29</sup>; (ii) by analyzing sensitivity in models linking human population growth to food supply<sup>30</sup> and (iii) maintaining agricultural production under climate change<sup>31</sup>. In a development context, the resilience of a system depends on available livelihood options and on how well households are able to handle risks. This definition implicitly considers both (ex-ante) actions that reduce the risk of households becoming food insecure, and (ex-post) actions that help households cope after a crisis occurs<sup>32</sup>.

A very general description of a “food system” is one that is made up of all the interacting social and ecological components that affect the food security of a given group of people. This definition entails many dimensions – economic, social, institutional, technological and cultural and is understood as a jointly-determined system; one that should be thought of as a “complex adaptive system” which must be analyzed by adopting a non-reductionist, systemic approach. The stability of this jointly determined system depends less on the stability of the individual components of the system, than on the ability of the system to maintain its self-organisation in the face of stress and shock, that is to say, on its “resilience”. This essentially means that the focus of the analysis of complex adaptive systems should be less on the study of the steady-state or near-equilibrium states, and more on the conditions that ensure the maintenance of system functions in the face of stress and shock, which ultimately means moving from a static, deterministic analysis towards a dynamic, stochastic analysis. These conclusions have profound implications for the analysis of food systems as well as of food security.

SomRep’s strategy focuses largely on ensuring that the systems that promote food security and fuel economic growth are robust and resilient; the water ecosystem, the inclusive market systems in which crop and livestock agricultural production systems can flourish and the ecosystems in which intensive and extensive production takes place, such as the rangelands of Somaliland and Puntland. The performance of these systems is integral to the resilience of the population, and as the primary economic activity in Somalia, must be supported to ensure both food security and the provision of related income-generating opportunities.

<sup>20</sup> Holling, C.S. (1973). Resilience and Stability of Ecological Systems. *Annual Review of Ecology and Systematics*, 4, pp. 1-23.

<sup>21</sup> Walker, B., Holling, C.S., Carpenter, S.R., & Kinzig, A. (2004). Resilience, Adaptability and Transformability in Social-ecological Systems. *Ecology and Society*, 9, pp. 1-9.

<sup>22</sup> *ibid*

<sup>23</sup> McAllister, R.R.J., Gordon, I.J., Janssen, M.A., and Abel, N. (2006). Pastoralists’ Responses to Variation of Rangeland Resources in Time and Space. *Ecological Applications*, 16(2), 2006, pp. 572–583

<sup>24</sup> Walker, B.H. & Salt, D. (2006). *Resilience thinking: sustaining ecosystems and people in a changing world*. Washington, Covelo, London: Island Press.

<sup>25</sup> Walker, B.H. & Salt, D. (2012). *Resilience practice: Building Capacity to Absorb Disturbance and Maintain Function*. Washington, Covelo, London: Island Press.

<sup>26</sup> Cumming, G. S. et al., “An exploratory framework for the empirical measurement of resilience.” *Ecosystems* (2005): 975–987. Print.

<sup>27</sup> Carpenter, S., Walker, B., Anderies, J.M., and Abel, N. (2001) *From Metaphor to*

*Measurement: Resilience of What to What?* Ecosystems. December 2001, Volume 4, Issue 8, pp 765–781

<sup>28</sup> Bene, C., Headey, D., Haddad, L. & von Grebmer, K. (2016) Is resilience a useful concept in the context of food security and nutrition programmes? Some conceptual and practical considerations. *Food Security*, 8, 123–138

<sup>29</sup> Pelletier, B., Hickey, G.M., Bothi, K.L. & Mude, A. (2016) Linking rural livelihood resilience and food security: an international challenge. *Food Security*, 8, 469–476.

<sup>30</sup> Suweis, S., Carr, J.A., Maritan, A., Rinaldo, A. & D’Odorico, P. (2015) Resilience and reactivity of global food security. *Proceedings of the National Academy of Sciences of the United States of America*, 112, 6902–6907

<sup>31</sup> Altieri, M.A., Nicholls, C.I., Henao, A. & Lana, M.A. (2015) Agroecology and the design of climate change-resilient farming systems. *Agronomy for Sustainable Development*, 35, 869–890.

<sup>32</sup> FAO. (2010). *Measuring Resilience: A Concept Note on the Resilience Tool*. Rome: EC-FAO Programme on “Linking Information and Decision Making to Improve Food Security”.

## The Role of Agriculture in Somalia

Approximately 70% of Somalis are dependent on climate-sensitive agriculture and pastoralism of which 25% of Gross Agricultural Product (GAP)<sup>33</sup> is of plant origin whilst 75% comes from the livestock sector<sup>34</sup>. At least 75% of the country's GDP is agriculture-related, accounting for 93% of total exports<sup>35</sup>. Around 46% of employed people work in the agriculture as a source of economic activity with agro-pastoralists estimated at about 23% of the total population and small-holder farmers accounting for 80% of total crop outputs<sup>36</sup>. Despite its economic importance, livestock, farm and fisheries have stagnated, and in some instances declined. Farmers, pastoralists and fisher folks do not have access to inputs, credit, marketing opportunities, plant protection and animal health services, as well as, access to technology and development trade<sup>37</sup>. Over 60% of the population is dependent on livestock for their livelihoods. The sector provides food, employment, and incomes, contributing to 40% of the GDP- more than USD 360 million and 384 million into the economy respectively<sup>38</sup>. Despite these limitations,

the livestock exportation rate has increased dramatically over the past five years, as Somalia has exported 4.7 million heads in 2011, 4.8 million in 2013, 5 million in 2014 and 5.3 million in 2015. Livestock exports are expected to increase even further in the years to come<sup>39</sup>. Fisheries constitute the third largest export in Somalia. Landings at present are estimated at 15,000 to 20,000 MT a year. Fisheries employ some 30,000 people full time and 60,000 part-time workers in the form of traders, processors, and gear and vessel manufacturers. The total economic value of domestic fisheries, after value is added through the supply chain is USD 135 million per year<sup>40</sup>. However, plagued by capacity limitations, uncontrolled fishing, stock depletion and the loss of revenue through illegal fishing, the sector is not contributing its full potential to the Somali economy.<sup>41</sup> Despite economic growth averaging around 3.4% per year, this rate is insufficient to absorb the young population entering the workforce with the estimated unemployment rate among those under 30 at 67%<sup>42</sup>.

## Inclusive Market Systems Development

SomRep's economic growth strategy will employ a PUSH-PULL<sup>43</sup> approach to developing inclusive market systems which can support trade in raw agricultural products while simultaneously promoting the development of enterprises linked to income generated from processes beyond production. The success of the "Push" approach to agriculturally-led economic development relies heavily on equipping the population with the skills and knowledge to allow them entry to a market system, from which without these attributes, they would have otherwise been excluded. While providing the entire beneficiary population with these skills and training, SomRep will focus more specifically on women and youth, with a view to enhancing women's economic empowerment (WEE) and pathways for improved household nutrition, while creating employment opportunities for youth, to forestall the risk of falling victim to entrenched poverty traps. Concurrent with the "Push" strategy, SomRep will work with government, the private sector and other enabling enterprises to create a policy and business environment designed to both encourage and incentivize agriculturally-led economic development. This enabling environment facilitates the development of factors which "Pull" other market actors into relationships with those benefiting from activities which catalyse a "Push" towards that same market. These types of economic relationships

can promote better opportunities for trade, encourage participation in tertiary industries and ultimately ensure that impacts from economic gains are replicated at scale.

### A Push-Pull Approach to Inclusive Market Systems Development

At the core of a PUSH-PULL approach is a recognition that the extremely poor have unique circumstances that often preclude them from being able to take advantage of economic opportunities created in evolving market systems. The poorest have a greater vulnerability to risk, limited resources to invest in upgrading, fewer relationships with people who are upwardly mobile, and a heavy reliance on marginal amounts of income from a diversity of sources and systems. In addition, the extreme poor are often missed or under-considered in the analyses that drive program designs. Furthermore, markets are frequently fractured, with undeveloped potential for growth; a base level of skills, resources, behaviours, and/or geographic proximity is required for viable market engagement; and not all value chains or market functions are well suited to the poorest. Yet beneficial engagement in markets is essential to poverty reduction, inclusive economic growth, and the long-term health and resilience of a household<sup>44</sup>.

<sup>33</sup> In this strategy, the acronym GAP is used to describe both Gross Agricultural Product and Good Agricultural Practices training. It is only used in the case on this page to describe Gross Agricultural Product. In all other cases, it is used as the abbreviation for Good Agricultural Practices.

<sup>34</sup> Jeilani (2016). *The impact of civil war on crop production in Somalia*. ICAS VII Seventh International Conference on Agricultural Statistics I Rome 24-26 October 2016

<sup>35</sup> FAO Somalia 2011-2012 (2012), Plan of Action

<sup>36</sup> Somalia Drought Impact & Needs Assessment, Synthesis Report Volume 1, (2017), World Bank & Ministry of Planning Investment and Economic Development Federal Government of Somalia

<sup>37</sup> FAO Somalia 2011-2012 (2012), Plan of Action

<sup>38</sup> Somalia Drought Impact & Needs Assessment, Synthesis Report Volume 1, (2017), World Bank & Ministry of Planning Investment and Economic Development Federal Government of Somalia

<sup>39</sup> <https://www.globalmeatnews.com/Article/2015/05/01/Record-livestock-exports-for-Somalia>

<sup>40</sup> Federal Government of Somalia (2017). National Development Plan: Towards Recovery, Democracy and Prosperity 2017–2019

<sup>41</sup> FAO Somalia 2011-2012 (2012), Plan of Action

<sup>42</sup> AFDB, African Economic Outlook 2018, 2018

<sup>43</sup> The push/pull approach, adapted from the business world for international development, is increasingly gaining attention within inclusive market systems development. The approach aims to bring more structure to poverty reduction work at both ends of the economic spectrum through a more interactive, coordinated, market-led process of gradual change at both the household and systems levels. It is one of many approaches that can support pathways out of poverty for the extreme poor.

<sup>44</sup> Taken from USAID LEO Brief: A Framework for a Push/Pull Approach to Inclusive Market Systems

## Push Strategies

Push strategies are designed to help very poor individuals and households build up a minimum level of assets (e.g., human, financial, social, cultural) that increases their capacity to engage more productively, creatively and proactively with other public and private market actors and to transition out of a cycle of extreme poverty. Push strategies work best when they are market-oriented and demand-driven, designed with knowledge of the markets for goods and services that will play a central role in an extremely poor household and community's pathways out of poverty. Potential causal pathways to render beneficiaries "market-ready" include training on good agricultural practices, enabling the community with the skills to manage multi-use water systems, the identification and analysis of commodities and value chains appropriate for community agro-eco zones, the provision of business skills and management training and the exploration of tertiary market-based employment opportunities.

"PUSH" strategic interventions may:

- build household or community assets (e.g., through cash or in-kind transfers, or group-based joint ownership schemes, etc.)
- improve linkages to social protection (e.g., through support in registering with more formal government programs or more informal network building)
- build demand-driven livelihood and 'market readiness' skills (e.g., through skills training, mentorship, or input vouchers)
- improve 'soft' skills such as confidence, negotiating, or relationship building (e.g., through coaching, group exchanges, voucher programs that support direct private-sector interactions)
- address chronic or temporary deficiencies in consumption
- strengthen household capacity to manage risk (e.g., through development of savings mechanisms, promotion of diversification strategies, or access to regular health and nutrition services)
- create less risky entry points for households (e.g., through initial linkages with markets for low input or short-season crops)
- expand access and outreach of critical livelihood services (e.g., through mobile/electronic delivery systems)

## Pull Strategies

Pull strategies facilitate the development of market systems in a manner that expands the diversity and quality of opportunities accessible to the very poor to engage more successfully in the economy—be it as a producer, laborer, employee, business owner, etc., or a mixture of these. Many value chain development efforts integrate pull strategies. Yet, to be truly effective as pull strategies, value chain development efforts need to pay sufficient attention to the capacity-based constraints of the extreme poor, as well as the inclusiveness of opportunities that are nurtured.

"PULL" strategic interventions may:

- lower barriers to market entry for both market actors and households (e.g., through risk-sharing investment mechanisms, group purchasing and marketing schemes, contract farming and/or out-grower schemes, discounted membership in marketing cooperatives, development of input agent networks that expand the geographic footprint of affordable service or product delivery, etc.)
- "build the chain"—especially the 'middle-level' of the value chain such as traders, aggregators, pre-processors and service providers—to break supply and demand bottlenecks between commercial areas and more impoverished geographic regions (e.g., through business development support, financing solutions, building interest in taking up these roles, facilitated stakeholder visits into poorer areas, strengthening linkages between larger traders and smaller middle men, etc.)
- create new streams of income generation (e.g., new categories of jobs) or transform the benefits accrued from an economic activity (e.g., through significant improvements in work conditions)
- introduce new business models or governance structures that disrupt the status quo, create structural change and drive inclusion
- help build demand for specific market functions (e.g., trading), or value chains (e.g., honey) that the extremely poor are well-positioned to compete in (because the work is labor-intensive, or requires low start-up, or can be productive on small plots of land, etc.)
- jumpstart and intensify the economic multiplier effects from growth in a manner that facilitates inclusive objectives.<sup>45</sup>

<sup>45</sup> Push and Pull strategy description taken from USAID LEO Brief: A Framework for a Push/Pull Approach to Inclusive Market Systems

# Inclusive Market System Development

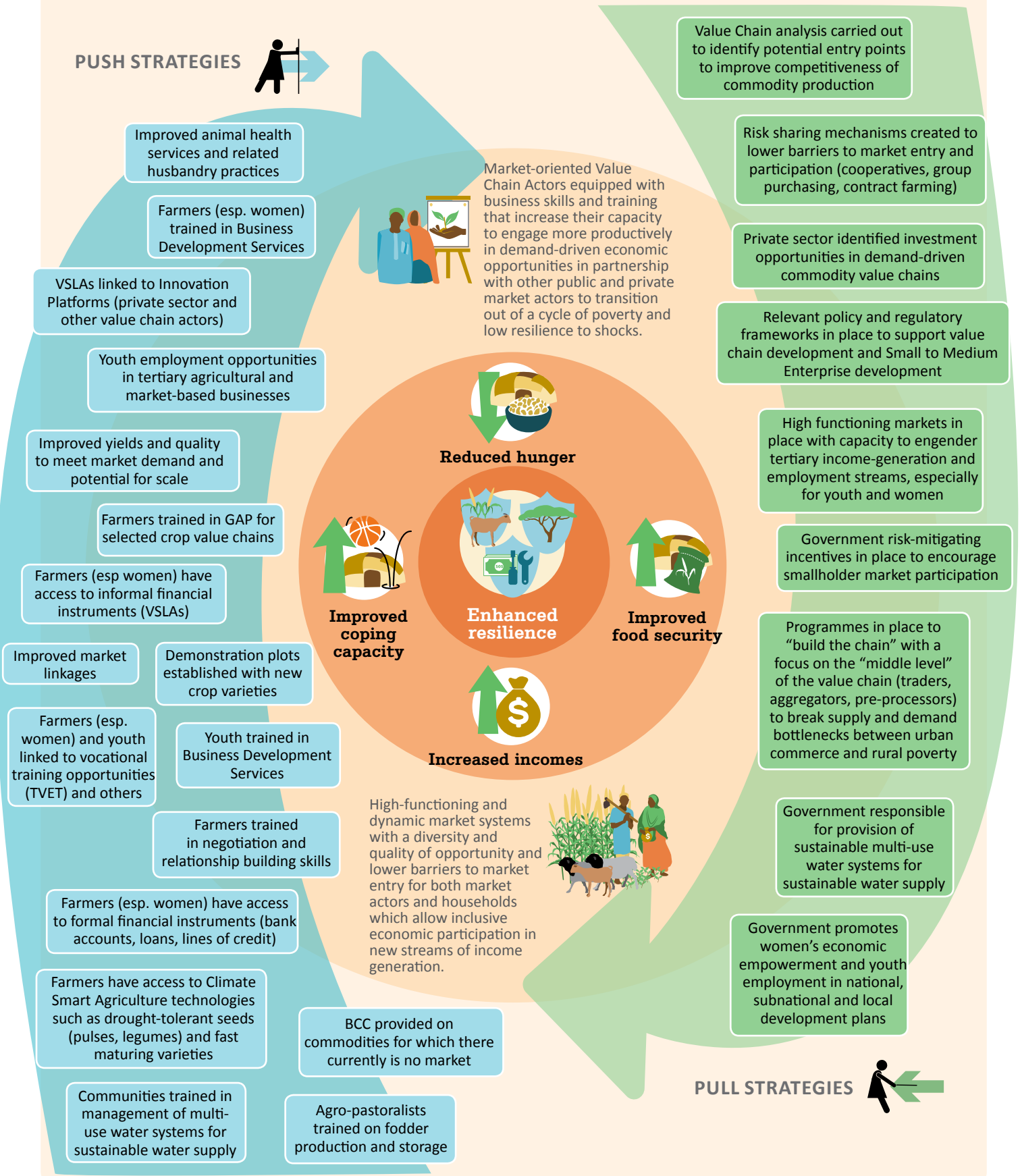
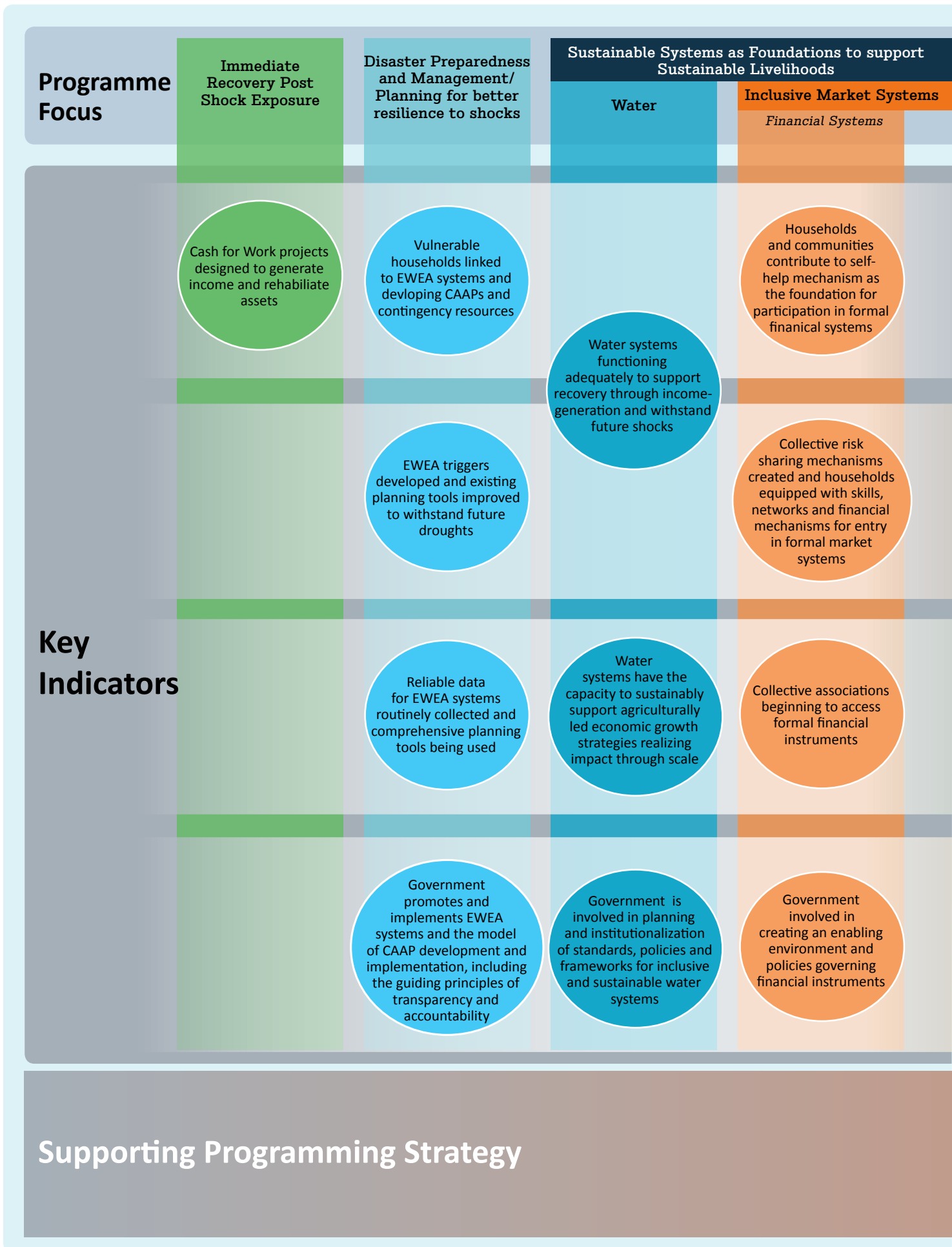


Figure 5: A PUSH-PULL Approach to Inclusive Market Systems Development



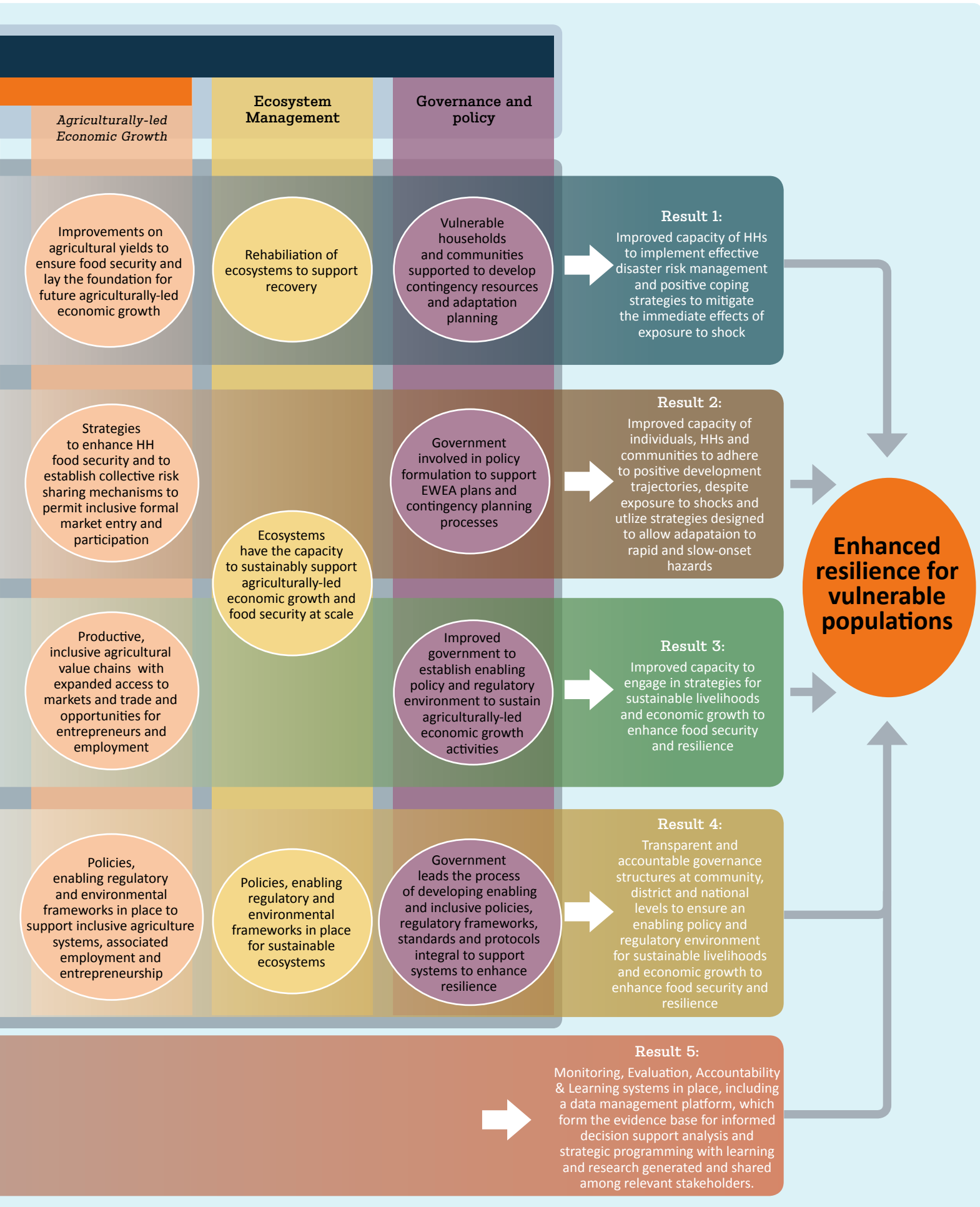


# Livelihoods and Resilience Strategy for SomReP



## Supporting Programming Strategy

Figure 6: SomRep Line of sight



## Overall Framework

Somalia will continue to experience the effects of recurrent cyclical droughts and floods, the severity and frequency of which will be exacerbated due to the predicted repercussions of a changing climate. The SomReP strategy is therefore developed with this context in mind and will describe a programming approach and associated activities which address

the needs of those beneficiaries affected by exposure to these hazards in varying degrees and under different aid delivery modalities; emergency, humanitarian and development. (*Annex II: Targeting Strategies: Target Groups Profiles & Most Vulnerable Targeting*)

## Rationale for Approach to Strategy Development

SomReP is a learning Consortium and its programmatic approach is rooted in the understanding that enhancing resilience is a process that occurs over an extended time period and needs to be adjusted based on the prevailing context. Interventions, tools and techniques of its three core programmatic areas (i) Immediate Recovery Post-shock Exposure, Disaster Preparedness and (ii) Management/

Planning for Better Resilience to Shocks and (iii) Sustainable Systems as Foundations to Support Sustainable Livelihoods will be adjusted and transform as the program progresses along the temporal scale from emergency (absorptive capacity) to humanitarian/early recovery (adaptive capacity) and development (transformative capacity). (*Annex I: SomReP Strategy Matrix*)

## Absorptive, Adaptive and Transformative Capacities for Resilience

As a livelihoods program, SomReP will undertake activities aimed at enhancing the capacity of beneficiaries in varying degrees of recovery or development programming which aims to enhance absorptive, adaptive and transformative capacities. SomReP carries out activities which address immediate recovery needs and start the foundation for future hazard mitigation (absorptive capacity enhancing activities involving response and planning). In addition to these immediate recovery strategies, programming includes activities which build on the aforementioned and put in place buffers against future stressors; capitalizing on the activities during the emergency phase which bear fruit for shocks and stressors mitigation and for those beneficiaries who are able to leverage existing assets to withstand the effects of a shock, lay the foundation for future economic growth activities (adaptive capacity enhancing activities). In order to foster more sustainable stress mitigation mechanisms, SomReP activities will focus on creating greater resilience for the beneficiary population by promoting economic growth activities. These activities capitalize on the foundation laid under strategies designed to enhance absorptive and adaptive capacity and promote a pathway to income generating opportunities while ensuring that the systems that support economic growth are appropriately developed and protected for future sustainability. The SomReP livelihood programming strategy incorporates a short, medium- and long-term perspective and provides a series of actions which will enable affected Somali households to protect, sustain and re-establish livelihoods, while leveraging existing and establishing new productive assets for a longer-term resilience building goal. The rationale for developing the program activities can be found in *Annex I: The SomReP Strategy Matrix*.

### CAPACITIES FOR RESILIENCE

#### ABSORPTIVE CAPACITY

The capacity to take intentional protective action to limit the negative aspects of shocks and stressors. Program outcomes include: EWEA/DRR plans, inclusive networks, social protection and safety net schemes to protect assets and productive livelihoods and consistent and maintained access to basic services, nutrition and psychosocial support, if available.

#### ADAPTIVE CAPACITY

The capacity to make intentional changes in order to better manage or adjust to shocks or stressors in a way that creates more future flexibility. Program outcomes include: natural resource management plans, inclusive contingency plans, evidence for decision-support analysis, self-help and savings groups, technological and social innovations and legal and policy frameworks that support institutions to adapt and maintain service provision in a changing environment.

#### TRANSFORMATIVE CAPACITY

The capacity to engage at a societal level in a change process that addresses the root causes of poverty, injustice, vulnerability and risk and seeks to shift power, beliefs, value systems and behavior to support greater equity and the ability to cope with stress. Program outcomes include: a rationale for resource allocation and equitable gender-based power dynamics are in place, civil society and institutions are engaged in processes that address the root causes of poverty and risk to ensure inclusive, long term change.

## Resilience Programming for Results: The SomReP Approach

This overarching objective will be achieved through the following five results areas which act as pillars for programming: (i) Providing a means of addressing immediate needs post shock and planning for future mitigation through asset rehabilitation, income generation and planning (Result 1), (ii) Ensuring the protection of existing and new productive assets, leveraging and developing planning processes, laying the foundation for future activities to promote economic growth and strengthening and enhancing the support systems for sustainability to mitigate the effect of future shocks, (Result 2) (iii) Developing economic growth pathways by ensuring entry to inclusive market systems, strengthening economic recovery and supporting systems, and developing

strategic partnerships and value chains to ensuring impact through scale (Result 3) and (iv) working with government, its policies and institutions to ensure an enabling environment with regulatory frameworks in place for sustainability (Result 4). The fifth result area (Result 5) provides support to the programming results areas and takes a Monitoring, Evaluation, Accountability and Learning (MEAL) approach to ensure that activities are monitored to illustrate progress, the impact of interventions can be assessed with respect to the goal of enhancing resilience, and that any learning that comes as a result of activities creates an evidence base for advocacy for policy change and informs an evolutionary program strategy.

### Result 1: Improved capacity of households to implement effective disaster risk management and positive coping strategies to mitigate the immediate and future effects of exposure to shock

The activities and interventions for programming under this result provide a means to ensure the beneficiaries are able to respond to mitigating the effects of being exposed to a shock in the immediate term Immediate Recovery Post Shock Exposure, while undertaking planning processes to establish a series of actions to alleviate the severity of consequences from the next drought. The approach taken under this result is one of Disaster Preparedness and Management, coupled with Planning for Future Resilience to Shocks. The primary activities under this approach are aimed at both providing income-generating opportunities to allow beneficiaries to immediately offset any losses or problems caused by the shock and to assist in the development of plans to be better prepared for future shocks and the construction of safety nets to allow better management.

#### Immediate Recovery Post Shock Exposure

##### *The Crisis Modifier Pool Fund*

The set of activities under this fund emanates from a suite of tools, the implementation of which fulfills the objective of providing mechanisms to discourage negative coping strategies, protect productive assets and offset exposure for immediate recovery from shock. These interventions take place under the auspices of emergency aid provision and leverage the income-generating opportunities to, simultaneously, generate income and repair damaged infrastructure in support of current and future livelihood activities. Post-shock exposure, SomReP leverages the Crisis Modifier Pool Fund<sup>46</sup> which can be tapped to support Cash for Work (CfW) to undertake activities such as the rehabilitation of water supply systems in need of immediate repair; land clearance (e.g. Prosopis collection) and canal rehabilitation to support intensive crop and agriculture

production systems, rangeland rehabilitation to support extensive production systems, and feeder road rehabilitation; interventions designed to provide households with income to meet basic needs and to lay the foundation for recovery.

For the most vulnerable households who do not have the capacity to participate in works programs, the program will provide an Unconditional Cash Transfer (UCT) for consumption support and to meet basic needs. Crisis Modifier funds can also support (i) emergency water trucking to protect productive assets such as livestock and assist households to access clean water for household consumption; (ii) provide Non-Food Items (NFI), such as seeds, tools, tractor hours and fuel to assist farmers to immediately offset losses resulting from the emergency and lay the foundation for immediate improvements in food security (ii) livestock health, such as vaccination and immediate disease treatment for livestock and the provision of an income for Community Animal Health Workers (CAHW), and emergency livestock destocking to monetize assets to protect against loss due to drought.

#### Disaster Preparedness/Management and Planning for Future Resilience to Shocks

##### *Early Warning Early Action Planning*

The SomReP Community-Based Early Action System aims to establish mechanisms to allow the community to both plan and have actions ready for future potential exposure, which serve to mitigate the severity of impact. As part of this System, the program will use a Menu of Actions linked to the early warning indicators through a series of triggers, ensuring a timely response and appropriate use of support resources to safeguard overall gains made in resilience building<sup>47</sup>.

<sup>46</sup> SomReP Consortium maintains an unrestricted pool funding mechanism at the Technical Unit level and/or SomReP solicits additional resources from donors to respond to shocks

<sup>47</sup> Mercy Corps: Lessons for Effective Resilience Programs, a case study of the RAIN program in Ethiopia, August 2013

Using the Oxfam Community Based Disaster Risk Management (CBDRM) approach, the program integrates monitoring of district and regional level indicators to ensure rapid and appropriate action is taken within target locations. Other activities under this approach include the formation of Early Warning, Early Action Committees (EWEACs) to support the community in identifying context-specific strategies that they could pursue with program support or own resources to ensure preservation of assets (savings, credit, animals, food, pasture, fodder and water) during times of shock and stress and to improve and strengthen their livelihood activities without increasing risk.

The program will facilitate the establishment of mechanisms to leverage collective strategies, such as contingency funds, and link these to the creation or strengthening of existing informal safety nets to mitigate exposure to shocks so that communities can meet their own needs. If already established, Savings Group Schemes leverage existing savings both at individual and group level (social or contingency funds) to off-set loss of income, forestall negative coping strategies (selling off productive assets), maintain food consumption and access other basic needs. Prior to the crisis, the program will formalize self-help mechanisms such “ayuto” and facilitate the establishment of social funds to be made available to vulnerable members to address household level emergencies. In addition, CfW and UCT recipients will be encouraged to remit a proportion of funds received to a scheme to start generating future savings and social protection. As part of the sustainability strategy employed by SomReP, activities are underway to harness the volume of diaspora remittances by creating opportunities for the diaspora communities to fund infrastructure and development projects in support of the community, rather than the current strategy of targeting of resources at the individual or household level.

#### *Development of and Support to Community Action Adaption Plans*

The interventions under this programming strategy focus on processes and actions to produce community integrated development plans. SomReP employs the principles of Community Driven Resilience (CDR)<sup>48</sup>, and establish committees at the village level to undertake the immediate planning process and to ensure an administrative mechanism is in place to conduct period reviews of plans for continued relevance and maintain sustainability of the development agenda. The output of these planning processes is a Community Action Adaption Plan (CAAP).

In addition to containing infrastructural development projects, the CAAPs also contain activities, which focus on ensuring the systems that support community development and economic growth strategies are both functioning and sustainable. These systems include the socio and ecological systems such as the natural ecosystem, including water, rangeland and agricultural crop land. As part of the CAAP development process, governance mechanisms to ensure the best management for sustainability practices are employed. These include Peace Committees, which are established under the Natural Resource Management (NRM) component to leverage knowledge of factors of conflict (local capacities for Peace/Do No Harm) within and between communities and to undertake community dialogue to mitigate resource based conflicts which exacerbate the impact of the climatic shock.

In a bid to institutionalize the development plans and to ensure that the environment, including regulatory mechanisms is conducive to the development strategy, SomReP seeks to build the capacity of local, district and state-level government to participate in community-level disaster planning and create linkages for future alignment with higher level institutions.

## **Result 2: Improved capacity of individuals, households and communities to adhere to positive development trajectories, despite exposure to shocks and utilise strategies designed to allow adaptation to rapid and slow-onset hazards**

The approach taken to support activities under this result area builds on the previous interventions under Disaster Preparedness and Management and Planning but focuses more on establishing Sustainable Systems as Foundations to support Sustainable Livelihoods, both to enhance the mitigation of shocks and potential for income generation and productive livelihoods. Under the auspices of humanitarian aid delivery, SomReP works with communities to ensure that mechanisms are in place which can act as buffers to impending shocks and stressors which lessen the severity of recovery and focus on the ability to adapt to the effects of the hazard.

In order to build resilience, first a stable foundation of productive livelihood activities and assets needs to be established from which improvements can be made. To enable adaptive capacity, actions are needed to protect what people already have in the reality of the drought context, as a fundamental building block for their future.

#### **Disaster Preparedness/Management and Planning for Future Resilience to Shocks**

##### *Early Warning and Early Action Systems*

SomReP agencies will be able to cut the lead time between the warning of an impending drought and their response mechanisms, saving lives and mitigating the effects of a shock or hazard on the resilience of the communities in which the program operates<sup>49</sup>. Early Warning Systems (EWS) will monitor the performance of individual sectors and systems articulated in the SomReP Crisis Modifier to trigger early action. Early Warning Committees will (i) be trained on using appropriate food security and livelihoods monitoring tools, (ii) undertake regular surveillance of indicators; (iii) mentored to interpret data to support early actions; and (iv) share information via the online platform with relevant line ministries and FSNAU and FEWSNET to equip them with real-time information for decision support and improve coordination between organizations.

<sup>48</sup> An adaption of the DRC’s Community Driven Development (CDD) approach, which operates on the principles of transparency, participation, local empowerment and demand responsiveness, greater downward accountability and enhance local capacities/empowerment.

<sup>49</sup> Start Network: Early Warning, Early Action: A brief review of experiences and opportunities, December 2013

Response actions could include: (i) the community activates own community contingency resources; (ii) program revises existing projects activities to respond to shock; and/or (iii) the program taps Crisis Modifier Pool Funding mechanisms to inject new resources (CfW and UCT), which could result in an appeal for new funding from donors to respond to the shock.

### **Community Development Plans**

An in-depth understanding of community make-up (e.g. wealth ranking and group mapping) and socio-economic factors (e.g. gender dynamics vis-à-vis access livelihood and water resources) emanating from the GCVCA process will equip SomReP members with insights to develop communication strategies and Complaints Response Mechanisms (CRM) to ensure that marginalized categories participate in programs and have mechanisms to voice their opinions. Employing a Participatory Monitoring, Evaluation Reflection and Learning (PMERL)<sup>50</sup> approach invites inclusive dialogue and learning from all segments in society through community-level, periodic learning events. SomReP will continue to advocate for inclusion of vulnerable groups in decision-making bodies and provide them with skills and opportunities to take on leadership roles. Through the CAAP, communities identify and prioritize development projects which build their productive assets base and address key community needs, such as basic services, to better cope during times of stress and enhance future productivity.

Recognising that poor infrastructure and access to inputs remains a challenge in transforming opportunities into tangible benefits for affected communities<sup>51</sup>, SomReP will actively develop collaborative partnerships with others to meet needs identified in CAAPs. The program will link CAAPs to state/district level plans and promote them as a framework for planning, advocacy and coordination to create “Humanitarian/Development Hubs”- a mechanism for the establishment of social safety nets, including basic services and social protection mechanisms (see *Multi-Sector, Multi-Actors “Hub Approach”*). Village Savings Schemes and the Diaspora Fundraising Platform will be linked to the CAAPs, opening new resource streams to support community-identified development priorities.

## **Sustainable Systems as Foundations for Sustainable Livelihoods**

### **Sustainable Water Provision**

SomReP will develop strategies to allow systems to withstand future shocks; promote year-long access to water<sup>52</sup> and develop infrastructural support for agriculturally-led economic growth activities. This strategy will undertake the development of the water supply system through the construction of multi-use water systems and strengthen community management structures, employing Private Public Partnerships and Community Water Committees, to promote collective responsibility for sustainability. The program will undertake Environmental Impact Assessments (EIA) and invest in mechanisms which promote sustainable watershed exploitation (e.g. recharge through development of swales, contours, gabions, etc. to promote infiltration)<sup>53</sup>.

### **Inclusive Market Systems Development**

The strategies aimed at improving adaptive capacities for resilience building will focus on SomReP’s ‘PUSH’ (*see previous section*) activities at household and community levels, particularly targeting producers. SomReP will empower producers and poor households to overcome the existing constraints of limited skills, unfair trading practices, limited agronomic capacity, transaction costs, limited access to financial services, savings schemes, infrastructure barriers such irrigation, water and roads, and same time gender in decision-making and labour divisions.

The program will employ in tandem both ‘soft’ and ‘hard’<sup>54</sup> strategies to overcome inefficiencies at producer-level, such as establishing farmers’ groups and providing training on speaking, negotiation and marketing (soft skills), while developing infrastructure such as a meetings hall and grain storage facilities (hard assets). SomReP will improve the productivity potential of pastoralists, smallholder farmers and fisher folk through providing training on Good Agricultural Practices (GAP) and other techniques, conducting value chain assessments of high value crops, reducing post-harvest losses with improved storage and handling practices, and enhancing herd management practices with improved animal health to ensure sustainable agriculture production in intensive and extensive systems. To boost the productivity of existing livelihoods, the program will increase communities’ access to drought-tolerant agricultural inputs, veterinary services and improved animal feed.

One of the key features of a “push” strategy to support greater economic development, is to create a high-performing market system in which livelihoods and income generating opportunities are tertiary benefits, emanating from improved productivity. The majority of these opportunities are found in enterprises that spring up as the result of value-added to an agricultural product. SomReP will support groups to generate income from agricultural value chains beyond production and prepare women, youth and displacement-affected communities to take up new strategies by equipping them with skills, networks and strategies through Savings Schemes, TVET, Business Skills Development and Life Skills.

Savings Group Schemes will also be supported to act as both a buffer from future shocks (informal financial) and to support business development to meet basic needs and future growth potential. Households will be equipped with the skills, networks and financial mechanisms to support collective risk sharing for entry in formal market systems and the eventual participation in formal financial systems as well.

### **Sustainable Ecosystem Management**

Somalia’s land-based livelihoods systems are heavily dependent on the state of the natural ecosystem. To mitigate negative effects of hazards on agriculture (farming, livestock and fishery), SomReP will promote the development of Natural Resource Management (NRM) plans and techniques to improve soil and water quality, reduce erosion, increase water retention and enhance pest and disease control, including, for example, CfW reseeding and small-scale water management infrastructure and tree planting and pruning activities.

<sup>50</sup> <http://careclimatechange.org/tool-kits/pmerl/>

<sup>51</sup> Oxfam, 2014. Participatory Rural Appraisal of 14 Villages in Afgoye District

<sup>52</sup> SomReP Annual Resilience Measurement Report, September 2017: SIDA, SDC and DFAT

<sup>53</sup> DRC Permaculture Pilot Project Kakuma, Kenya- 2018

<sup>54</sup> Lessons learned from USAID LEO framework for a push/pull approach to inclusive market systems development

### *Governance and Policy*

To enhance the capacity for government to participate in the implementation and planning of agriculturally-led resilience, SomReP will provide direct support in the form of incentives, training and in-kind support to key line ministries such as the Ministries of Agriculture (MoA), Livestock (MoL), Planning and International Cooperation (MoPIC), and associated departments such as the National Environment Research

and Disaster Preparedness Authority (NERAD), and the Humanitarian Affairs Disaster Management Agency (HADMA). The program will provide early warning information from its Crisis Modifier System for decision support, and support evaluations, best-practice and lesson learnt to inform future government emergency plans and strategies for mitigation and recovery.

## Result 3: Improved capacity to engage in strategies for sustainable livelihoods and economic growth to enhance food security and resilience

The central focus of activities under this result area is to promote economic development. In order to do this, the performance to **Sustainable Systems as Foundations to support Sustainable Livelihoods** must be both enhanced and maintained. Development of agriculture and market systems is the main pathway in Somalia towards economic growth, along with ensuring the enabling policy and regulatory environment is conducive to engendering this growth and fosters enhanced opportunity.

### **Disaster Preparedness/Management and Planning for Future Resilience to Shocks**

#### *Early Warning and Early Action Systems*

In order to bring about transformational change, communities need to be able to consistently collect accurate data and be able to analyse the data so that it can inform mitigating response strategies for disaster preparedness and management and to offset the immediate effects of future post shock exposure. To that end, SomReP will continue to support beneficiaries in the surveillance of EWEA indicators and in the further development and refinement of previously established adaptive, data-informed planning instruments (SomReP's Crisis Modifier Early Action Menu, Community Contingency Plans, EWEA Plans) for pre-emptive and mitigating strategies. Information from EWS informs producers of impending shocks and stressors, allowing them to make risk-informed decisions to protect productive assets and ensure future productivity (e.g. farmer does not transplant seedlings to riverside due to pending flood and/or pastoralist destock in advance of severe drought conditions).

#### *Community Action & Adaptation Plans (CAAP)*

CAAP will at this stage be further refined to detail inclusive economic growth pathways and associated risk factors including the required enabling policy and regulatory environment. SomReP will facilitate an in-depth market assessment of high-value market chains to inform infrastructure priority investments to support market entry and participation (e.g. communal fodder storage, livestock mustering point, slaughterhouses, agri-vets, medium-sized value-addition investments, etc.). Based on the GCVCA, action plans refined to address socio-economic factors which hinder inclusive market system participation for certain group (identification of households to participate in TVET and IGA activities, etc.). Village Develop Committees equipped with skills and mechanisms to lead in the implementation of their own development actions (e.g. training of transparent tendering processes, district/state-level oversight/monitoring for development projects, inclusive feedback mechanism, etc.)

### **Sustainable Systems as Foundations for Sustainable Livelihoods**

#### *Sustainable Water Provision*

State and district level analysis of risk, socio-economic, conflict and environmental factors impacting sustainable water supply to inform planning and investment to support of inclusive economic growth. The program will pilot innovative water supply technologies and management mechanisms which enhance the sustainability of current and future systems to support agricultural production and domestic use.

#### *Inclusive Market Systems Development*

The main principles of a "push-pull" approach to inclusive market system development will be put into practice to achieve this result. These will include enhancing the capacity of smallholder farmers, pastoralists, women and youth and equipping them with skills to both improve at production enterprises and enhance competitiveness within high-impact value chains to exploit income-generating opportunities which arise for middle value chain actors; those enterprises which emanate from 'beyond production'.

Financial instruments will continue to evolve, and collective associations, such as Savings Groups and producer groups will be encouraged to form Business Councils, which can be leveraged to access larger amounts of credit and other banking services, allowing links to financial instruments for participation in formal market economy.

The program will continue to build the capacity of individuals and groups to strengthen production activities through Climate Smart Agriculture practices and techniques and skills for improving livestock productivity in selected value chains and exploit opportunities for middle chain actors beyond production. SomReP will undertake analysis of post-harvest loss reductions, disease control, processing and value addition and storage to enhance productivity and profitability. The program will undertake market analysis of agricultural products to find entry points into markets and trade. SomReP will promote the formalization of producer groups, such as collective associations and cooperatives, which act to distribute risk, through the creation of bye-laws. Belonging to a collective group will allow the most vulnerable to overcome barriers to market entry and improve their competitiveness.

To increase employment and entrepreneurship, SomReP will equip households and communities with skills and networks to participate in market activities both in and beyond agricultural production. The program will specifically train middle value chain actors with a focus on women, youth, and displacement-



affected households. The program will continue to employ a wide variety of “Push Strategies”, including capacity development through TVET, business skills development, life-skills training, support to IGAs, etc. and develop linkages between employers and potential employees. The program will equip entrepreneurs and producers groups to develop risk-informed business plans and take pro-active measures to mitigate the effects of shock which impact economic growth. SomReP will bring together groups of producers, private sector actors and government to establish Private Public Partnerships.

#### ***Sustainable Ecosystem Management***

To ensure that ecosystems have the capacity to sustainably support agriculturally-led economic growth and food security at scale, SomReP will promote tools and techniques which protect and leverage ecosystems and associated assets. Working with district and community level institutions to develop by-laws amongst producers and producer groups to sustainably leverage common pool resources, such as rangeland, irrigation canal systems, water points, etc. The

Consortium will continue to implement best practices for Rangeland Management (e.g. FMNR<sup>55</sup>) and techniques to improve soil and water quality, reduce erosion, increase water retention and enhance pest and disease control.

#### ***Governance and Policy***

To ensure positive transformational change, government stakeholders need to have the capacity to establish an enabling environment for resilience with appropriate regulatory frameworks and policies to sustain agriculturally-led inclusive economic growth activities. They need to be able to engage with systems, value chains, and regulatory frameworks. SomReP will provide technical capacity building for government stakeholders through training courses and promote their participation in assessments, monitoring of community projects, and PMERL events. Promote policy development on disaster preparedness and response. Promote dialogue through interactive forums to discuss risk and barriers to agriculturally-led economic growth.

## **Result 4: Transparent and accountable governance structures at community, district and national levels to ensure an enabling policy and regulatory environment for sustainable livelihoods and economic growth to enhance food security and resilience**

The anticipated results of program activities in this section are important in their contribution to the sustainability of interventions which contribute to increased resilience in livelihoods. Appropriate policies, regulatory frameworks and an enabling environment, in addition to the enhanced technical capacity of government and other human resources responsible for administering many of the facilitating frameworks for sectors such as agricultural production and trade, small business and enterprise development and middle value chain economic activities, for example, are essential to economic growth in Somalia. The early warning mechanisms which SomReP is developing under the auspices of Disaster Preparedness and Management need to be embedded in government drought management processes in order to ensure their relevance and efficacy. The same is true of the development plans being developed under planning for better resilience to shocks, and for both mechanisms to be effective, they must be developed in conjunction with government at the sub-national and national levels. Regulatory mechanisms which govern the level of function and maintenance of the Sustainable Systems which provide the Foundation for Sustainable Economic Growth need to be enabling and sustainable; government must have the technical capacity to facilitate these attributes.

#### **Disaster Preparedness and Management/Planning for better resilience to shocks**

##### ***Early Warning and Early Action Systems***

SomReP will partner with key government ministries (e.g. HADMA, NERAD, etc.) to provide secondments, training, consultants, equipment and development of regional level on-line dashboards to enhance the capacity of government to link local level data to state, national, international (e.g. FSNAU, FEWS NET) EW systems for decision support to trigger appeal and launch response. Contingency funds will be formalized, management capacities built, accountability mechanisms put in place so that institutions act on data emanating from own sources (e.g. diaspora co-financing platform, Saving Groups, and local contributions) and the monitoring of EWEA systems to mobilize response to predicted hazards.

##### ***Community Action & Adaptation Plans (CAAP)***

SomReP will continue to collaborate with others to equip, district and community-level institutions with knowledge and skills, and facilitate government participation, and linkages between different levels, in comprehensive and inclusive development planning processes to promote a Community Driven Resilience (CDR) approach. Government promotes and implements an inclusive model of CAAP development and implementation, including the guiding principles of transparency and accountability for informed strategic direction and decision-making analysis to catalyse market participation and agriculturally led economic growth.

<sup>55</sup> Farmer Managed Natural Resource Approach

## Sustainable Systems as Foundations for Sustainable Livelihoods

### *Water Supply Systems*

In collaboration with other stakeholders, SomReP will equip relevant government ministries with knowledge, skills and capacities and facilitate their participation to develop protocols, policies and frameworks to support an enabling regulatory environment (e.g. water infrastructure construction standards, ecosystems health, quality health standards) for the provision and management of inclusive and sustainable water systems.

### *Inclusive Market Systems*

SomReP will engage government in dialogue and advocacy to sensitize and create awareness among stakeholders to ensure that frameworks governing self-help savings group mechanisms enable the leveraging of formal and informal instruments both as safety nets and foundations for economic growth.

SomReP will support the equipping of government with skills, capacities and facilitate their participation in dialogue with producers and other stakeholders- including the private sector- to encourage the development of policies and regulatory frameworks in support of agriculture (crop, livestock, fisheries). These will address barriers, support investment and strengthen existing high-value agricultural market chains; and promote high productivity and profitability to leverage the potential for enhanced competitiveness of middle value chain and smallholder producers to expand their access to markets and trade.

The program will support government to develop an enabling and inclusive regulatory framework. This will guide

the establishment of appropriate programs and incentives schemes which will promote the development of the skills base (particularly for women, youth, and displacement affected communities) with standardized accreditation. It is envisioned that this will facilitate the entry of women, youth and IDP into the market as middle value chain actors for increased economic growth and food security.

### *Sustainable Ecosystem Management*

SomReP will support the equipping of relevant state and district line ministries with skills, capacities (exposure visits, guest speakers, visiting technical experts), and promote their engagement in the development of protocols, policies and frameworks to create an enabling regulatory environment which will protect and leverage ecosystems and associated assets. The aim of these policies is to ensure ecosystems have the capacity to sustainably support agriculturally-led economic growth and food security at scale.

### *Governance and Policy*

In collaboration with other stakeholders and using its knowledge and experience, SomReP will continue to facilitate/ support state and national government to lead the process of developing enabling and inclusive policies, regulatory frameworks, standards and protocols integral to support transparent and accountable systems to enhance resilience. This will be achieved through interactive forums and dialogue to discuss barriers to agriculturally-led economic growth and development which will be carried out at state, district, and community level and at national/international level through engagement in strategic processes (NDP, advocacy to donors at Capitals level, etc.)

## Result 5: Monitoring, Evaluation, Accountability & Learning systems in place, including a data management platform, which form the evidence base for informed decision support analysis and strategic programming with learning and research generated and shared among relevant stakeholders.

This result provides a support function to the four programming results areas previously described and focuses largely on the ability of the M&E technical unit to monitor the results of activities with respect to enhanced resilience in food security and coping capacity for the beneficiary population. The link between activities and impact needs to be monitored in order to understand whether or not the SomReP activities are effective and depending on this extent of this efficacy, modify the programming approach accordingly. While the evidence which emanates from annual measurement surveys and indicator tracking informs the programming approach, it also provides the base to formulate a research agenda, something which is critical to understanding potential anomalies that appear and other issues that arise at field level which require further in-depth exploration.

The primary purpose of research for SomRep is to ensure that the “Learning” in Monitoring, Evaluation & Learning feeds back into strategic project development and programming. The focus of research over the next few years will be to

develop a better understanding of the links between well-being outcomes, shocks and resilience capacities to develop better metrics and analytics.

One of the major advantages for SomRep with respect to research, is that the Consortium has assembled panel datasets over a 3-year period of project activities. Much of the research currently being carried out by SomRep is utilizing these quantitative datasets in conjunction with some qualitative data collection to further explore phenomenon such as positive deviance behaviour in project communities.

Although there has been considerable work on measurement and metrics, much still needs to be done in the field of M&E to adequately link investments to planned outcomes, in two key areas: 1) the identification of indicators which respond over different temporal scales to slow onset shocks and 2) a better understanding the significance of relationships between the well being of populations, shocks and hazards and the enhanced capacity to adapt to and absorb the effects

of these shocks on a sustained basis. It is only once the dynamics of these relationships are understood in terms of cause and effect and we have adequate data and analytics to monitor and measure impact as “resilience”, that we will be able to provide tools for decision support analysis designed to assist national governments, development partners and other agencies to better target their investments for improved impact. SomReP will continue its efforts to refine its ability to understand characteristic of vulnerability to inform strategic decision support (*Annex VII: Special Challenges with Resilience Measurement*)

### Somalia Resilience Innovation Lab (SomRIL)

Key to SomReP’s learning agenda is the identification, standardization and scaling of innovative best practices across its Consortium membership. SomReP aims to build on this tradition by hosting the Somalia Resilience Innovation Lab (SomRIL), an inter-agency collaborative platform where NGOs, private sector and government share specific challenges they face delivering humanitarian and resilience programming and identify innovative solutions which can be brought to scale.

SomRIL is part of the Global Response Innovation Lab partnership (GRIL). The Response Innovation Labs (RIL) support innovation in a humanitarian context, whereas the SomRIL employs innovation to assist in building the resilience of vulnerable populations; innovation which can be of use in

emergency, humanitarian and development contexts. SomRIL is a globally networked interagency partnership which brings together diverse actors such as businesses, local entrepreneurs, international academics, government and civil service, NGO workers and the local project population. SomRIL innovation support mechanisms include a coordination and collaboration function, a process to receive humanitarian challenges and help identify innovative solutions that are already proven elsewhere, and, with time, the provision of support to trial and test new and innovative programs in country.

SomRIL also builds and connects communities of innovators in-country wherever they are. SomRIL houses the MATCHMAKER, which is designed to match field challenges to innovations that are already proven globally. SomRIL provides connections, program models, business models and product links to other innovators and innovation hubs. SomRIL partners with international NGOs, academic institutions, governments, the private sector, local and international innovators, and affected populations to improve humanitarian innovation knowledge, skills and practice, ensuring approaches that are effective, resilience oriented, safe and empowering. The SRIL develops a culture that supports innovation when and where it’s needed while being open to change, embracing experimentation and learning from failure. As with the RILs, SomRIL mitigates risk by being grounded in evidence, informed by operational excellence, and led by humanitarian principles and ethics.



# Policy Framework and Linkages

## Governance and Capacity Building Strategy

SomReP's program design is already well-aligned to the Somali Federal Government development planning processes and state-level strategies. (*Annex III: Alignment with the Federal Government of Somalia's National Development Plan*).

At the regional/national level, engagement with respect to policy development will be managed by the SomReP Technical Unit, working with identified agencies with specialities in the resilience and productive sectors. District level activities will be focused on enabling and encouraging groups to manage resources (ecosystem, savings, knowledge, and information) as well as increase delivery of key services from present levels. Training activities will target specific areas which can either enhance or hinder resilience at community and household level based on appropriate capacity at the institutional level. These include community management, community-to-community relations, rangeland management, natural resource management, social inclusion, and conflict resolution. In line with these trainings, support will be provided to assist institutions in the technical provision of key services, as well as their management and monitoring of them.

Where service provision is required, SomReP will second staff from relevant ministries to be part of direct implementation of relevant project components, with technical and resource support provided by the SomReP agencies. This approach will allow for the identification of key government staff who can be "goal owners" for critical activities and will be provided targeted trainings and close monitoring and supervision as they implement these activities. The program will advocate to the Government to ensure, where possible, budgetary support is planned for to ensure the sustainability of these activities, especially with the anticipated increase in government

revenue under the Somali Compact<sup>56</sup>. Equally, the program will advocate to the Government to ensure sound plans, strategies and policies are in place to support the aims of the overall SomReP program.

Using the principles developed in World Vision's Community Voice in Action tool<sup>57</sup>, the program will link communities to local governments to allow their direct engagement and advocacy. Amongst both rural and urban communities (e.g. displaced groups). Amongst both rural and urban communities (e.g. displaced groups), Community Action and Adaptation Plans will form the foundation upon which IDPs and host communities will advocate for basic service provision and other development actions important for building resilience. Community-based Early Warning Committees will target government and NGOs to support response and recovery actions in the event of shock.

SomReP recognizes that some past capacity development efforts by NGOs may have had limited success due to the short durations of the humanitarian project these efforts were part of. SomReP will take full advantage of its multi-year program length to plan and implement phased activities aimed at building lasting capacity within these local government ministries and civil society structures. Also, as all the SomReP partners have existing programs within the districts they will be working in, these activities will be designed to complement existing programs, in order to increase the sustainability of the activities. Most importantly, SomReP acknowledges that fostering enabling conditions require a large-scale investment of decades rather than years, and will target its activities under this result to ensure integration and complementarity with other ongoing capacity building efforts by a range of stakeholders.

<sup>56</sup> The Federal Republic of Somalia: The Somali Compact.

<sup>57</sup> World Vision, Citizen Voice and Action: Guidance Notes, 2009



# **A Multi-Sector, Multi-Actor Area-Based Approach Strategy - “Humanitarian and Development Referral Hubs”**

While SomReP will continue to work in the same thematic focus areas during its first phase (2012 to 2018), it is also committed to ensure that multi-sector, multi-actor and multi-year resilience programming will be realized in each project location via support for the state and district governments to plan, and that plans will be coordinated and implemented together with all actors. Although SomReP will be directly implementing in sectors of Food Security & Livelihoods, water, and natural resources, its support to governance capacity to manage resilience programming will ensure that complementary programming in safety nets, education, health, nutrition and durable solution from other actors all work inside a common framework for district development, humanitarian response and resilience. To achieve these aims, the programme will first map the existing government and civil society structures at the district levels, their capacity, and linkages with other NGO and UN capacity development programmes.

SomReP will advocate and plan with other NGOs and UN to ensure layering of projects in SomReP locations. To promote sequencing, SomReP will work with other to develop referral pathways, identifying vulnerable HH in health, nutrition, and education programming implemented through others and enrolling them in SomReP livelihood diversification and food security interventions. Equally, SomReP will refer its recipients to health, education, nutritional safety nets, and IDP return projects of other stakeholders such as WFP, World Vision's Global Fund funded TB program, and ADRA's education/vocational training programs. SomReP's Multi-Sector, Multi-Actor Approach to Regional Service Hubs is directly contributing to the Social Protection Model of the Federal Government of Somalia. This social protection model focuses on service delivery, eligibility of "free" access to those who are identified as vulnerable, as well as a graduation process towards livelihoods, particularly in the rural areas.<sup>58</sup>

In order to cater for a beneficiary population with different requirements for assistance which span the spectrum from interventions designed to immediately offset the effects of a shock for extremely vulnerable populations to engendering economic opportunities and the provision of skills and training for a less vulnerable population, SomReP will assist in constructing "Regional Hubs for Recovery & Return". In addition to serving the SomReP beneficiary population, these Hubs will also incentivize the return of Internally Displaced Persons (IDPs) and provide a more sustainable solution for a return to livelihoods than the current unsustainable levels of cash, food and water assistance IDPs have been receiving. The Hubs concept builds on the local and Member State government framework which inform Community Action and Adaptation Plans (CAAPs) developed/updated in partnership with communities.

SomReP cannot do it alone and aim to develop collaborative arrangements with strategic partners to develop a roadmap towards a harmonized social safety net system for shock response and a future social protection systems<sup>59</sup>. The layering of services in regional rural towns will provide services to large hinterland of villages and farms. In addition to serving the SomReP beneficiary population, these services will also be available to the IDP population in districts of high displacement. These services are designed to provide the hinterland with an enabling environment for productive livelihoods and access to essential basic services.

- Strategically located water points for improved water access in Jilaal dry season
- Agricultural inputs for each returnee family for at least two seasons
- Cash for Work as temporary income support for farmers to sow their crops
- Primary Health Care services
- Primary education services
- Vocational training and job placement service for youth
- Safety nets (nutritional, food and cash) for most vulnerable households

SomReP and partners aim to ensure that in the places we work, the most vulnerable have access to scalable safety net services and that referral mechanism are in place to provide graduation options for those who are able to move up the economic ladder and improve household resilience.

These hubs will only function if different agencies leverage their comparative advantages for service provision. For example, the following table outlines the programming strategy for 2018 in the SWS and the responsibilities of different service providers and donors.

Key to the success of the Hubs is the referral mechanism. This mechanism is designed to ensure that the needs of populations with differing degrees of vulnerability to risk are being met with adequate provision in a timely manner. In the future, SomReP activities will focus more on increasing adaptive and transformational capacities of the population, in partnership with other agencies, while the SomReP members, the World Food Program and others will respond to the most immediate needs of the most vulnerable population following a shock with the provision of Unconditional Cash and Food Transfers, emergency Cash for Work programmes and targeted feeding programmes; the basic elements of a safety net program. Importantly, SomReP will retain its "Crisis Modifier" mechanism to protect resilience gains, support early recovery efforts- and under extreme shock- save lives and livelihoods.

In order for the referral mechanism to function effectively adequate monitoring and surveillance systems need to be in place to ensure that populations with differing needs are recognized and appropriately referred. SomReP's future strategy will focus on creating surveillance systems with appropriately designed thresholds which will indicate which activities are most suitable for the beneficiary population at a given time. Underpinning the surveillance systems will be a data management platform with harmonized datasets which will house the data for the beneficiary population's household profiles, disaggregated by a unique ID, ascribed to each beneficiary and household. SomReP will assist vulnerable households to get IDs to access basic services.

SomReP aims to build upon its existing governance strengthening efforts undertaken through the CAAP process by linking to (where they exist) and facilitating the development of district level plans. The program will support communities and government counterparts to map existing service provision and develop plans to advocate for and attract service providers to fill gaps in health, education, water and sanitation and social protection. The programme will undertake various systems assessments (market, socio-economic, ecosystem, water

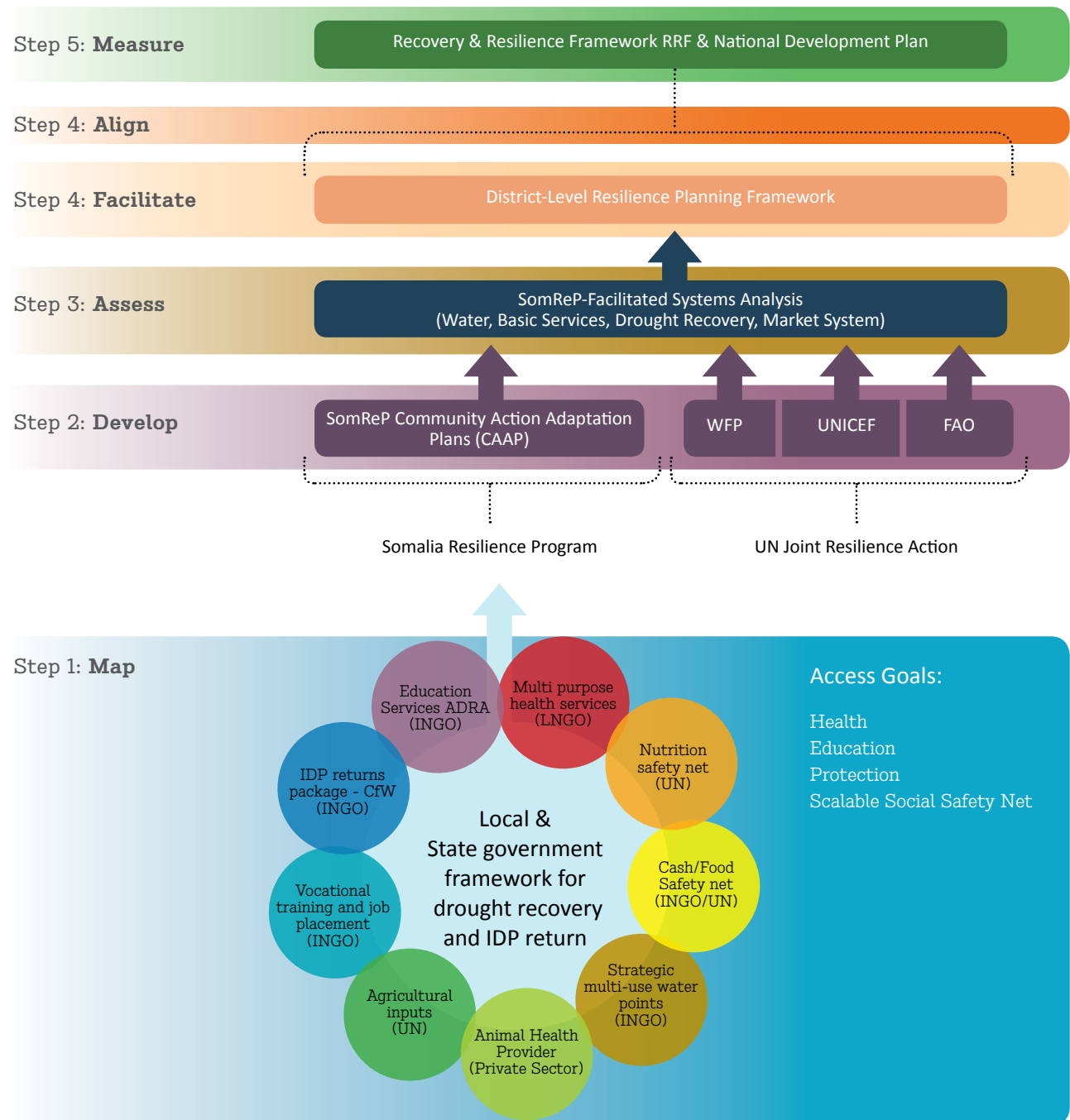
<sup>58</sup> Social Protection Policy - Consultation Workshop, Mogadishu, September 4th, 2018, Ministry of Labour and Social Affairs & Samuel Hall (funded by Government of Italy)

<sup>59</sup> Promoting Synergies between Humanitarian and Development Actions in Somalia, Draft, June 14, 2018

access, etc) to improve understanding of dynamics impacting the development of sustainable systems within districts and aid in district-level planning to address those challenges. SomReP will further develop collaborative agreements with key groups such as the UN Joint Resilience Action, to ensure a scalable

social safety net is established in SomReP locations. SomReP will also link the governance capacity development efforts underway through the UN and others, bringing the program's bottom-up approach to building community level institutions to inform and influence district and state level plans.

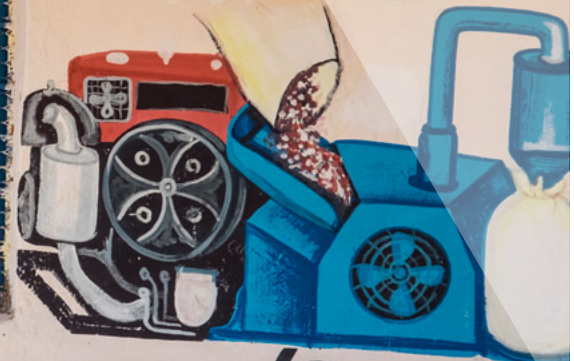
**Figure 7:** A Multi-Sector, Multi-Actor Area-Based Approach Strategy - "Humanitarian and Development Referral Hubs"





DANISH  
REFUGEE  
COUNCIL

  
SomReP



# Somalia Resilience Programme (SomReP)

Construction of Cereals Grinding Centre for Dollow Community

**DOLOW DISTRICT, GEDO REGION**  
PROJECT PERIOD: MARCH 2011

# Quality Assurance and Monitoring & Evaluation

## The Monitoring, Evaluation, Accountability and Learning (MEAL) Approach

World Vision is the Lead of the Consortium, hosts the Technical Unit (TU) and is responsible for DM&E, implementation and grants management. The Technical Unit is responsible for the identification, development, and mainstreaming of resilience technical approaches amongst implementing partners.

The Design, Monitoring, Evaluation & Knowledge Management Unit is comprised of M&E/KM Manager, GIS & IT Officer, field-based M&E Managers and Officers, manages a unified M&E system to monitor quality implementation, program progress and impact measurement and documentation. To date, the Consortium has embarked on unification of program logical framework ensuring this is implemented to track the uniform performance indicators set in the log frame, and to critically analyse progress toward agreed milestones throughout the life of the program. Context, process and result monitoring will be upheld and supported by the Consortium Technical Unit's technical advisors and M&E Manager through quarterly visits to randomly selected project areas to verify reported achievements and to support quality of program implementation. Progress monitoring against results milestones will be reported quarterly reflecting gender analysis, age group and location disaggregated data. This quantitative progress reporting will be supported by qualitative assessments of wider indirect impacts of program results on households, women and community relations.

The program will use a detailed monitoring plan that applies standard approaches and tools that are developed and adopted through the Technical Unit's M&E management, effective beneficiary accountability and use of technology for better and more accessible data.

**Community-led monitoring through PMERL:** Community level monitoring and feedback mechanisms play a key role in SomReP's monitoring system. The program employs a Community Driven Resilience (CDR) approach, placing the community at the forefront of design, implementation and monitoring their own development priorities. Central to this is the Participatory Monitoring Evaluation, Reflection and Learning (PMERL) methodology which periodically brings together diverse groups within communities to reflect on program delivery of the CAAP and actions undertake through the Crisis Modifier as part of the Early Action System. These reflection and learning events provide communities a forum to

voice their opinions regarding SomReP activities, often leading to important insights into how communities perceive the program's effectiveness and inclusivity. If and when inputs are distributed to recipients, an internal PDM (post distribution monitoring) will be undertaken to gauge the effectiveness and appropriateness of the inputs<sup>60</sup>. See Complaints Response (CRM) section for more details on feedback mechanism.

**Peer review learning:** As from 2014, a more holistic and cross departmental approach for peer review and monitoring was identified in order to ensure cross organisational learning. The new approach focuses not only on technical members of the peer review team but also includes M & E and Grants staff. This will result in more systemic capturing of learnings from the Consortiums 7 agencies that can be applied across the Consortium. A cross sectoral team made of TU members will undertake periodic joint monitoring of specific partners.

**Technical Unit oversight:** In addition to each implementing agency's rigorous internal monitoring systems, the Consortium's M&E Managers, Technical Advisors, and Grants Finance Manager will make quarterly visits to randomly selected project areas to verify reported achievements and to support quality of program implementation against result and outcome indicators, technical quality standards, accountability standards, and financial standards. Findings will be reviewed at the Technical Working Group (TWG) on a quarterly basis in the form of a program performance management dashboard, providing Consortium-wide accountability across implementation agencies and locations, and allowing operational or quality issues to be addressed early. A program performance dashboard will also be shared at the Consortium Steering Committee on a bi-annual basis.

**Context monitoring Unit** will be spearheaded by the M&E Managers in the Technical Units, liaising closely with members that have regular access to field-level information in their districts. Changes in context, whether related to weather, security, or other shocks, will inform and feed into the program's Early Action System and be coordinated closely with other humanitarian systems (e.g. FSNAU, FEWS NET). The speed and integrity of data will be enhanced through use of automated data collection GIS-enabled android devices where security allows and use of a central server-hosted repository (for real time information storage and queries).

## Monitoring in Restricted Access Locations

In many of the South-Central Somalia districts where SomReP operates, limited or irregular security access by senior or expatriate staff requires additional mitigation measures to ensure means of monitoring to ensure quality and accountability. The determination of "limited or irregular access" districts shall be made by the Steering Committee in consultation with the implementing agency and donors. Prior to starting implementation in these districts, SomReP agencies will commission an access study to assess security realities and key implementation risks. The findings will inform a detailed

risk management plan for operations in that location, to include rigorous and regular monitoring of performance indicators via additional means, including third party monitors. SomReP's monitoring and accountability practices for limited or irregular access locations are informed by member agencies' current policies and practices<sup>61</sup> as well as existing and recommended good practice outlined in the Humanitarian Innovation Fund's 2012 report by Tearfund on remotely managed projects.<sup>62</sup> The measures below may also be utilized in atypical access locations to enhance the rigor of monitoring.

<sup>60</sup> This is an internal monitoring practice of DRC which has shown to be good practice.

<sup>61</sup> DRC Monitoring and supervision in areas with restricted access for international staff. World Vision Somalia Summary of Partnering Process. Oxfam Remote Monitoring in Somalia.

<sup>62</sup> Tearfund 2012. "Monitoring and accountability practices for remotely managed projects implemented in volatile operating environments." Report supported by the Humanitarian Innovation Fund.

**Frequency of reporting:** SomReP agency experience in Somalia, as well as the Tearfund study<sup>63</sup>, finds that frequent and face to face progress review meetings, as well as ad hoc project meetings via Skype technology, is critical for underpinning the monitoring system in restricted access locations. Field-based SomReP Operational focal points meet regularly with implementing partners, ensuring risk and performance challenges are quickly identified and addressed.

**Frequency and rigor of monitoring:** In addition to regular program monitoring by field staff, quarterly verification missions will be undertaken by senior staff/operational focal points in each implementing agency, or by external third-party monitors should access be restricted.

**Third party monitoring:** External third-party monitors will be commissioned and used every six months to independently verify program progress. This would be in addition to any donor-funded and donor-required third party monitoring conducted in program areas.

**Complaints Response Mechanism:** Implementing members' existing feedback mechanisms will be complemented through the establishment of a SomReP feedback system- this is particularly true in areas of reduced and irregular access. SomReP will engage a third-party CRM service provider to

manage the system and provide regular reports to field-level M&E and the TU leadership. SomReP target communities will be invited to share their opinions, suggestions, inquiries, aspirations, complaints and comments regarding program quality, implementation, monitoring and evaluations, management of resources through a confidential medium (SMS and voice calls). The feedback is received in the mapping platform where it is categorized and tagged to gender, age, location and nature of feedback. The feedback is shared through a partner portal website to SomReP TU and to implementing partners who are invited to provide responses and address issues. In a country where literacy rates are still very low- it is important to have multiple communication channels available for recipients. SomReP member agencies have found randomized calls to recipients as an effective means of soliciting feedback and mobilizing communities<sup>64</sup>. SomReP's third-party CRM provider will send targeted voice messages (IVR) to recipients to solicit feedback directly and inform them of key events in the program (initiation of emergency response activities.)

**Geo-tagged photographs:** Photos depicting project activities will be requested from local partners or implementing staff, and where security allows, be geo-tagged with GPS locations to prevent misrepresentation of accomplishments.

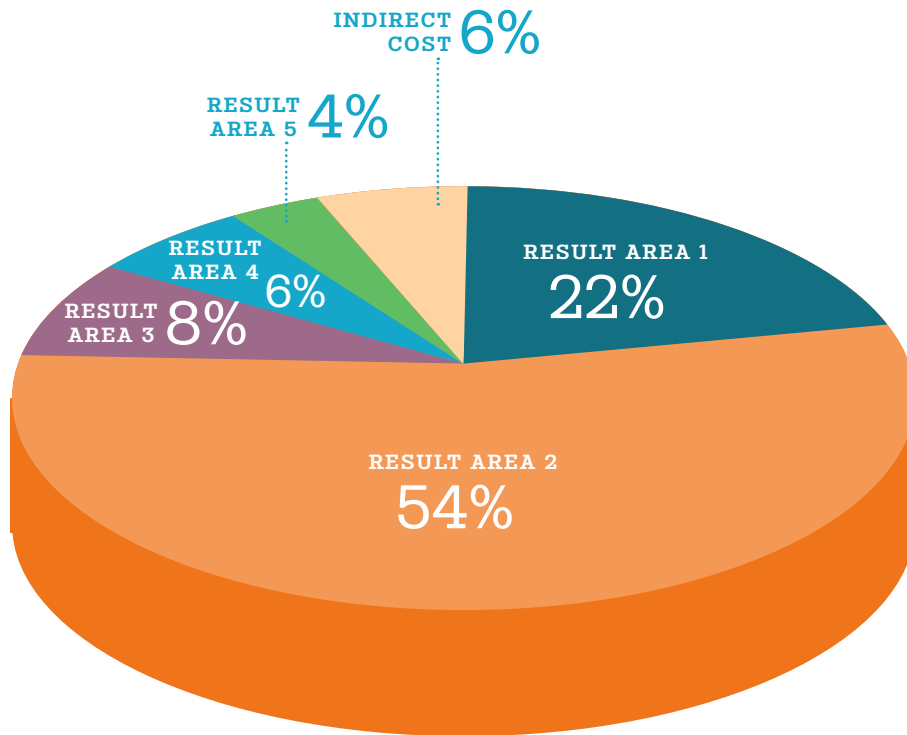
<sup>63</sup> Ibid, page 40-41.

<sup>64</sup> Direct phone outreach to beneficiaries has been found effective in Oxfam and DRC projects in Somalia, among other partners. Oxfam found in 2010 baseline surveys in Somalia that over 50% of sampled households owned a mobile phone.



# Cost of Program

COST PER RESULT AREA				
Result Area	Cost Per HH (USD)	%	Grand Cost (USD)	Cost Per Annum (USD)
Result Area 1	300	22	23 919 750,00	4 783 950,00
Result Area 2	732	54	58 364 190,00	11 672 838,00
Result Area 3	110	8	8 770 575,00	1 754 115,00
Result Area 4	88	6	7 016 460,00	1 403 292,00
Result area 5	48	4	3 827 160,00	765 432,00
Indirect Cost	89	7	7 096 192,50	1 419 238,50
<b>Grand Total</b>	<b>1 367,00</b>	<b>100%</b>	<b>108 994 327,50</b>	<b>21 798 865,50</b>







# Annexes

# Annex I: The SomReP Strategy Matrix

AID DELIVERY CATEGORIZATION: **Emergency**

RESILIENCE CAPACITY: **Absorptive**

RESULT AREA: **1** Improved capacity of HHs to implement effective disaster risk management and positive coping strategies to mitigate the immediate and future effects of exposure to shock

## Immediate Recovery Post-shock exposure

SPECIFIC PROGRAMMING FOCUS: Provision of means/tools/strategies to support recovery



Implementation of Crisis Modifier



- CFW
- Water Trucking
- VSLA

- NFI Distribution
- Emergency Destocking
- UCT



Beneficiaries equipped with capacity to address immediate recovery needs post-shock exposure

## Disaster Preparedness and Management/Planning for better resilience to shocks

SPECIFIC PROGRAMMING FOCUS: Early Warning and Early Action Planning



EWEA Plans



- VDC
- EWEAC



Vulnerable households and communities linked to Early Warning and Early Action Systems

SPECIFIC PROGRAMMING FOCUS: Development of and Support to Community Action Adaptation Plans



CAAP



- GCVCA
- CBDRM
- Peace-building Committees and Strategies
- NRM and Resource Allocation Strategies



VSLA



Contingency Fund and Networks



Funding Mechanism



Diaspora Co-funding Mechanism



Vulnerable households and communities supported to develop contingency resources and adaptation planning

## Sustainable Systems as Foundations to support Sustainable Livelihoods

SPECIFIC PROGRAMMING FOCUS: Sustainable Water Systems



Water Supply Systems



CFW



Systems functioning adequately to support recovery through income-generation

SPECIFIC PROGRAMMING FOCUS: Inclusive Market Systems



Financial instruments



VSLAs



Households and communities contribute to self-help mechanism as the foundation for participation in formal financial systems



Practices for improving crop agricultural productivity in intensive systems



- Farmer Field Schools
- Climate Smart Agriculture practices and techniques
- Cooperatives, Collectives and Associations
- Leveraging existing value chains for immediate food security

- CFW for additional land clearance
- Seeds and Tools Provision (FAO)



Households and communities start improvements on agricultural yields to ensure food security and lay the foundation for future agriculturally-led economic growth



Practices for improving livestock agricultural productivity in intensive systems



- Livestock Productivity
- Herd Management
- Livestock Health (including CAHWs - employing a Private Service Provider approach)



Practices for improving livestock agricultural productivity in extensive systems



- Livestock Health (vaccination and immediate disease treatment)
- CFW for additional land clearance (prosopsis)
- Livestock Productivity
- Climate-smart agriculture
- Herd Management



Community and households protect and leverage productive assets post-shock exposure



Strategies to enhance potential for increased employment and entrepreneurship



- TVET
- Business Skills Development
- Youth Employment

- Women's Economic Empowerment
- Life Skills Development (PD/HEARTH)

SPECIFIC PROGRAMMING FOCUS: Sustainable Ecosystem Management



Best Practice for Rangeland Management (resources for extensive production systems)



CFW for Erosion Control, gully and gabion rehabilitation



Community leverages productive assets post-shock exposure



Best Practice for Intensive Crop Production Systems



Water Ecosystem

SPECIFIC PROGRAMMING FOCUS: Governance and Policy



Technical Capacity Building for Government



Support to HDMA, NADFOR, Min of Ag, Min of Livestock to ensure alignment of disaster preparedness plans and future asset production strategies



Vulnerable households and communities supported to develop contingency resources and adaptation planning



Support to policy on disaster preparedness and response












Development of Drought Recovery Plans - assessment post shock, future mitigation strategies









**RESULT AREA: 2** Improved capacity of individuals, HHs and communities to adhere to positive development trajectories, despite exposure to shocks and utilize strategies designed to allow adaptation to rapid and slow-onset hazards

 <b>EWEA Plans</b>	 <ul style="list-style-type: none"> <li>SomReP Crisis Modifier Early Action Menu</li> <li>Community Contingency Plans</li> <li>Community Surveillance of Early Warning Early Action Indicators (precipitation, rangeland condition, commodity, market and price volatility, social protection)</li> </ul>	 Collective action prescribed under the EWEA Plans undertaken by communities to better cope and absorb the effects of cyclical shock exposure
 <b>CAAP</b>	 <ul style="list-style-type: none"> <li>Prioritization of Infrastructure Development Projects</li> <li>Inclusive Community Decision-making</li> <li>Peace-building Committees and Strategies</li> <li>NRM and Resource Allocation Strategies</li> </ul>	 Collective action to leverage existing productive assets and collective savings, and put in place infrastructure for better coping and enhance future productivity
 <b>VSLA</b>	 Savings Mechanisms established using a Private Service Provider approach	
 <b>Funding Mechanism</b>	 <ul style="list-style-type: none"> <li>Developing and disseminating promotional material highlighting Infrastructural development plans</li> <li>Awareness raising, campaigns targeting diaspora, potential funding mapping</li> </ul>	 Strategies and mechanisms in place to both protect and develop productive community assets for better coping and enhance future productivity

 <b>Water Supply Systems</b>	 <ul style="list-style-type: none"> <li>CWCs (management of water resource to ensure sustainable supply - revenue from water, allocation of collective responsibility for sustainability)</li> <li>Multi-use water systems, PPPs</li> <li>Assessments to determine demand to support food security and economic growth strategies</li> </ul>	 Systems equipped to enhance potential to withstand future shocks and develop productive and ecologically sound infrastructure for sustainable food security and economic growth
 <b>Financial instruments</b>	 VSLAs	 Households equipped with skills, networks and financial mechanisms to support collective risk sharing for entry in formal market systems
 <b>Practices for improving crop agricultural productivity in intensive systems</b>	 <ul style="list-style-type: none"> <li>Techniques and tools to improve agricultural crop productivity (Farmer Field Schools, GAP, fertilizer, input management, sack garden, exchange visits, storage for use during drought, etc.)</li> <li>Climate Smart Agriculture practices and techniques (demo plots of drought-tolerant seed varieties with CIAT, remote sensing tools, geo-spatial mapping, Evergreen (ICRAF))</li> <li>Cooperatives, Collectives and Associations</li> <li>Potential high-impact value chain assessment</li> <li>BCC for market absorption and HH consumption</li> </ul>	 Strategies to enhance HH food security and to establish collective risk sharing mechanisms to permit inclusive formal market entry and participation
 <b>Practices for improving livestock agricultural productivity in intensive systems</b>	 <ul style="list-style-type: none"> <li>Techniques and Skills for improving livestock productivity</li> <li>Herd Management</li> <li>Livestock Health</li> </ul>	
 <b>Practices for improving livestock agricultural productivity in extensive systems</b>	 <ul style="list-style-type: none"> <li>Livestock Productivity</li> <li>Climate-smart Agriculture (CSA)</li> <li>Herd Management (breeding stock, selection for fewer high quality animals)</li> <li>Livestock Health (vaccination and immediate disease treatment)</li> </ul>	
 <b>Strategies to enhance potential for increased employment and entrepreneurship</b>	 <ul style="list-style-type: none"> <li>TVET</li> <li>Business Skills Development</li> <li>Youth Employment</li> <li>Women's Economic Empowerment</li> <li>Life Skills Development</li> </ul>	 <ul style="list-style-type: none"> <li>Business Skills for durable solutions for displacement-affected communities (women and youth)</li> <li>Agri-business</li> <li>Formation of PPPs</li> </ul>

 <b>Best Practice for Rangeland Management (resources for extensive production systems)</b>	 CFW rangeland reseedling, rangeland management plans, committees	 Ecosystems have the capacity to sustainably support agriculturally-led economic growth and food security
 <b>Best Practice for Intensive Crop Production Systems</b>	 Techniques to improve soil and water quality, reduce erosion, increase water retention and enhance pest and disease control	
 <b>Water Ecosystem</b>	 CFW treeplanting	

 <b>Technical Capacity Building for Government</b>	 Incentives (salaries, per diems, training, petrol, equipment, in kind support), Training of Trainers	 Government has the capacity to participate in and contribute substantially to development planning processes and the provision of basic services in support of informed policy formulation and enhanced resilience
 <b>Support to policy on disaster preparedness and response</b>	 Evaluation of performance, best practices, lessons learned	 Better mitigation and recovery strategies developed to absorb impact of acute effects of shock exposure

RESULT AREA: **3** Improved capacity to engage in strategies for sustainable livelihoods and economic growth to enhance food security and resilience

## Disaster Preparedness and Management/Planning for better resilience to shocks

SPECIFIC PROGRAMMING FOCUS:  
**Early Warning and Early Action Planning**



**EWEA Plans**



- SomReP Crisis Modifier Early Action Menu
- Community Contingency Plans
- Community Surveillance of Early Warning Early Action Indicators



Consistent collection of accurate data and analysis to inform risk profile (including indicators) and associated mitigative response

SPECIFIC PROGRAMMING FOCUS:  
**Development of and Support to Community Action Adaptation Plans**



**CAAP**



Analysis of socio-economic factors associated with inclusive market system participation for agriculturally-led economic growth



Comprehensive development plan which reflects in detail mechanisms to ensure transparency and accountability, the economic growth pathways, and associated risk factors including the required enabling policy and regulatory environment



**VSLA**



**Funding Mechanism**

## Sustainable Systems as Foundations to support Sustainable Livelihoods

SPECIFIC PROGRAMMING FOCUS:  
**Sustainable Water Systems**



**Water Supply Systems**



- Multi-use water systems
- Innovation for sustainable water supply
- Analysis of risk factors, socio-economic and environmental implications



Water systems have the capacity to sustainably support agriculturally led economic growth strategies realizing impact through scale

SPECIFIC PROGRAMMING FOCUS:  
**Inclusive Market Systems**



**Financial Instruments**



Formal financial instruments (access to credit, loans, insurance)



Collective associations accessing formal financial instruments (e.g., opening a bank account, taking out insurance etc) participation in formal financial systems



**Practices for improving crop agricultural productivity in intensive systems**



- Analysis of post-harvest loss reduction, disease control, processing and value-added, storage
- Climate Smart Agriculture practices and techniques (application of drought-resistant/climate change mitigation techniques at scale)
- Bye-laws, formalization of collective associations, cooperatives
- Value chain analysis of high-impact crops (competitiveness, entry points for middle value chain actors)



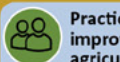
Strengthened, inclusive agriculture systems that are productive and profitable with expanded access to markets and trade



**Practices for improving livestock agricultural productivity and trade in intensive systems**



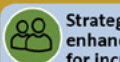
- Techniques and Skills for improving livestock productivity
- Herd Management
- Livestock Health



**Practices for improving livestock agricultural productivity and trade in extensive systems**



- Livestock Productivity
- Climate-smart Agriculture (CSA)
- Herd Management (breeding stock, selection for fewer high quality animals)
- Livestock Health (vaccination and disease treatment and prevention)



**Strategies to enhance potential for increased employment and entrepreneurship**



- TVET
- Business Skills Development
- Youth Employment
- Women's Economic Empowerment
- Life Skills Development
- Business Skills for durable solutions for displacement-affected communities (women and youth)
- Agri-business
- Formation of PPPs



Increased employment and entrepreneurship

SPECIFIC PROGRAMMING FOCUS:  
**Sustainable Ecosystem Management**



**Best Practice for Rangeland Management (resources for extensive production systems)**



Investment in management for sustainability, ecosystem services, FMNR



**Best Practice for Intensive Crop Production Systems**



Techniques to improve soil and water quality, reduce erosion, increase water retention and enhance pest and disease control



**Water Ecosystem**



Ecosystems have the capacity to sustainably support agriculturally led economic growth and food security at scale

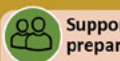
SPECIFIC PROGRAMMING FOCUS:  
**Governance and Policy**



**Technical Capacity Building for Government**



Training courses



**Support to policy on disaster preparedness and response**



Interactive forums and dialogue to discuss barriers to agriculturally-led economic growth and development



Government has the capacity to engage in establishing of an enabling environment with appropriate regulatory frameworks and policies to sustain agriculturally-led economic growth activities

RESULT AREA: **4**

Transparent and accountable governance structures at community, district and national levels to ensure an enabling policy and regulatory environment for sustainable livelihoods and economic growth to enhance food security and resilience

**EWEA Plans** (Programmes) • SomReP Crisis Modifier Early Action Menu  
• Community Contingency Plans  
• Community Surveillance of Early Warning Early Action Indicators (Tools or Methodologies)

Government and associated institutions act on data emanating from own sources and the monitoring of EWEA systems to mobilize response to predicted hazards (Intermediate Results)

**CAAP** (Programmes) Analysis of socio-economic factors associated with inclusive market system participation for agriculturally-led economic growth (Tools or Methodologies)

Government promotes and implements model of CAAP development and implementation, including the guiding principles of transparency and accountability (Intermediate Results)

**VSLA** (Programmes) **Funding Mechanism** (Tools or Methodologies)

**Water Supply Systems** (Programmes) • Multi-use water systems  
• Innovation for sustainable water supply  
• Analysis of risk factors, socio-economic and environmental implications (Tools or Methodologies)

Government at state level is involved in the development of planning and institutionalization of policies and frameworks for inclusive and sustainable water systems and system standards, including infrastructure, health and safety, quality assurance and ecosystem health. (Intermediate Results)

**Financial Instruments** (Programmes) VSLAs (Tools or Methodologies)

Households equipped with skills, networks and financial mechanisms to support collective risk sharing for entry in formal market systems (Intermediate Results)

**Practices for improving crop agricultural productivity in intensive systems** (Programmes) • Analysis of post-harvest loss reduction, disease control, processing and value-added, storage  
• Climate Smart Agriculture practices and techniques (application of drought-resistant/ climate change mitigation techniques at scale)  
• By-laws, formalization of collective associations, cooperatives  
• Value chain analysis of high-impact crops (competitiveness, entry points for middle value chain actors) (Tools or Methodologies)

Policies, enabling regulatory and environmental frameworks in place to ensure the development of strengthened, inclusive agriculture systems that are productive and profitable with expanded access to markets and trade (Intermediate Results)

**Practices for improving livestock agricultural productivity and trade in intensive systems** (Programmes) • Techniques and Skills for improving livestock productivity and trade  
• Herd Management  
• Livestock Health (Tools or Methodologies)

**Practices for improving livestock agricultural productivity and trade in extensive systems** (Programmes) • Techniques and Skills for improving livestock productivity and trade  
• Climate-smart Agriculture (CSA)  
• Herd Management (breeding stock, selection for fewer high quality animals)  
• Livestock Health (vaccination and disease treatment and prevention) (Tools or Methodologies)

**Strategies to enhance potential for increased employment and entrepreneurship** (Programmes) • TVET  
• Business Skills Development  
• Youth Employment  
• Women's Economic Empowerment  
• Life Skills Development (Tools or Methodologies)

• Business Skills for durable solutions for displacement-affected communities (women and youth)  
• Agri-business  
• Formation of PPPs (Tools or Methodologies)

Appropriate government programmes, incentives, schemes in place to ensure the development of a skills base with standardized accreditation (particularly for women and youth) that facilitates income generating activities such as those in middle value chains (processing, manufacturing, transportation) for increased economic growth and food security (Intermediate Results)

**Best Practice for Rangeland Management (resources for extensive production systems)** (Programmes) Investment in management for sustainability, ecosystem services, FMNR (Tools or Methodologies)

**Best Practice for Intensive Crop Production Systems** (Programmes) Techniques to improve soil and water quality, reduce erosion, increase water retention and enhance pest and disease control (Tools or Methodologies)

Policies, enabling regulatory and environmental frameworks in place to ensure ecosystems have the capacity to sustainably support agriculturally-led economic growth and food security at scale (Intermediate Results)

**Water Ecosystem** (Programmes)

**Technical Capacity Building for Government** (Programmes) Training courses (Tools or Methodologies)

Government leads the process of developing enabling and inclusive policies, regulatory frameworks, standards and protocols integral to support systems to enhance resilience (Intermediate Results)

**Support to policy on disaster preparedness and response** (Programmes) Interactive forums and dialogue to discuss barriers to agriculturally-led economic growth and development (Tools or Methodologies)

# Annex II: The SomReP Targeting Strategy 2018

To build resilience, communities must have access to range of different livelihood activities and basic services. SomReP's geographic footprint is guided by the intent of its members to make long term, multi-sectoral investments within specific districts. The programme's emphasis on building the three resilient capacities of absorptive, adaptive and transformative and its ability to deploy its Crisis Modifier mechanism during shocks makes it relevant in emergency, early recovery and development settings.

SomReP and its members intend to reach the most marginalized and vulnerable groups continues to drive the programme to expand its geographic footprint into newly accessible locations in southern Somalia and hard-to-reach locations in the north<sup>65</sup>. At present, SomReP is operational in 22 districts. The 2019 to 2023 strategy envisions expansion into two new districts in northern Somalia and three districts in southern Somalia while sustaining its current footprint. The program will primarily focus on rural areas but will include some peri-urban and urban locations, especially where there are strong rural to urban linkages and scope for the program to strengthen

rural household's capacity to develop on-farm and off farm income streams, and where the program can promote Durable Solutions for those residing in peri-urban environments, especially amongst displaced women and youth. Rural families with access to on-farm and off-farm income streams- through remittances- have proven more resilience during drought crisis. SomReP's presence in villages in the hinterland of larger peri-urban and urban locations, positions the programme to prevent irregular migration, and create conditions in locations of displacement to catalyse voluntary and dignified return for recently displacement affected groups. Building resilience requires and multi-sector and multi-actor approach and SomReP members will intentionally layer and sequence complementary health, nutrition, WASH, governance and shelter projects in the programme's locations to enhance resilience impact. Moreover, SomReP members will proactively seek collaborative partnerships to create referral pathways with other NGOs and UN actors to link SomReP communities to basic services and ensure a scalable social safety net is in place in the event of humanitarian emergency.

## Geographic Targeting

SomReP, through its member organizations, has the potential to implement its programme in most locations throughout Somalia. The programme will leverage its members' existing and historic relationships and on-going complementary, multi-sectoral programming as a base to establish long-term resilience initiatives whenever resources become available and wherever access permits.

The following principles guides geographic targeting:

- **Fragility:** Districts which have historically experienced recurrent swings between IPC classification Phase 2 (Stressed) and Phase 3 (Stressed)/Phase 4 (Emergency)<sup>65</sup> and supported by member's own assessment, validated by 2013 programme baseline;
- **Need:** Long-isolated, marginalized locations in Phase 3 and above to support drought recovery and stability;
- **Members' current and historic operational prescience:** Understanding local community dynamics and having

existing and/or historic ties is important for establishing long-term programming. SomReP will consider expansion when members have operational bases, access (air/transport), capacity to implement and monitor projects, and intent to build long-term programmes;

- **Security:** Current and anticipated accessibility by senior staff due to security, e.g. managers and coordinators (whether or not a remote programming model is used) and political stability. Security and access assessments will guide the establishment of programmes and inform operational modalities while regular context monitoring will continuously validate feasibility of programme's prescience;

The criteria selected by the SomReP Consortium for prioritizing areas of implementation will ensure that agencies can monitor implementation and assure accountability, monitoring, and evaluation.

<sup>65</sup> A critical underlying aspect of vulnerability is that minority clans and Bantu populations in the inter-riverine and riverine area have become marginalised, and therefore undergo less urbanization, migration, education, and diasporic dispersal over time, compared to the major clans in Somalia. Daniel Maxwell and Nisar Majid (2014). *Another Humanitarian Crisis in Somalia? Learning from the 2011 Famine*. Feinstein International Center, Tufts University: Medford, USA.

<sup>66</sup> Food and Nutrition Insecurity in Somalia (2007-2014), WFP, Somalia, 2014

## Village and Group-Level Targeting

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Drawing on the collective experiences of its members and lessons learnt from the Food Security Cluster Community Based Targeting guidelines 2018, SomReP employs an Inclusive Community Based Targeting approach. To reach the most vulnerable groups, a deep understanding of community make-up and dynamics is important to ensure inclusive participation in programmes by all. SomReP members will undertake a detailed stakeholder mapping to understand socio-political factors and determine to what extent they will engage with district-level authorities when selecting villages<sup>67</sup>. The cluster approach will be used during the start-up phase of implementation, with activities launched in one or two sites, and later expanded to other target villages. During the GCVCA process, SomReP is able to expand its Do No Harm assessment beyond targeted villages to neighbouring non-targeted villages to better understand drivers of peace, conflict and exclusion and thus equip Consortium members with knowledge of the socio-political context to support the inclusive expansion of Crisis Modifier to non-targeted villages in the event of humanitarian emergency to mitigate stress migration to targeted villages and reduce stressor during times of crisis.

This approach will allow SomReP members to:

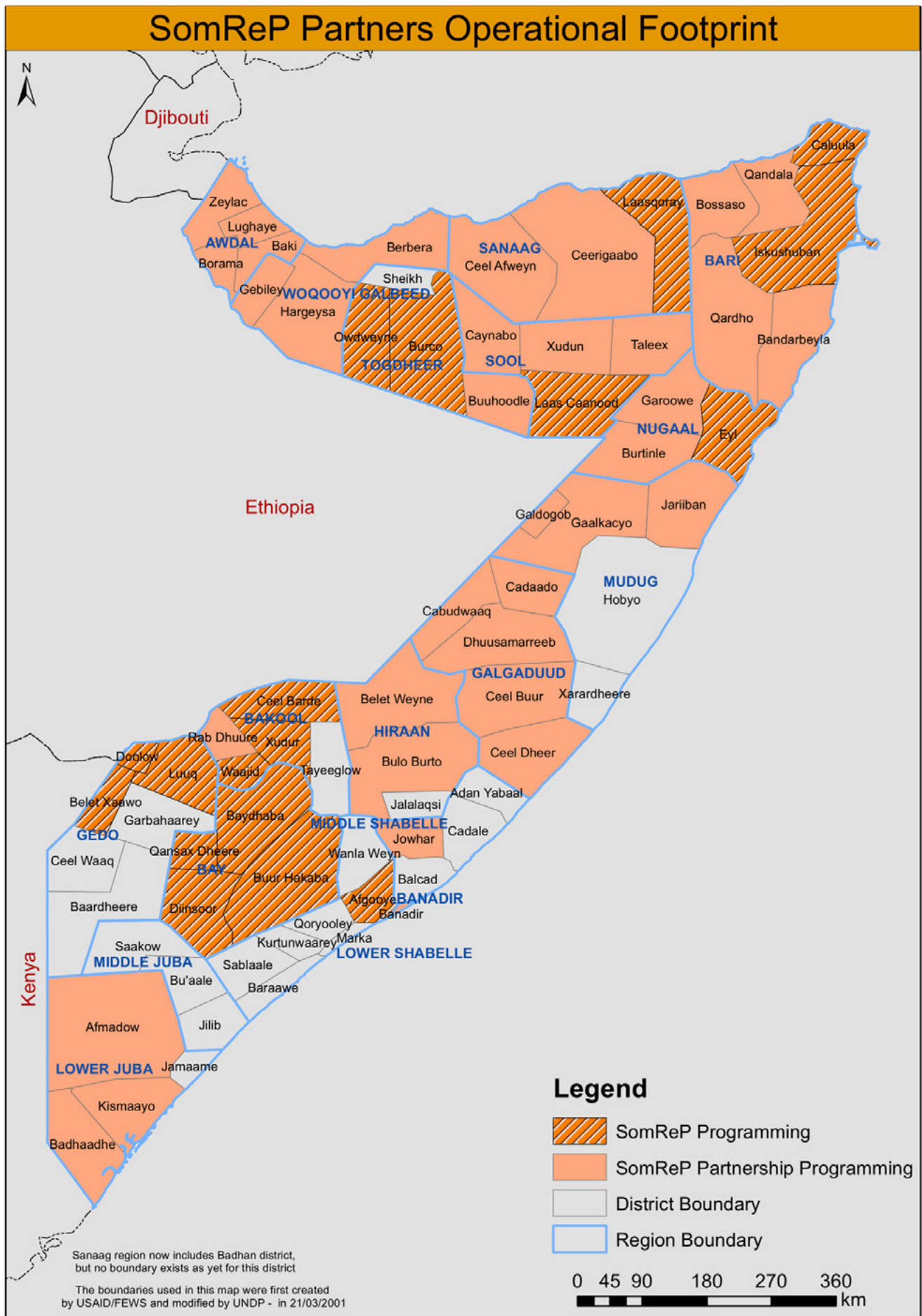
- Better manage the guidance, coordination and supervision of programme activities;
- Rapidly expand the programme's successful aspects from start-up villages to adjacent villages (even non-targeted villages in times of humanitarian emergency);
- Facilitate provision of input supply, processing, marketing points and facilities, as well as other services;
- Help production groups in close proximity for greater bargaining power/economies of scale.

The program will consider an appropriate mix of agro-pastoralists, pastoralists, fisher folks and peri-urban at group targeting stage and site selection phase, using the following criteria: (i) percentage of chronically vulnerable, especially amongst pastoralists, (ii) presence of other complementary interventions, and (iii) overall security and access considerations.

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<sup>67</sup> Food Security Cluster Somalia, Community Dynamics Section, Community Based Targeting Guidelines, 2018.





## Target Groups and Profiles

The SomReP programme targets two traditional livelihood sectors that are particularly vulnerable and central to Somali household survival—pastoral and agro-pastoral. A third target group, the peri-urban poor, is a sub-stratum of Somalia's growing urban population, and these households face particular livelihood vulnerability given their high propensity to be internally displaced households, female-headed households, or youth with few employment prospects. By building resilience in livestock and farm related livelihoods, SomReP also aims to keep more households—particularly female-headed households which tend to be most vulnerable—engaged in their productive livelihoods during dry seasons and periods of drought, and reduce the numbers migrating to peri-urban areas to seek alternative livelihoods. In peri-urban/ and urban locations, SomReP promotes adaptive capacities through livelihood diversification activities, such as vocational and business training and access formal and informal savings and credit mechanisms.

**Pastoralism** is found throughout areas of rural Somalia but predominantly in the arid lands of northern and central Somalia, as well as along the Ethiopian and Kenyan borders. The livestock sector is the largest contributor to Somali livelihoods with more than 60% of the population being pastoralists. Despite periodic interruptions of export due to droughts and international bans related to livestock diseases (e.g. the ban imposed by Saudi Arabia in 2000), livestock exports continue to be the largest traded commodity for Somalia. Livestock is shipped to various countries in the Arabian Peninsula, and trekked or transported to markets in Kenya, Djibouti, and Ethiopia. Furthermore, livestock is a key local consumption commodity for household food security. In general pastoralists derive the majority of their food needs from the purchase of cereals, sugar, and oil. Milk and milk products comprise a significant additional food source. Income is mainly obtained from the sale of livestock and livestock products. Poorer wealth groups, with their smaller herd sizes, obtain a significant amount of food/income from activities such as petty trade, bush-product collection and casual labour<sup>68</sup>. Intra-community gifts to the poor, such as lactating livestock, food and cash, are also common.

The long, dry *Jilaal* season is usually the most difficult time for pastoralists and their animals, when energy needs are high (during the search for water and pasture), and milk production and livestock prices low. In general, pastoralists have been considered the least vulnerable to food insecurity over recent years due to a combination of political and natural circumstances, including the politico-military strength of the pastoralist clans and the mobility of their livestock-based assets. These generally positive trends have been interrupted by drought conditions and two bans on livestock imports from Somalia in recent years.

Factors undermining pastoral livelihoods include: restricted grazing mobility due to insecurity; population expansion; sedentarisation efforts; lack, and breakdown of, traditional (or other) pastoral environmental management systems; poor livestock health care systems in an unregulated drug market; conflict-induced asset depletion, increasing commercial and communal debt; poor terms of trade in some areas due to distance from markets; border closures and trade disruptions

(e.g. livestock import/export bans); an unregulated trading system which provides limited returns to producers; and high rates of expenditure on social services and production inputs (e.g. livestock drugs and treatment).

Factors sustaining pastoral livelihoods include: increased sales of animals, even during times of poor terms of trade; mobile assets, useful in times of conflict and drought; temporarily decreasing the household size and consumption burden by sending children to live with better-off relatives; increasing commercial and communal borrowing; rural-to-urban migration to seek employment opportunities; increasing reliance of poorer households on the generosity of their kin; and increased exploitation of natural resources, including the collection and production of firewood and charcoal.

Attempts at settlement, unfavourable land policies, conflict, marginalization of pastoralist communities and limitations on livestock exports, disintegration of formal and informal range management practices and regulations, and lack of a functioning government have taken a toll, and pastoralism is in decline with no obvious alternative options to replace it. Climate change has and will continue to affect the frequency and/or severity of dry seasons and droughts (it is predicted that median temperature and rainfall anomalies will increase<sup>69</sup>), thus making the need for a flexible, adaptable livelihood system that functions in dry conditions, such as pastoralism, all the more important.

**Fisher Folk** Fisheries constitute the third largest exports in Somalia. Landings at present are estimated at 15,000 to 20,000 MT a year. Fisheries employ some 30,000 persons full time and 60,000 part-time workers in the form of traders, processors, and gear and vessel manufacturers. Total economic value of domestic fisheries, after value is added through the supply chain is USD 135 million per year<sup>70</sup>. However, plagued by capacity limitations, uncontrolled fishing, stock depletion and the loss of revenue through illegal fishing, the sector is not contributing its full potential to the Somali economy<sup>71</sup>. Investing in fishery production is also crucial to provide employment opportunities for the rural/urban youth (middle value chain actors).

**Agro-pastoralism** is an integrated agriculture and livestock-based livelihood. Agriculture is also an important livelihood activity in Somalia not only in terms of meeting the food needs of the population (50% of population's cereal requirements are met through domestic production) but also in terms of generating income through crop sales and agricultural labour opportunities. Agro-pastoralists are found in the inter-riverine regions of Bay, Bakool, Western Hiraan, Eastern Gedo, Lower Shabelle and Lower Juba in Southern Somalia, Awdal and Western Galbeed in the northwest, and in smaller numbers in other areas.

Typically, agro-pastoralists derive the majority of their food from their own crop production, own milk production and some purchase. Income is derived from the sale of livestock and livestock products, crops, and for poorer groups, a variety of petty trade, casual labour and collection of bush products. Intra-community redistribution is also important for poorer groups.

<sup>68</sup> Montami A. and Majid N. (2002) Conducive conditions: Livelihood Interventions in Southern Somalia. Working paper 193. ODI. London

<sup>69</sup> Federal Republic of Somalia. (2013) National Adaptation programme of action on climate change (NAPA).

<sup>70</sup> Federal Government of Somalia (2017). National Development Plan: Towards Recovery, Democracy and Prosperity 2017–2019

<sup>71</sup> FAO Somalia 2011-2012 (2012), Plan of Action



In general, agro-pastoral households in Somalia have been considered the most food-insecure populations in recent years. Their vulnerability is due to a combination of natural and man-made factors. Agro-pastoral populations in Somalia primarily come from politically and militarily marginal clans and have been amongst the greatest victims of violence since the collapse of the Siad Barre regime in 1991<sup>72</sup>. Combined with poor rains and harvests, the resulting asset losses (of both food stocks and livestock) and displacement have resulted in large-scale food deficits.

Factors undermining agro-pastoral livelihoods include: poor rains; consecutive seasons of crop failure; conflict-induced asset depletion of fixed and immobile assets (e.g. land); trade disruptions due to conflict and border closures; physical isolation from ports and services in Somalia's main urban centres; lack of security from violence and economic exploitation, especially for weaker social groups; increasing commercial and communal debt; crop pests, disease and bird attacks; and decreasing levels of assistance from international aid agencies.

Strategies sustaining agro-pastoral livelihoods include: sales of household food stocks and livestock assets, seasonal migration to urban areas for employment; intra-community, social support; increasing commercial and communal borrowing; selling part of a herd in order to buy fodder to keep the remainder alive; slaughtering new born calves in order to protect the mother; reduction of food consumption to below minimal nutritional levels for short periods of time.

Agriculture in arid and semi-arid zones is inherently risky, due to reliance on rain and vulnerability to drought. Agriculture can also be in conflict with pastoralism, especially when land that pastoralists rely on is put under cultivation, or where water points are created for agricultural use that cause disturbance to pastoralist activities or the ecosystems on which they rely (such as drawing people to settle around new water points, diverting water from other points, or lowering the water table

by over extraction leading to impacts on local ecosystem health). This also presents special risks and challenges to the female population, since across Somalia, women and girls assume what can be the time-consuming and dangerous duty of supplying the water needs of their households. Key risks faced by agro-pastoral livelihood groups include drought; dry seasons; conflict; limitations on export of livestock; livestock diseases, crop diseases; poor (or lack of) appropriate farm inputs; and food price increases.

**Peri-Urban/Urban Livelihoods:** Peri-urban households are a particularly vulnerable substrata of the urban population concentrated around large towns. Peri-urban populations tend to comprise people displaced recently or in past years from pastoral/agro-pastoral livelihoods due to drought, floods, conflict, or a reduction of productive assets. This has an enormous impact on the host community, service provision, availability and affordability of goods and services, and on labour markets.

Peri-urban populations are dependent on the socio-economic activities and status of the urban centre, and may commute to urban centres for casual labour, food aid allocations and other social amenities. Peri-urban HHs provide semi-skilled labour with a high propensity to undertake multiple jobs or tasks, if and when available. Leadership dynamics are complicated because of diverse backgrounds and experiences in IDP settlements. Peri-urban residents are often exploited by being offered low wages because of lack of alternatives or options; child labour is rampant and child protection systems are poor. Many people resort to negative coping strategies that may result in risky behaviour, crime, or environmental degradation (for example, charcoal burning). Gender analysis also reveals that women bear a disproportionate amount of the economic burden when a HH is displaced due to conflict or natural disaster. Key risks faced by peri-urban livelihood groups include conflict, population growth/influx of new residents, food price increases, low food availability, water price increases, and unemployment.

## Most Vulnerable Targeting (Youth & Women)

**Youth Employment:** In Somalia, youth employment and entrepreneurship opportunities are limited, both in the public and in the private sector. About 70% of the population are under the age of 30 with an estimated youth unemployment rate of 67%, which leads to irregular migration and participation in extremist activities. Those who stay behind are endangered by crime, drugs, radicalism, piracy and armed groups. Young women are particularly disadvantaged and face displacement with even fewer opportunities due to cultural biases and traditional practices. Youth unemployment is one of the greatest obstacles to the country's economic recovery. The employment situation is bleak for Somali youth, as young people (15-24)<sup>73</sup> struggle to find work, especially in the formal sector. Young Somalis cannot afford unemployment because of the absence of social protection and therefore face underemployed and are occupied in survival activities

such as self-employment or as unpaid family workers. They often engage in low-productive and poor-quality jobs mostly in the informal economy. Somalia's private sector has a serious competitiveness problem, which translates among others into important youth unemployment and a weak export performance. In fact, the main cause of youth unemployment in Somalia appears to be a result of "demand side" factors, i.e. low demand for jobs by companies.

Avenues for youth to obtain an education and gainful employment opportunities are limited, and opportunities to engage politically, economically or socially remain weak or non-existent. The participation of young people in decision making has been challenging due to issues related to clan and cultural affiliations, gender, age, illiteracy and poverty, not forgetting the dominance of elders in the political system<sup>74</sup>.

<sup>72</sup> Besteman, C., and Cassaneli, L. (1996). *The struggle for land in southern Somalia : the war behind the war*. Boulder, Colorado: Westview Press. 222 pages.

<sup>73</sup> <http://mptf.undp.org/factsheet/project/00096488>

<sup>74</sup> United Nations Somalia Implementation of Security Council Resolution 2250 on Youth, Peace and Security December 2015 – May 2017

These exclusions limit opportunities for youth to contribute to peace, stability and development. Failure to respond to their aspirations and needs undermines the prospects for lasting peace and stability in Somalia. All they need is a chance to become drivers for peace and stability so that they can bring sustainable and innovative solutions to reconstruction, recovery and development<sup>75</sup>.

**Women's Economic Empowerment:** The women of Somalia bear an unequal brunt of the hardships occasioned by poverty, conflict and clan-based culture which promotes strict male hierarchy and authority. This is further exacerbated by religious and cultural limitations on the role and status of women in Somali society. As a result, deeply rooted gender inequality prevails. Women are unrepresented in social, economic and political arenas as a clan-based representation system prevails.

Somali women are either excluded from formal decision making and asset ownership which leads to lack of economic capacity or operate through a patriarchal filter<sup>76</sup>. Policy makers pay little attention those issues and gender sensitive policies hardly exist.

In terms of women's economic empowerment, women in Somalia generally have a weak position in the labour market and represent a large proportion of people in vulnerable employment. Economically, women have made some gains, expanding into employment and livelihood sectors traditionally held by men, particularly as more women assume responsibility for household income generation. However economic development and women economic empowerment are dependent on each other<sup>77</sup> and therefore any investment into this area will be an investment into increased resilience.

## Household Level Targeting

A total of 83,694 vulnerable pastoralist, agro-pastoralist and peri-urban households, or approximately 456, 510 individuals, in 27 districts are targeted to benefit under the SomReP once the program is fully funded.

The start-up GCVCA process provides in-depth understanding of community make-up and socio-economic factors of target communities, equipping members with insights into to how to develop communication strategies and a Complaints Response Mechanisms (CRM) to ensure that marginalized categories are aware of SomReP programmes and have a mechanism to make their opinions heard. SomReP employs an Inclusive Community Based Targeting methodology (ICBT) methodology and draws insights from Somalia Food Security Cluster Targeting Guidelines 2018 whereby programme staff facilitate the identification of the most vulnerable through a transparent, participatory and inclusive process using easy to identify indicative selection criteria such as: households with malnourished children under 5, households with pregnant and lactating women, female-headed households, households supporting orphans or the elderly, households whose livelihoods assets have been completely depleted and households from minority and traditionally marginalized groups.

The programme will prioritize the most nutritionally vulnerable groups for CfW and UTC. Whenever possible, the program will emphasize the participation of the poorest Saving Groups households in cash assistance program and/or recipients of cash assistance will be targeted concurrently for participation in Savings Groups. Village Relief Committees will be established through an open nomination process with equal male/female representation and include youth and members from minority and traditionally marginalized groups. During the start-up phase of the SomReP program, an in-depth GCVCA will map community groups and inform programme staff of the socio-economic factors which drive exclusion of some groups. It is expected that through a facilitated, transparent

and participatory process, community members will reach consensus to ensure participation by the right people and that both targeted and non-targeted groups are aware of the program and selection criteria. For example, agriculture interventions, it will be important to consider households with and without access to land (rented/owned), while participants in CfW activities must only be able-bodied adults 18 years old or over, half of whom should be women or representatives of female-headed households. Vulnerable households without able-bodied adults to work will be able to nominate a substitute or relative who can work on their behalf. Communities will be invited to identify other vulnerability characteristics and these will be included in the final selection criteria. The programme's M&E system will monitor women and minority groups' representation in selection committees and participation in programmes. A Complaints Response Mechanism (CRM) will be established at the start of the community engagement process and appropriate dissemination strategies will ensure that all segments of society are aware of the programme and have means to confidential means to provide feedback. After validating selection criteria, an initial beneficiary list will be created by members and validated during an open forum and community invited to provide feedback.

SomReP targets entire communities and the less vulnerable inhabitants in target locations will be systematically informed on the objectives of the programme and invited to participate in activities what can benefit their own livelihoods as well as support the resilience of their more vulnerable neighbours (e.g. value addition development, producer association formation, crop and livestock production training, participation in extension services, research and/or evaluation, etc. – see *Targeting Entire Communities*). Throughout the process, programme staff will employ participatory, accountable and transparent approaches which are efficient and limit wasteful inclusion of the less and life-threatening exclusion of most vulnerable and promote a sense of fairness.

<sup>75</sup> Somali NDP 2017 - 2019

<sup>76</sup> Somali NDP 2017 - 2019

<sup>77</sup> <https://blogs.fc.gov.uk/neilwigan/2014/12/10/women-empowerment-key-in-promoting-development-in-somalia/>

## Targeting Entire Communities

Enhancing resilience at the household and community level requires a focus on the livelihood systems- physical, financial, human, natural and social- in which households and communities operate. A community's journey towards resilience requires intentional and targeted involvement of all key groups, including but not limited to, the most vulnerable with the community. SomReP will invest in entire communities, targeting specific activities for specific target groups and individuals over the life of the programme, taking households from emergency to recover and through to development, but also injecting resources to prevent them from slipping back into humanitarian emergency.

The chart below, adapted from Catley *et al.*, (2013), shows how SomReP target activities impact households along a recovery to development continuum. The four quadrants include: (i) vulnerable households within, or just emerging from, the humanitarian caseload, who require minimum levels of assets before they can take part in markets or production. SomReP will target these households as CfW recipients for critical community livelihood infrastructure that needs rehabilitation, including natural resource rehabilitation; (ii) pastoralist and agro-pastoralist in rural settings practicing traditional livelihoods with a minimum threshold of assets and skills, but without adequate market access; (iii) peri-urban households with market access given their location in towns but without adequate job skills or capital to leverage that access; (iv) households with both assets and market access, who serve as drivers of the overall market and employers of other target households found in other quadrants. SomReP will target some resources to this entrepreneurial groups to strengthen higher-level market linkages and ensure these middle value-chain actors provide opportunities and access to programme recipients to provide employment and income beyond subsistence levels. Examples of households in the entrepreneurial group include contractors who employ graduates from vocational trade training course, owners of live animal traders, major purchasers of groups for large markets.

In the programme's year-one start-up phase, many of the activities will be linked to Result 1- *Improved capacity of individuals, HHs and communities to adhere to positive development trajectories, despite exposure to shocks and utilize strategies designed to allow adaptation to rapid and slow-onset hazards* and will focus on Quadrant 1 target household, as the program mobilizes the community, builds up assets to minimal levels (recovery) and rehabilitates key livelihood infrastructure prioritized in CAAPs and Early Warning/Early Action Plans. The programme will undertake both GCVCA and EIA, value chain assessments and market analysis which will lead to more targeted design in year two and year three. Based on these analysis, which cover key parts of the livelihood systems, social systems and natural resource base, and map how communities are vulnerable to seasonal and spontaneous shocks, activities of year two and year three will focus on Result 1 activities which improve production and income for households in Quadrants 2 and 3, while also building resilience into systems production and income production system, value chain systems, social system, and natural resource base) found in Result 3- *Improved capacity to engage in strategies for sustainable livelihoods and economic growth to enhance food security and resilience*.

SomReP's targeting approach aims to help recipients move Quadrant 1, where they are chronically vulnerable, into Quadrants 2 and 3, where the majority of SomReP's focus will lie. In the Somalia livelihood context, rural pastoralists and agro-pastoralist will move into Quadrant 2, while peri-urban HH and those who abandon their traditional livelihoods will move to Quadrant 3. The SomReP approach provides two pathways to help households move, or "graduate," from extreme poverty and chronic vulnerability into sustainable food security and access to market systems and reliable, diversified income streams.

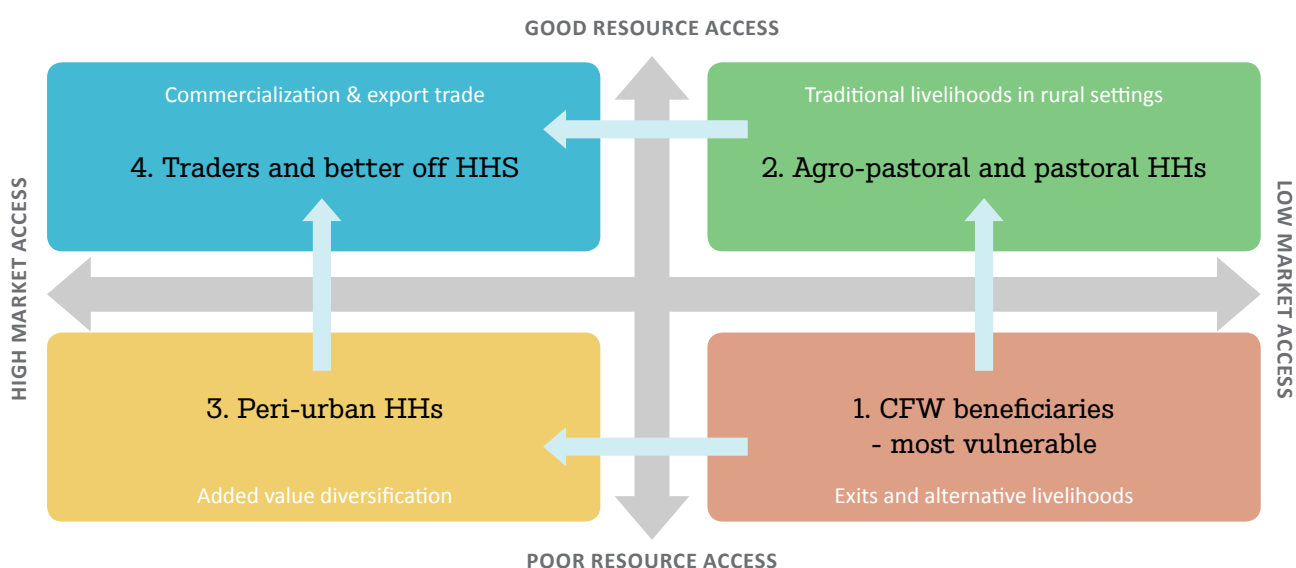


Figure 8: SomReP Adapted Livelihoods Matrix

## Targeting Rationale

SomReP aims to reach be operational in 27 districts, targeting 456,510 beneficiaries (83,694 households).

### Key Assumptions

- i. The number of villages targeted per district by SomReP ranges from 6 to 25 due to a number of factors (access, donor funding limitations, densities of population centres, etc.) SomReP's investments in strategic water points and rangeland activities impact areas larger than the program's target locations as non-targeted villagers will access these interventions from time to time. The program assumes that in the north, SomReP program's reach 35% of the population in target a target district while the program impacts only 25% of the targeted locations in districts in southern Somalia.
- ii. Population figures are drawn from UNDP/UNFPA population survey 2014
- iii. Six persons per household
- iv. SomReP assumes that build resilience in directly targeted and indirectly targeted populations, there is a need of investment of USD 240 per person, or USD 1,440 per household (\*the previous 2013 to 2019 estimated an investment of USD 1,142 per household).

SUMMARY OF THE CURRENT COVERAGE			
Number of SomRep District (2013-2018)	% coverage per district (2013-2018)	Expansion Plan (2019-2023)	
		North (District)	South/Gedo (District)
22	25%	2	3

2019 TO 2023 PLANNED COVERAGE BASED ON THE CURRENT SomReP 22 DISTRICTS			
Region	Planned percentage coverage per region (% of the total population)	Sum of total number of people per region	Total number of households per region
North	25%	172 827	28 805
South	25%	264 480	44 080
		437 307	72 885

PLANNED EXPANSION DISTRICTS (assumes 35% coverage)		
Region	Number of District	Total number of households for the expansion districts
North	2	2 400
South	3	4 448
	<b>Total</b>	<b>6 848</b>

THE SUMMARY AND THE AMOUNT REQUIRED FOR THE NEXT FIVE YEARS				
Total number of districts	Total planned beneficiaries	Total planned households (existing and planned districts)	Expected Expenditure Per Individual	TOTAL (USD )
27	437 307	79 733	1367	108 994 328

Contribution	Type of Intervention	Estimated Cost Per HH	Comments
<b>Result Area 1:</b>			
	Crisis Modifier (CfW, NFI, Water)	100	Assume the provision of CfW at USD 100 (USD 5 X 20day) for three months, assuming 1/3rd of program caseload needs support
	CAAP/EWC	200	Assume USD 4.00 for GCVCA (Assesment) per HH; facilitation cost USD 250; training of data collection teams; govenernment monitoring
	<b>Sub-Total</b>	<b>300</b>	
<b>Result Area 2:</b>			
	VSLA-Advanced (Top-Funds)	150	Business Council formed, injected with capital in pool fund-estimated per HH allocation (Phase II)
	VSLA- Basic	180	Assumes average cost is USD 180 per HH for the 9-month cycle (Phase I)
	Good Agricultural Practice	45	Assume that the average cost of training, facilitation for Committee is USD 1,800 (with average of 40 members)
	Establish CAWHs	157	Training Cost at USD 46 + Provision of Start-Up Kits, certificaion, etc. 120
	IGA Support	180	Average cost for establihsing new business (in-kind and grant)
	Water Point Construction	20	Assumes average cost of Multi-Use Water System USD 70,000 supporting 3500 HH
	<b>Sub-Total</b>	<b>732</b>	
<b>Result Area 3:</b>			
	Dialogues for enabling environment growth	5	Assuming district level forums to be held between private business, government, and the per-diem and transport cost associated
	Loans/Grants to Middle Value Chain	100	Assuming we will provision USD 200,000 in five locations (partners) X once per year for five years
	Systems Analysis (Market, ecosystems, etc.)	5	A number of district level assessments will need to be undertaken during the lifetime of the grant. Difficult to quantify
	<b>Sub-Total</b>	<b>110</b>	
<b>Result Area 4:</b>			
	Support to Policy Development	35	Assume average Mogadishu/State Level engagement trip at USD 2,790 * 5 trips
	Consultancy to support plans and policy	18	The average international consultancy is USD 20,000 for state-level plans development
	Secondments of Government and in-kind	35	Supporting a number of Government (Early Warning, Livelihoods, sector)
	<b>Sub-total</b>	<b>88</b>	
<b>Result Area 5:</b>			
	Research & Learning	38	Assumes research and learning form 2.5% of cost per HH
	Innovation Lab	10	To be raised discretely through existing and future SomReP donors
	<b>Sub-total</b>	<b>48</b>	
<b>Overheads</b>	TU and Partners (7%)	89	7% of USD 1,278
	<b>Sub-Total</b>	<b>89</b>	
	<b>Total</b>	<b>1 367</b>	

# Annex III: Alignment with the Federal Government of Somalia's National Development Plan

## National Development Plan

Taking extracts from the Somalia National Development Plan 2017 to 2020 highlights the high level of continuity between the design elements and outcomes sought by SomReP II and the NDP.

### Resilience

**Section 9, Resilience**, was included in the NDP to outline how all Somalis will benefit from and contribute towards peace and prosperity described in the NDP and how that development will be risk-informed.

Resilience in the NDP seeks progress in three areas: the economy and society will incur fewer losses and hardship to future crises; development will be accelerated by the economic and social integration of youth, displaced, returnees and diaspora and the extremely poor will be independent and access developmental not humanitarian support.

Progress towards these objectives will be made through a three-pronged strategy:

Where decades of conflict have eroded cross-community collaboration or an ability to plan, there will be support to plan key physical and market infrastructure investments, the actions communities themselves can take and the sustainable management of natural environments all of which will promote peace, broad economic growth and minimise loss from predictable crises

Where extreme poverty leads to conflict or natural hazards having disproportionately severe impacts, investments to support the economic independence and social inclusion of the poorest in society will be made.

Where peace and economic growth is encumbered by the exclusion of large, potentially dynamic segments of our community (particularly the youth, displaced and returnees and diaspora) their economic and social integration will be accelerated by specific initiatives.

The sector also emphasises that the strategies to achieve a resilient nation are embedded in other sections of the NDP. The role of the Resilience sector is to ensure specific populations participate in those solutions. It also captures issues not captured in other section such as Social Protection, Environment and Disaster Management.

### Business Development Services

**Section 5.2, Private sector development** (see pp 65-67) guides us to i) Improve access to financial services and markets; ii) Catalyze investment opportunities by addressing challenges to local, regional and global investment; iii) Build public-private-partnerships and social franchising networks to improve access to quality social services.

The approach emphasises the need to improve access to technical and managerial skills, technology and to engage private sector in Public Private Dialogue. Measurements of success were proposed as Number of jobs created (particularly for youth, women, across the states), Contribution to GDP growth, and Contribution to poverty alleviation.

In part, this approach was emphasised as the majority of people live in urban areas (p 42).

### Employment

The SomReP II strategy resonates very strongly with the strategy of the NDP to promote youth employment. It also provides useful common targets, for SomReP, business and their State Region Government partners:

**Section 7.6.2.** The nature of work is changing. It has become increasingly dominated by service industry occupations such as telecommunication. Merchandize employment as a share of the total workforce is projected to rise. Small business has become an ever more vital engine of job creation. There are a considerable proportion of jobs that are non-standard...the emerging technology will transform jobs and require better skills to do them. Technological change is likely to increase the demand of skilled workers. The majority of jobs will continue to need workers who have acquired knowledge and skills via college, vocational training, and moderate to long-term, on-the-job training and real work experiences. However, there are a large number of unemployed potentially productive population in the country that are sitting idle and hence, hamper national development. Therefore, there is an urgent need the government and the international community to work towards enabling the nation's workforce to gain employment opportunities through employment intensive investment programs and support for the provision of small and medium-sized grants and or loans to encourage entrepreneurship.

The sector will also promote enterprise development and address the existing constraints to business growth in order to reduce the rate of failure of those enterprises and, secondly, support their growth. The sector in collaboration with other stakeholders involved in human resource development activities, will develop an integrated human resource development strategy that will provide linkages between the labour market and knowledge factories (training institutions) in order to create synergy in the production of skills required by the economy. holistic and sustainable development of the sector.

#### 7.6.6 Targets:

9. Reduce youth unemployment rate from 22% in 2016 to almost 17% by 2019;
10. Create at least 50,000 formal jobs per year up to 2019;

14. Put at least 20,000 students from universities on industrial attachment/internship annually;

15. Put at least 30,000 students from middle level colleges on industrial attachment/internship annually

## Social Protection

**Section 9.10 Social Protection**, describes both the protective and transformative functions of Social Protection sector for Somalia. The promotive or transformative functions of Social Protection seek *job creation or sustainable incomes for rural and urban poorest and youth employed through training & internship programs or able to start their own business*. Specifically, the section seeks to increase the number of youth, from priority populations, participating in non-formal training (skills), supported through graduation cash transfer programs, assisted to attend school through financial assistance and have access to health care through establishment of new facilities (p 161).

The Social Protection instruments seek to ensure that Somalia remains a compassionate society and cares for those who are not able to be independent: aged, ill, disabled, orphans or widows. It also makes provision to assist those, who as a result of the war, periodically are unable to feed their children.

For Social Protection, it is also important not to make assumptions of “state provision” these services. The NDP recognises the fundamental role of the private sector to provide basic services, one of the three goals of Section 5, Economic Development, is to *iii. Build public-private-partnerships and social franchising networks to improve access to quality social services* (p 67). On this principle, the most important objective is to ensure **access** to social protection services and not who provides them.

## Durable solutions

**Section 9.5, Reintegration of the Displaced and Returnees**, often referred to as *Durable Solutions*, provides clear strategic goals (p 153), to mark the reintegration of displaced populations.

Strategic goal 2: To create opportunities for IDPs and refugee returnees to participate in public affairs and most importantly in decision-making pertaining to their own future, such as local and urban development processes, and remove obstacles to such participation.

Strategic goal 3: To systematically enhance the absorption capacity of basic services for IDPs and returning refugees, enhance access to affordable housing and land as well as to vocational skill and professional development and facilitate and diversify access to employment sectors and labour market.

## Diaspora

**Section 9.6, Diaspora** envisions Somali’s living outside of Somalia as integral the immediate recovery and future growth of the nation. It does not define “Somali” by where one happens to be geographically. Removing notions of geographical barriers or categorisations opens up new opportunities to connect the resources, skills and networks of Somali’s globally with the advancement of the nation. The section highlights two goals relevant to SomRep, *i) remittances link with social & economic priorities* and *ii) diaspora technical know-how and links to international/regional markets is used to promote business development*. Of the priority milestones

in Section 9.6 two are very relevant to SomRep II: *Mechanism developed for Diaspora sponsorship (remittances) of local priorities operational and Coaching / mentoring programs developed*.

## Good Governance

Establishing local governance is recognised as a priority and a pillar of the formal government structure. However, the NDP simply recognises that this role will need to be articulated during the NDP period.

**Sub-section 2.2.7.5 Decentralization – the federation process** (p 18), refers to 2016 agreements of a three-tier federal structure has been adopted - Federal, State and District level. Where... significant work remains to be done on the District level and importantly on the precise role and responsibility distribution between the different levels of government. Somalia supports the subsidiarity principle; each government function should be performed by the lowest level of government that is capable of performing that function effectively, while maintaining sufficient coherence within the state and society structures. Some functions are best centralized on federal level like the printing of currency and national fiscal policy, conducting foreign policy, managing trade and borders, providing for the nation’s defense, and constructing nationally important infrastructure. Other local matters, such as community services, local roads, are best managed by State or District governments.

## Natural Resource Management

**Section 9.8** reinforces the fundamental role of NRM to the Somali economy and society. One of its priority strategies is that the: Participation of local communities ensured and their capacities strengthened in sustainable natural resource management

## Commercial Agriculture

Improvements to agriculture infrastructure are prioritized (i.e. irrigation), as is improvements to agronomy practises and helping small commercial producers to enter value chains (particularly by working together), **Section 5.3 Agriculture** p 71.

## Sustainable Water Supply

**Section 7.5 Water, Sanitation and Hygiene (Wash) Sector** provides broad direction for water supply. Sub-section 7.5.6. (p 120) Goals: *4) Promote community participation, private sector engagement, inter-sectoral coordination and donor partnerships*. In recognition of the fundamental role of the private sector to provide basic services, one of the three goals of Section 5, Economic Development, is to *iii. Build public-private-partnerships and social franchising networks to improve access to quality social services* (p 67).

## Food Security & Nutrition

**Food Security and Nutrition, Section 9.11**, reinforces that food security and nutrition are not separate sectors, but are objectives embedded in a number of different sections of the NDP. Food security, in the post-conflict period emphasizes the importance of markets, business and commercial agriculture to the nation’s food security. It recognises that Somalia should not be perceived as subsistence farmers and livestock keepers, who eat and live by what they produce. Rather, food security needs to recognise the reality of the nation which is an urbanising and developing country. It should see that

most Somali's are employed or self-employed and where food security is premised on the performance of and access to, food markets. The section acknowledges that Somalia imports more of what it eats than what is produced nationally, meaning that Somali food security must also be perceived to be linked to global transportation and food markets. It equally recognises that locally produced goods reach markets both to meet demand in the market and to create opportunity for producers. In such a context there is a need to establish incomes for the rural poorest & rural returnees and to stabilise income short-term employment. For these groups, incomes or employment may no longer need to be framed around farming or livestock keeping. Food security has traditionally been framed around subsistence farming and livestock

keeping. However, the Agriculture and Livestock sectors of the NDP describe a vision where those sectors will become more progressive and commercial.

Nutrition objectives are adequately described in 7.3 Nutrition Sector. Section 9.11 adds to those priorities that with a changing economy and demography, Somalia should anticipate and plan for continuing high levels of acute malnutrition and increasing levels of chronic malnutrition (as is seen in other countries in East Africa). Causal factors will also evolve. Small children are now raised in urban environments, and their mothers and fathers must leave them to work at jobs or in businesses. Caring practises must evolve to both recognise the need to work by parents and the need for supervision and care of small children.



# Annex IV: SomReP Early Warning Early Action System

SomReP's design incorporates crisis modifiers based on an integrated early action system which puts communities at the centre (see Figure 3b below). Research carried out after the 2011 drought by CARE in Kenya<sup>78</sup> found that decision making in the face of uncertainty is a critical challenge for humanitarian actors. In virtually all risk scenarios studied, the economic, environmental and social benefits of adaptive action—where vulnerable communities make informed development and risk management decisions and actions in response to climate change impacts—far outweighed their costs, suggesting they are efficient and effective even in the absence of national level projects. Under the most realistic scenarios of the research, and even when using a high discount rate, the costs of intervention were 2.6 times lower on average than the costs of not intervening to address climate change and extreme weather events. These findings make a compelling financial case for early action and adaptation in the face of climate-related and other risks.

In light of these findings, SomReP's Early Action System integrates specific localized, district and regional level early warning indicators with appropriate humanitarian actions. These early warning indicators are grouped into meta-indicators for analysis by Consortium partners. They include proven sources of information for early warning from food security, livelihoods, health, nutrition and other sectors, many of which will contribute to the Consortium's technical partners FSNAU and FEWSNET's own data collection and analysis. As part of this system, agencies develop effective early action plans, linking meta-indicators to triggered responses.

The Crisis Modifier system has since inception been revised and currently in use is version 2.0. The purpose is to monitor the performance of individual sectors and systems to trigger early action. SomReP maintains that crisis can be modified through early action. The SomReP Crisis Modifier system anticipates a need to respond to changing conditions, timely and strategically, in key sectors or pillars which supports the local economy and society. The SomReP system uses proactive lead indicators that are based on IPC and also have other Somalia context specific indicators that are complimentary and triangulate with IPC indicators. Many of the indicators used in

the Crisis Modifier System are identical to those used within IPC analysis. The two information systems are complementary and compatible but serve different purposes.

The original Early Actions Matrix was based around four different levels of activity, ranging from normal, alert, and alarm, to emergency. Different phases of activity were colour-coded based on the colour scheme from the IPC. These elements remain unchanged although the terminology used for each phase has been changed to normal and Levels 1, 2, & 3. The matrix itself has changed in Version 2. While adhering to the basic, simple principles of Version 1, a matrix has been designed for each of the seven operational sectors and combines programmatic objectives, triggers, originator of action, actions and populations of concern for each of the four levels of action.

The system uses a phased and scalable 'Menu of Actions' that includes:

- i. Community activates own contingency resources according to Community Preparedness Plan (community takes action, Agency advises)
- ii. SomReP projects re-programme into Crisis Modifier activities based on analysis of data
- iii. SomReP implementing agencies request from Steering Committee additional funds for Crisis Modifier activities (e.g. CFW, unconditional cash to most vulnerable, etc.) from SomReP's set-aside pool of donor funding<sup>79</sup> (Steering Committee approves action, Technical Unit provides funds to Agency)
- iv. SomReP agencies appeal for bilateral emergency funding in programme<sup>80</sup> areas

Actions available to the Consortium members will be scalable according to the severity of the early warning indicators. By pre-agreeing on the actions to be taken based on 'triggers' built into the early warning indicators, SomReP agencies will be able to cut the lead time between early warning and their response mechanisms, saving lives and mitigating the effects of a shock or hazard on the resilience of the communities they are working in<sup>81</sup>.

<sup>78</sup> New Economics Foundation/CARE International. *Counting on Uncertainty: The economic case for community-based adaptation in north-east Kenya*, 2012

<sup>79</sup> Recommendations from the Ethiopia RAIN (Mercy Corps 2013) case study during 2011 drought recommend a donor established fund (around USD100 000) for agencies to utilize, safeguarding existing programmatic funds

<sup>80</sup> ECHO and DFID are among those Somalia donors who have expressed commitment to funding needs as flagged by NGO early warning/early action systems

<sup>81</sup> Start Network: Early Warning, Early Action: A brief review of experiences and opportunities, December 2013

## Early Warning Committees

Using Oxfam’s proven CBDRM approach, communities will be equipped with a suite of tools to monitor their local environment and to act based on their community preparedness plans<sup>82</sup>. Early Warning Committees will be trained on using appropriate food security and livelihoods monitoring tools, and how to interpret and use the information to influence actions taken at the community level. Where appropriate, Early Warning Committees will use smart phones to collect early

warning information which will assist with data collection and analysis and improve coordination with agencies. The CBDRM approach will bridge the gap between relief and emergency work and to strengthen the sustainability of long-term development programmes within the communities that SomReP are working<sup>83</sup> and will constitute a sustainable outcome of SomReP’s Early Action system.

## Implementing Agencies

Consortium agencies will strengthen existing early warning committees at village level where they already exist and establish new early warning committees in SomReP project areas. An implementing agency will lead the process in each district to train, equip, and support Early Warning Committees in DRM activities. They will work with local governance structures to build capacity and improve the coordination of disaster management at the district or town levels, and link government DRM structures to the Early Warning Committees. Agency early warning project staff will also work with FSNAU-funded Field Analysts, based strategically in many SomReP districts, to triangulate and verify early warning indicators.

As well as supporting Early Warning Committees, implementing agencies will collect and analyze early warning information at district level. With the use of new mobile data collection technology, the online analysis tool will make real time data and analysis accessible to field-based staff through an easy to use interface. The online tool will also be able to ‘push’ contextualized information and alerts back to the Early Warning Committees. This will enhance the decision making process and the menu of actions available to these communities at an earlier phase in a crisis and allow for more cost effective and innovative solutions to be considered<sup>84</sup>.

# Early Action System

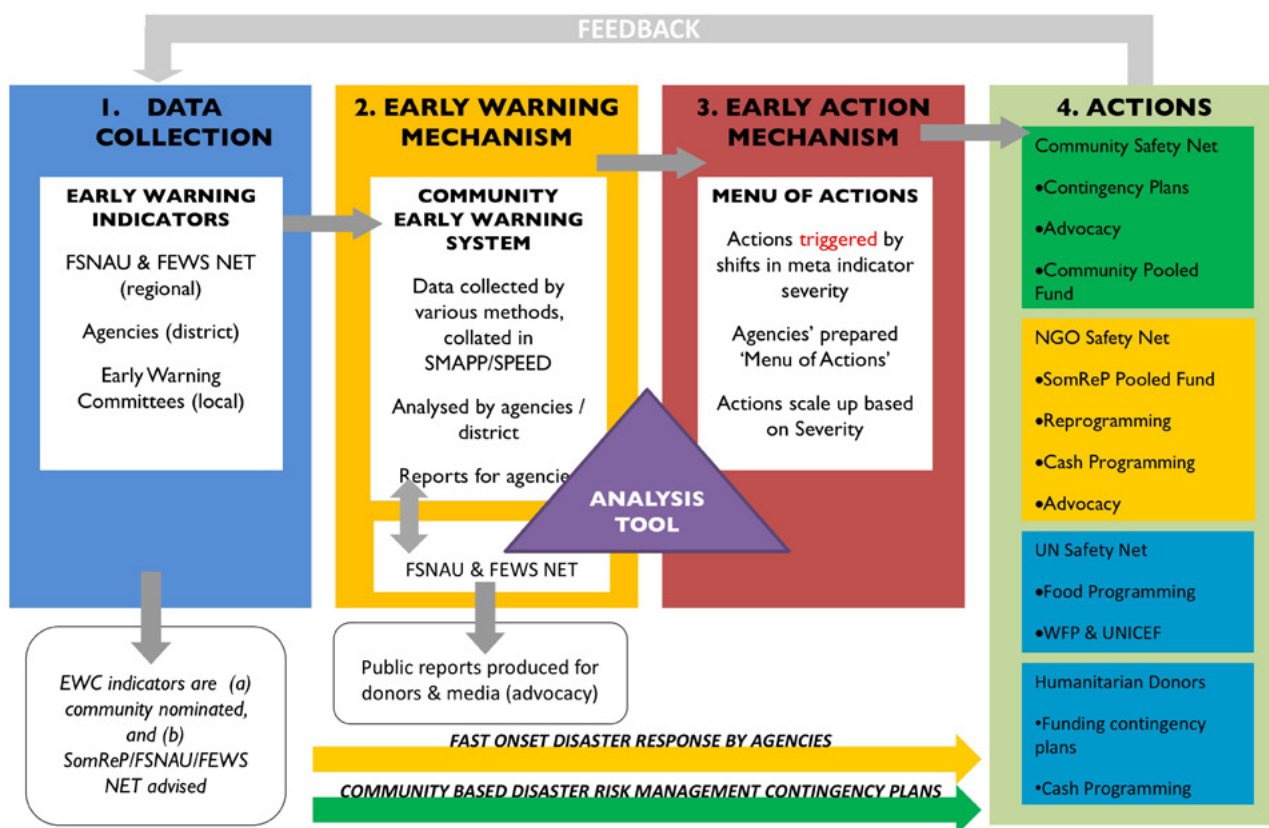


Figure 9: Early Action System

<sup>82</sup> This approach is being built on experiences in Ethiopia, Kenya, and successfully in Somaliland by SomReP agency OXFAM

<sup>83</sup> World Vision. GERANDO Community Based Disaster Risk Reduction, 2011

<sup>84</sup> Mercy Corps. Lessons for Effective Resilience Programs, a case study of the RAIN program in Ethiopia, August 2013

## Working with Technical Partners FSNAU and FEWSNET

The SomReP Early Action System integrates with and complements existing macro level indicators and analysis by the Consortium's technical partners FSNAU and FEWSNET<sup>85</sup>. Key regional indicators produced by FSNAU will inform the system, with these sources contributing to the key triggers that activate a Consortium member's response mechanism. Further, rainfall and market price forecasts from FEWSNET will also inform analysis by early warning committees, field level staff and the SomReP Technical Unit.

Data collection by SomReP agencies and by Early Warning Committees will also feed into and enhance the analysis of these two technical partners. Through a collaborative process,

the technical partners have identified key datasets for SomReP to collect through its agencies and EWCs. SomReP has jointly collaborated with FEWSNET to train implementing agencies on basics on market monitoring leading to development of a mobile market monitoring app (software). Bi-monthly market data collection continues to occur linked to an online portal that is accessible to all implementing agencies.

As part of the collaboration, FSNAU and FEWSNET will take part in SomReP's Donor Advisory Group as non-funding members, further contributing their expertise to the program's technical elements.

## Strengthening Self-help Mechanisms

Experience shows that communities will always be the first responders in case of a shock or disaster, which means that the community should be the basis of any meaningful disaster risk reduction approach. The establishment or strengthening of the community self-help mechanism will build on existing traditional social support mechanisms that Somalis employ during crisis. This approach has worked successfully. Lessons learnt from REGLAP indicate that social capital (social norms, trust and networking) plays a significant role in addressing community vulnerabilities—especially during emergency and recovery periods<sup>86</sup>. The approach will require mutual respect and learning between the communities and institutions.

In the drylands of the Horn and East Africa, Savings Groups have been shown to increase diversification of income—leading to increased resilience to drought<sup>87</sup>. These Savings Groups operate on the principle that members of a self-selected group of 10-30 members voluntarily form a Savings and Loans Association and save money in the form of shares (CARE VSLA Guide). The savings are invested in a Loan Fund from which members can borrow repaying with a service charge added. Savings Groups provide a simple facility in a community that does not have access to formal financial services. It is common for group members to set aside an emergency/social fund which can be accessed at the discretion of the group members.

SomReP will establish or strengthen Self Help Mechanisms in pastoral, agro pastoral and peri-urban areas by forming a network of Savings Groups. SomReP will adapt the CARE Niger VSLA model whereby the Savings Groups will be networked for savings from member associations and the savings will be pooled to create a loan capital fund from which Savings Groups borrow on behalf of individual members. The activities of the association and network are managed by elected leaders from the members who are also resident in the same village. Networking provides larger enterprise-oriented loans and the ability to finance collective income generation projects such as cereal banks and fodder banks.

Through the network, groups pool their financial resources together from which larger loans are disbursed to members to purchase larger assets such as livestock or start income generating activities. In addition, the network is used as a channel to negotiate and access external capital from institutions such as Hawala. Due to limited presence of Micro-Finance Institutions (MFIs), SomReP will support the networked group to form partnerships with money transfer organizations to provide MFI services. The role of the network will also be extended to facilitate access to other non-financial services, specifically cereal banks, restocking or fodder banks activities.

<sup>85</sup> A draft MoU is in development by FSNAU, FEWS NET and SomReP to strengthen areas of coordination and information sharing, cohesion of work plans, etc.

<sup>86</sup> REGLAP Feb. 2013

<sup>87</sup> REGLAP June 2011

# Annex V: The SomReP Learning System

The programme's capacity to both generate learning and apply it in the field is greatly enhanced by its seven partner agencies implementing the same programme model across 20+ diverse locations in Somalia. The Consortium Technical Unit's leadership further ensures that learning informs timely decision making, and accountability to ensure decisions leads to improved performance and results over time.

A robust and efficient learning system has been designed to ensure lessons emerging from the communities and field teams are captured and shared for systematic application across agencies and locations. Because lessons documented do not automatically lead to changes in programming or operations, the SomReP learning system aims for not only lessons learned, but lessons applied.

SomReP's learning system has been informed by key literature on organizational learning, particularly NGO-specific research, which emphasizes the need for concrete learning processes and practices<sup>88</sup>, leadership that reinforces learning<sup>89</sup>, and involving the community in learning<sup>90</sup>. It was also designed based on independent research by the Feinstein International Center of Tufts University, which evaluated the learning culture and systems of SomReP's principal recipient organization, World Vision Somalia.<sup>91</sup>

The Chief of Party holds overall responsibility for programme learning, and with key members of the Technical Unit and

implementing agencies supporting the system. Learning will be captured within each phase of the programme, based on analysis of monitoring data and community feedback. Learning and decision making are closely linked during monitoring reviews, allowing for changes in programme activities according to the context and lessons learned. Moreover, the Consortium's annual learning events and annual Donor Advisory Group programme review meetings will serve as a basis for thoughtful programme redesign opportunities based on consolidated learning and evidence from the previous year.

Key components of SomReP's learning system include the following (see Figure 10):

- Maximizing intentional "learning moments" within the programme cycle—both formal and informal, field-based and national level
- Capturing and prominently featuring lessons learned at all levels of programme documentation
- Streamlining dissemination and knowledge management of learning via Technical Unit
- Defining clear responsibility and expectations for when, how, and by whom lessons are applied into programme operations and design refinements
- Ensuring learning leads not only to improve SomReP impact, but also informs wider aid community seeking to build resilience in Somalia.

<sup>88</sup> Smith Milway, Katie and Amy Saxton. "The Challenge of Organizational Learning". *Stanford Social Innovation Review*. Summer 2011.

<sup>89</sup> Garvin, David A., Amy C. Edmondson, and Francesca Gino. "Is Yours a Learning Organization?" *Harvard Business Review*. April 2011.

<sup>90</sup> John Hailey and Rick James, "Learning leaders: the key to learning organisations," *Development in Practice*, 12:3-4 (2002): 400.

<sup>91</sup> Tufts University, Feinstein International Center. *Learning in Emergency Programmes: World Vision Somalia*. October 2013.

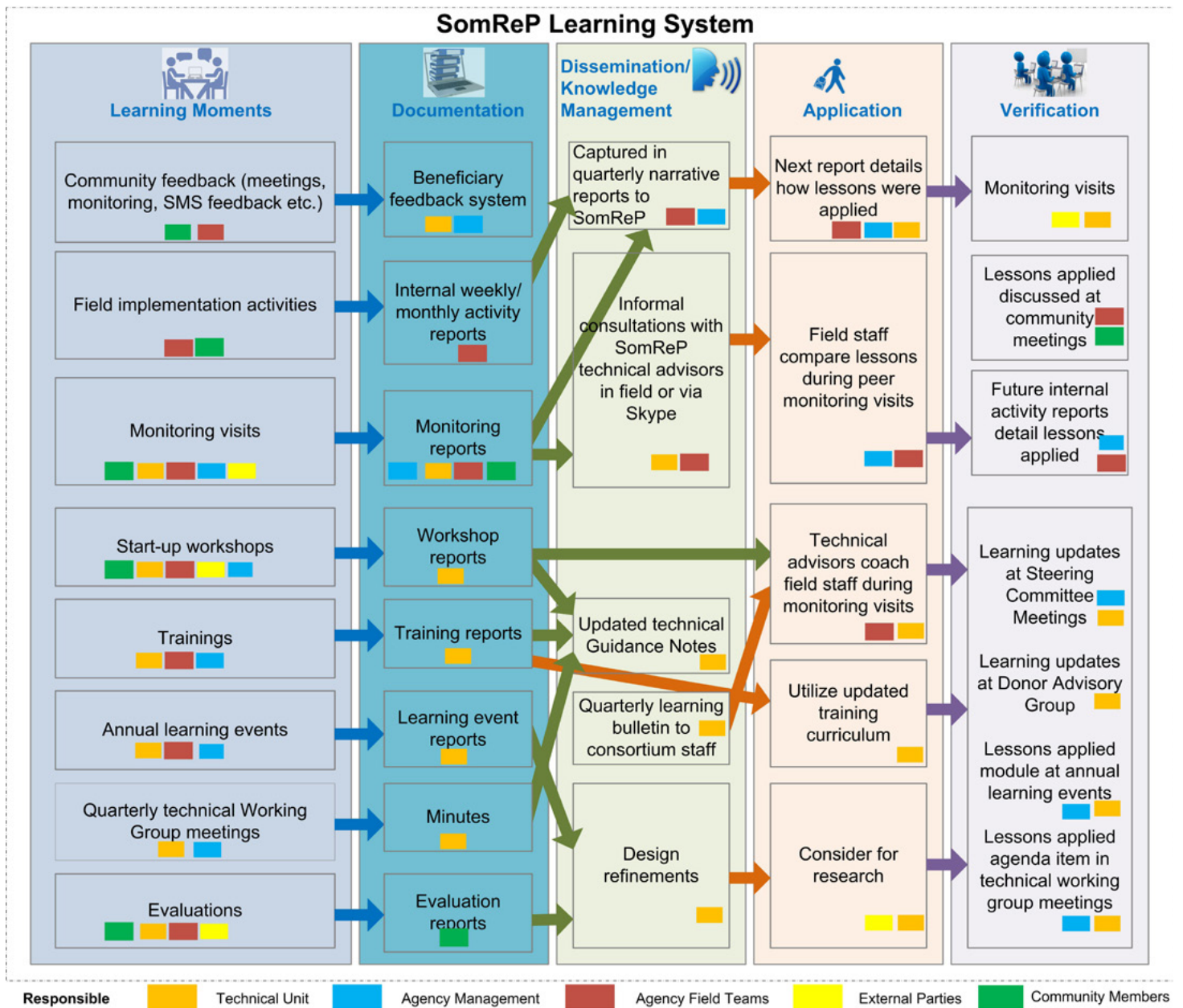


Figure 10: The SomReP Learning System

# Annex VI: Quality Assurance and Monitoring & Evaluation Strategy

World Vision is the Consortium Lead, hosts the Technical Unit (TU) and is responsible for monitoring and evaluation of project impacts (M&E), implementation and grants management. The Technical Unit is responsible for the identification, development, and mainstreaming of resilience technical approaches amongst implementing partners. The field-based Operational Focal Points, Technical Advisors and M&E Managers provide training on and technical backstopping for the implementation of vulnerability assessments, disaster risk planning/management, and pastoral, agro-pastoral and peri-urban livelihood approaches. TU is responsible for harmonizing technical approaches, facilitating training for implementing partners, promoting real-time learning across members, leading the research agenda and ensuring overall quality assurance for the programmes' technical approaches.

The Design, Monitoring, Evaluation & Knowledge Management Unit is comprised of the Head of Quality Assurance, M&E, Knowledge Management and Innovation, a GIS & IT Officer, and field-based M&E Managers and Officers. The Head of QA, M&E, KM & Innovation manages a unified M&E system to monitor quality implementation, programme progress and impact measurement and documentation. To date, the Consortium has embarked on unification of program logical framework ensuring this is implemented to track the uniform performance indicators set in the log frame, and to critically analyse progress toward agreed milestones throughout the life of the programme. Context, process and result monitoring will be upheld and supported by the Consortium Technical Unit's technical advisors and the Head of QA, M&E, KM through quarterly visits to randomly selected project areas to verify reported achievements and to support quality of programme implementation. Progress monitoring against results milestones will be reported quarterly reflecting gender analysis, age group and location disaggregated data. This quantitative progress reporting will be supported by qualitative assessments of wider indirect impacts of programme results on households, women and community relations.

The programme will use a detailed monitoring plan that applies standard approaches and tools that are developed and adopted through the Technical Unit's M&E management, effective beneficiary accountability and use of technology for better and more accessible data.

**Community-led monitoring through PMERL:** Community level monitoring and feedback mechanisms play a key role in SomReP's monitoring system. The programme employs a Community Driven Resilience (CDR) approach, placing the community at the forefront of design, implementation and monitoring their own development priorities. Central to this is the Participatory Monitoring Evaluation, Reflection and Learning (PMERL) methodology which periodically brings together diverse groups within communities to reflect on programme delivery of the CAAP and actions undertake

through the Crisis Modifier as part of the Early Action System. These reflections and learning events provide communities a forum to voice their opinions regarding SomReP activities, often leading to important insights into how communities perceive the programme's effectiveness and inclusivity. If and when inputs are distributed to recipients, an internal PDM (post distribution monitoring) will be undertaken to gauge the effectiveness and appropriateness of the inputs<sup>92</sup>. See Complaints Response (CRM) section for more details on feedback mechanism.

**Peer review learning:** As from 2014, a more holistic and cross departmental approach for peer review and monitoring was identified in order to ensure cross organisational learning. The new approach focuses not only on technical members of the peer review team but also includes M&E and Grants staff. This will result in more systemic capturing of learnings from the Consortium's seven agencies that can be applied across the Consortium. A cross sectoral team made of TU members will undertake periodic joint monitoring of specific partners.

**Technical Unit oversight:** In addition to each implementing agency's rigorous internal monitoring systems, the Consortium's M&E Managers, Technical Advisors, and Grants Finance Manager will make quarterly visits to randomly selected project areas to verify reported achievements and to support quality of programme implementation against result and outcome indicators, technical quality standards, accountability standards, and financial standards. Findings will be reviewed at the Technical Working Group (TWG) on a quarterly basis in the form of a programme performance management dashboard, providing Consortium-wide accountability across implementation agencies and locations, and allowing operational or quality issues to be addressed early. A programme performance dashboard will also be shared at the Consortium Steering Committee on a bi-annual basis.

**Context monitoring** will be spearheaded by the M&E Managers in the Technical Units, liaising closely with members that have regular access to field-level information in their districts. Changes in context, whether related to weather, security, or other shocks, will inform and feed into the programme's Early Action System and be coordinated closely with other humanitarian systems (e.g. FSNAU, FEWSNET). The speed and integrity of data will be enhanced through use of automated data collection GIS-enabled android devices where security allows and use of a central server-hosted repository (for real time information storage and queries).

**Monitoring in restricted access locations:** In many of the South Central Somalia districts where SomReP operates, limited or irregular security access by senior or expatriate staff requires additional mitigation measures to ensure means of monitoring to ensure quality and accountability.

<sup>92</sup> This is an internal monitoring practice of DRC which has shown to be good practice.

The determination of “limited or irregular access” districts shall be made by the Steering Committee in consultation with the implementing agency and donors. Prior to starting implementation in these districts, SomReP agencies will commission an access study to assess security realities and key implementation risks. The findings will inform a detailed risk management plan for operations in that location, to include rigorous and regular monitoring of performance indicators via additional means, including third party monitors. SomReP’s monitoring and accountability practices for limited or irregular access locations are informed by member agencies’ current policies and practices<sup>93</sup> as well as existing and recommended good practice outlined in the Humanitarian Innovation Fund’s 2012 report by Tearfund on remotely managed projects.<sup>94</sup> The measures below may also be utilized in atypical access locations to enhance the rigor of monitoring.

**Frequency of reporting:** SomReP agency experience in Somalia, as well as the Tearfund study, finds that frequent and face to face progress review meetings, as well as ad hoc project meetings via Skype technology, is critical for underpinning the monitoring system in restricted access locations. Field-based SomReP Operational focal points meet regularly with implementing partners, ensuring risk and performance challenges are quickly identified and addressed.

**Frequency and rigor of monitoring:** In addition to regular programme monitoring by field staff, quarterly verification missions will be undertaken by senior staff/operational focal points in each implementing agency, or by external third-party monitors should access be restricted.

**Third party monitoring:** External third-party monitors will be commissioned and used every six months to independently

verify programme progress. This would be in addition to any donor-funded and donor-required third-party monitoring conducted in programme areas.

**Complaints Response Mechanism:** Implementing members’ existing feedback mechanisms will be complemented through the establishment of a SomReP feedback system- this is particularly true in areas of reduced and irregular access. SomReP will engage a third-party CRM service provider to manage the system and provide regular reports to field-level M&E and the TU leadership. SomReP target communities will be invited to share their opinions, suggestions, inquiries, aspirations, complaints and comments regarding program quality, implementation, monitoring and evaluations, management of resources through a confidential medium (SMS and voice calls). The feedback is received in the mapping platform where it is categorized and tagged to gender, age, location and nature of feedback. The feedback is shared through a partner portal website to SomReP TU and to implementing partners who are invited to provide responses and address issues. In a country where literacy rates are still very low- it is important to have multiple communication channels available for recipients. SomReP member agencies have found randomized calls to recipients as an effective means of soliciting feedback and mobilizing communities<sup>95</sup>. SomReP’s third-party CRM provider will send targeted voice messages (IVR) to recipients to solicit feedback directly and inform them of key events in the programme (initiation of emergency response activities).

**Geo-tagged photographs:** Photos depicting project activities will be requested from local partners or implementing staff, and where security allows, be geo-tagged with GPS locations to prevent misrepresentation of accomplishments.

<sup>93</sup> DRC Monitoring and supervision in areas with restricted access for international staff. World Vision Somalia Summary of Partnering Process. Oxfam Remote Monitoring in Somalia.

<sup>94</sup> Tearfund 2012. “Monitoring and accountability practices for remotely managed projects implemented in volatile operating environments.” Report supported by the Humanitarian Innovation Fund.

<sup>95</sup> Direct phone outreach to beneficiaries has been found effective in Oxfam and DRC projects in Somalia, among other partners. Oxfam found in 2010 baseline surveys in Somalia that over 50% of sampled households owned a mobile phone.

# Annex VII: Special Challenges with Resilience Measurement

One of the more pressing concerns still for NGOs and development practitioners, is that project implementers lack the ability to consistently validate the plausibility of their original causal link posited between project inputs, interventions and activities and changes in resilience. There are analytical frameworks and metrics in use currently such as the IPC or the RIMA, however, these are not very effective for assessing the result of an activity and subsequent impact on a population. Both of these analytics are useful in either classifying the nature and severity of food security or the state of “resilience” and measuring change in that state or nature from time0 to time1, which makes them very effective for early warning or for the better targeting of activities, but they are clearly not a response analysis or a methodology for directly measuring food insecurity. This is largely because they do not allow for any attribution of a particular intervention or set of activities, to changes at impact level. Neither functions as a framework to allow project implementers to monitor the progress of their interventions towards enhancing a population’s resilience. SomReP will continue its efforts to refine its ability to understand characteristic of vulnerability to inform strategic decision support.

One of the main reasons attribution is not possible is the scale and resolution of data used in these analytics. The RIMA often uses the Living Standards Measurement Survey, which contains data at a national scale. It is impossible for implementers to understand the impact of their particular interventions if analysis is done at this scale unless they were the only project in operation.

In addition to scale, the frequency of data collection, if causality between inputs and outcomes is to be plausible, must be enough to capture an attributable change. And, even if frequency is sufficient, the indicators being monitored must not only be capable of reflecting change at time of assessment, but must contain properties suitable for hypothesizing change

over much longer temporal scales; scales that are appropriate for real, observable changes in resilience. This type of work; the characterization of properties of indicators suitable for manifesting change at the scale, scope and level of that required to indicate changes in impact, is essential if we are to make the measurement of resilience more effective and efficient. At present, some NGOs are collecting data on almost 100 variables to be able to reflect progress towards what they have determined as resilience. This scale of data collection is neither practical nor economically sustainable for donors. As researchers, we still need to understand, firstly, the relative importance of indicators when measuring resilience, and secondly, when proxies can adequately reflect change over different periods of time and therefore replace the large number of indicators. There is some work being done on looking at the relative importance of indicators which shows that indicators such as Poverty Head Count Index and average monthly income were revealed as highly important and closely correlated to resilience, which others such as distance to a primary school, public transport, markets, health centers and prevalence of illness or chronic disabilities revealed an insignificant correlation<sup>96</sup>.

Crucial to understanding the efficacy of the data in representing a causal link to resilience, is a characterization of the properties of the indicators that are collected and their links to well-being outcomes, their response to different shocks and stressors over different time periods, and their consistency in terms of geographical scope and resolution.

Some work has already been carried out defining broad criteria for including particular data sources and indicators that could be of use<sup>97</sup>, however, more research and refining of these properties needs to be done to allow individual project implementers to understand the role of their activities in contributing to a community’s or population’s resilience.

<sup>96</sup> Abenyake, C., Mikami, Y., and A. Marasinghe. 2016. Assessing Community Resilience to Climate-related Disasters: Examining the relative importance of indicators. *International Proceedings of Chemical, Biological and Environmental Engineering*. Vol. 91.

<sup>97</sup> Characteristics of indicators:

- Disaggregated (data is available in disaggregated form)
- Demonstrates aggregation potential (while context-specific indicators may be used for particular studies, the preference here will be for indicators which are broadly relevant, can be used for comparison to other communities/regions/countries, and can be aggregated for higher levels of analysis)
- Frequency (data is available in time series, ideally collected annually)
- Ease and low cost (access to, or collection of, data is easy and inexpensive)
- Conceptual soundness (high quality data, statistically and methodologically sound, and indicators provide a clear and accurate signal of some component of the framework described above)







For more information, please contact:

**Kevin Mackey**

SomReP Chief of Party

[Kevin\\_Mackey@wvi.org](mailto:Kevin_Mackey@wvi.org)



For more information, please contact:

**Dr Katharine Downie**

SomReP Head of Quality Assurance, M&E,  
Knowledge Management and Innovation

[Katharine\\_Downie@wvi.org](mailto:Katharine_Downie@wvi.org)

A Partner of:



For more information, please contact:

**Jennifer MacCann**

Director, Response Innovation Labs  
[jennifer@responseinnovationlab.com](mailto:jennifer@responseinnovationlab.com)