Ministry of Foreign Affairs – (Embassy Nairobi)

Meeting in the Council for Development Policy 31 October 2017
Agenda item 2.b.

1. Overall purpose:	For discussion and recommendation to the Minister
2. Title:	Forced displacement in Somalia: applying the durable solutions framework
3. Presentation for Programme Committee:	14 September 2017

Forced displacement in Somalia: applying the durable solutions framework

Key results:

- Returnees and IDPs are better protected from violence and conflict
- Returnees and IDPs have improved access to shelter, clean water, adequate nutrition
- Returnees, IDPs and host communities are better trained, self-reliant, employed, and/or accessing loans and savings
- Demand for and supply of government services, including social protection mechanisms, are strengthened
- A strong evidence base on best practices within durable solutions programming including pre-return decision-making for refugees is available for relevant stakeholders

Justification for support.

- The programme applies a combined humanitarian and development approach to displacement and return in Somalia
- The programme will contribute to development of capacities of Somali authorities particularly at the community level enabling them to better plan and prepare for receiving and protecting returnees and IDPs
- The targeted communities will become more resilient enabling the population to remain in or return to places of origin
- The programme will further develop and test the political framework on durable solutions providing Denmark with operational experience that can feed back into the political and normative frameworks focusing on refugees and IDPs

How will we ensure results and monitor progress

- DRC and DDG has extensive experience with and presence in Somalia – and a strong M&E framework and expertise to monitor implementation.
- From the Embassy's side the programme will be monitored by the Somalia-team in Nairobi and by the Third Party Monitoring Unit contracted under the Somalia Country Programme.
- The Embassy will request the support of KFU, HMC for an inception review, the mid-term review and other technical reviews and studies to ensure and improve learning on this key political priority for Denmark

Risk and challenges

- Increased conflict and asymmetric warfare in target areas (focus on other geographical areas)
- Continued drought and outbreaks of famine (allocate funds to humanitarian and lifesaving interventions)
- Reluctance by Somali authorities at local level to engage with the programme (DRC presence at all levels of authorities)
- Lack of access (use of DRC/DDG field offices)

File No.	2017-39224
Country	Somalia
Responsible Unit	Nairobi
Sector	Durable Solutions/IDPs/refugees

Mill.	**2017**	**2018**	**2019**	**2020**	Tot.
Commitment	70				70
Projected ann. Disb.	10	25	25	10	70

Duration	December 2017-December 2020
Finance Act code.	6.3
Desk officer	Signe Fischer Smidt
Financial officer	Tine Lunn

SDGs relevant for Programme:

Budget 70,000,000

Programme 1: Durable Solutions in Somalia	150,000,000
Programme Support	**70,000,000**
Total Danish support	**70,000,000**

Strat. objective(s)	Thematic Objectives	List of Engagement/Partners
Households returning to Somalia and IDPs (re)integrate successfully in communities of return through sustained and equitable security, protection and access to economic opportunities	1.Returnees and IDPs are better protected from violence and conflict 2. Returnees and IDPs have improved access to shelter, clean water, adequate nutrition and education 3. Returnees, IDPs and host communities are better trained, self-reliant, employed, and/or accessing loans and savings 4. Demand for and supply of government services, including social protection mechanisms, are strengthened This programme has a strong evidence base, and pre-return decision-making for refugees is better informed	– Danish Refugee Council – Danish Demining Group

Ministry of Foreign Affairs of Denmark

Danida

Programme Document

Forced displacement in Somalia: applying the durable solutions framework

October 2017

Ref. No.: 2017-39224

Forced displacement in Somalia: applying the durable solutions framework

1. Introduction

The suggested programme refers to the frame provided by the reversal of development funds to § 6.3 due to the reduction in the number of asylum-seekers arriving in Denmark in 2017. As decided by the Danish Government in May, the budget available to activities in Somalia should support efforts related to '*conflict, drought and refugee flows and support efforts for refugees and local communities in Ethiopia, Kenya and Somalia. The situation for the communities affected negatively by drought and the continued influx of refugees is developing to a critical level. The objective of the efforts will be to complement the humanitarian efforts with support to national crisis management systems and increased resilience with vulnerable families enabling them to cope with the current situation and to return to their place of origin*.' The Embassy of Denmark in Nairobi have found that the '3R programme' (Return, Resettlement and Resilience) in the federal states of South West and Jubaland in Somalia of the Danish Refugee Council (DRC) and Danish Demining Group (DDG) matches these objectives. The first phase of the 3R Programme (November 2016 to June 2017) focused on the return of Somali refugees from the refugee camp Dadaab in Kenya with support from DfID. DRC and DDG have since then developed a second phase (attached) of the programme, which the Embassy finds relevant to support. The DRC/DDG Programme is attached as Annex A. DRC/DDG is still in the process of finalising the details of the programme including the log-frame, budget and monitoring and evaluation plan and mechanisms. The Embassy will use its Third Party Monitoring agent contracted under the Somalia Country Programme to ensure proper quality assurance of the final design and during the implementation of the programme. In addition, MFA-TAS (Technical Advisory Service) and MFA-HMC (Humanitarian action, Migration and Civil Society) will conduct an inception review in the first stage of implementation. Please refer to the attached Process Action Plan for details on the process moving forward.

2. Strategic considerations and justification

After 25 years of civil war, clan in fighting, violent extremism and terrorism, cyclic natural disasters and recurrent droughts, the humanitarian situation in Somalia is both extremely volatile and complex. More than 1 million Somali refugees live outside of Somalia, mainly in Kenya, Ethiopia and Yemen. In addition, 2 million Somalis are Internally Displaced Persons (IDPs) inside Somalia, a number that has increased by 905,000 due to the current and prolonged drought. As such, more than 20 pct. of Somalis are displaced, and the majority of the IDPs has now taken up residence in and around the already burdened cities and host-communities of Mogadishu, Kismayo and Baidoa turning the Somali urbanisation rate to one of the highest in the world.

The establishment of a Federal Government of Somalia (FGS) in September 2012 marked significant progress with regard to the incipient state-formation process. The February 2017 election of Mohamed Abdullahi Mohamed Farmajo as President and the subsequent formation of a new cabinet under the Prime Minister, Hassan Ali Kheyre has added to this process. Encouraging steps have been taken to strengthen relations with the federal member states even though lately challenged and a relatively strong National Development Plan for Somalia 2017-2019 (NDP) has been adopted. Notwithstanding this progress, the new Government and the country continue to confront severe challenges including continued conflict, insecurity lately witnessed by hard hitting terrorist bomb-attacks in Mogadishu and drought. No doubt, significant work lies ahead in terms of deepening federalism, building institutions, passing necessary legislation, ensuring security and countering violent extremisms and Al-Shabaab – and above all, delivering services to the population.

Limited resources due to the lack of a progressive fiscal policy, poor management of national resources, limited trade opportunities and investments and a population of which the majority remains un-skilled poses a barrier to delivering on the priorities laid out in the NDP. The majority of the resources available are currently spent on state-, peace- and institution building and security measures to avoid the advancement of Al Shabaab, establish and maintain authority and limit the consequences of clan in fighting. This also as AMISOM is still to withdraw and handover to the Somali National Security Forces in May 2018, which is however likely to be postponed until sometime in 2020.

The humanitarian situation remains critical. Levels of acute food insecurity and malnutrition will remain high in Somalia through the end of the year. In the worst-case scenario where food prices increase, humanitarian assistance is reduced and the Deyr rains (October-December) perform poorly, famine is possible. The current drought is the result of three consecutive very poor rainy seasons and the situation is expected to persist in most pastoral and agro-pastoral livelihoods through the end of the year. As such, 3.1 million people are in need of urgent and life-saving humanitarian assistance and an additional 3 million people are in need of emergency food or livelihood support through the end of 2017 to 6.2 million. An estimated 388.000 children under the age of five are acutely malnourished, including 87.000 who are severely malnourished. Outbreaks of both Acute Watery Diarrhoea (AWD)/cholera and measles (the worst in four years) will potentially exacerbate acute malnutrition and mortality, especially among children. Sustained humanitarian assistance during the first half of 2017 was a key factor in preventing further deterioration in food security and nutrition conditions in Somalia. According to the Somalia Food Security Cluster, emergency food and cash assistance reached roughly 2.5 million people a month since April. The displacement trends vary from previous years and though some 7.000 Somalis have sought refuge in neighbouring Kenya and Ethiopia, the displacement is mainly occurring inside Somali borders. In addition, thousands of Somalis are returning each month from the Dadaab refugee camp in Kenya and from conflict-torn Yemen. Access to basic services such as water and sanitation, healthcare, education and shelter are severely restricted. This has resulted in a life expectancy of 56 years and an infant mortality rate of 137 per 1000 live births. 23 pct. of children under five are underweight and only 45 pct. of the population have access to improved water sources why water borne disease, such as diarrhoea, is the major cause of nearly one in five deaths of children under five.

Because of these tremendous and on-going humanitarian needs, there is an increasing focus on policy development and programming related to community resilience-building and recovery across the country. There is a separate chapter on resilience in the NDP and a national pillar working group on resilience has recently been established under the coordination structure with international partners led by the Somali government. Whereas the Danish Country Programme for Somalia 2015-2018 and the Peace and Stability Programme focus on building peace and security, state and local governance and enhancing economic development respectively, relatively limited resources are channelled to direct service-delivery. Humanitarian aid has been provided for famine prevention in 2016 and 2017, but there is a persisting need to apply a development approach to a chronic issue so far handled by humanitarian actors on an ad hoc basis. With the new Danish Development Policy integrating development and humanitarian aid, this suggested programme provides Denmark with a unique opportunity to test and implement a programme in the humanitarian-development nexus. Humanitarian aid is definitely needed, but durable and long-term solutions has to be identified, nurtured and implemented for the massive displaced population. Both for the ones who have decided to stay in and around the city-centres, for the ones who may go back to their place and region of origin – and for the hard-pressured host communities.

In order to decrease humanitarian needs and thus prevent the Somali population from fleeing to camps with limited resources in neighbouring countries, a new approach is needed. For years, Denmark has been leading the work on identifying long-term solutions to displacement. Despite initiatives such as the

Solution Alliance established in Copenhagen and the subsequent New York Declaration, The New Way of Working and the Comprehensive Refugee Response Framework (CRRF), the world's response to large-scale movements remains inadequate and underfunded, leaving refugees with an uncertain future. However, the New York Declaration and CRRF lay out a vision for a more predictable and more comprehensive response to these crises calling for concerted efforts supporting refugees and the countries that host them. At the heart of this approach is the idea that refugees and IDPs should be included in the communities where they reside from the very beginning. By ensuring refugees access to education and labour markets they are more likely to develop their skills and confidence that is necessary to ensure their self-reliance, which in turn contributes to the development of local economies and thereby such efforts will contribute to fuel the development of the communities hosting them. Allowing refugees to benefit from national services and integrating them into national development plans is essential for both refugees and the communities hosting them, and is consistent with the pledge to "leave no one behind" in the 2030 Agenda for Sustainable Development. In the New York Declaration, Member States recognized that refugee camps "should be the exception," and a temporary measure in cases of emergency. Instead, refugees should be allowed to live among host communities, and to thrive, not just survive, thus reducing their dependence on humanitarian aid. To better support refugees and the communities hosting them, the New York Declaration calls on UNHCR, the UN Refugee Agency, to "develop and initiate" comprehensive responses in different countries and regions where refugees are hosted. Whereas Djibouti, Ethiopia, Uganda and Tanzania have each agreed to apply the comprehensive framework, a regional approach has been applied to the Somalia situation that require the involvement of Somalia's Government and the governments of its neighbours to adopt a regional approach.

Denmark has been extensively involved in both the New York Declaration and CRRF at an international and global level, as migration and refugee flows remains one of the key priorities of our foreign policy. Though the international policy process is moving forward, there is a need for testing and implementation at country level to ensure that the political framework and discussions achieve tangible results for displaced populations in their lives. This programme is aiming to continue and to strengthen these efforts by implementing concrete and specific durable solutions in Somalia.

Support for DRC and DDG in implementing phase 2 of the 3R programme in Somalia responds to the current Danish foreign and development policies, particularly with regard to the call for strengthening the humanitarian and development nexus as put forward on the new Danish Development Policy and Humanitarian Action - the World 2013. It ensures the best value for money and provide Denmark with a unique opportunity to participating in piloting and promoting the Durable Solutions framework. DRC has through its long and consistent presence throughout Somalia demonstrated an ability to implement programmes that have demonstrated tangible and long lasting results, and thus demonstrate durable solutions in practice. Supporting DRC in furthering these experiences will place Denmark in the front locally, nationally and regionally on the humanitarian-development nexus and provide us with excellent opportunities in taking this agenda forward. The total budget of the new phase of the DRC/DDG programme is 150 million DKK. The Embassy suggests allocating 70 million DKK as the Danish contribution to the programme. Other donors such as the UK have also demonstrated clear interest in supporting the programme.

3. Programme summary

3.1 Strategic considerations and justification of the programme.

In order to address the protracted displacement crisis in Somalia, one must take on a double-faceted approach: capacity development of relevant local and community authorities, strengthening the policy and regulatory framework and investing in planning and infrastructure, promoting long-term durable solutions

on the one hand, and on the other life-saving emergency assistance and livelihood interventions increasing the resilience of local host communities, IDPs and returnees.

The joint DRC and DDG programme addresses protracted displacement and facilitate voluntary safe return and successful re-integration by building on the successes and lessons learned from durable solutions programming to date including the Return, Reintegration and Resilience (3R) programme. The first phase sought to facilitate the dignified reintegration of Somali returnees from Dadaab with their home host communities in Somalia. The programme adapted the durable solutions framework and delivered services within the three main intervention areas of material, physical and legal safety. As such, the implementing partners provided assistance packages to the target population consisting of education, shelter, water, sanitation and hygiene, food security and livelihoods, protection and information, counselling and legal assistance in Mogadishu, Beletwyene, Dhobley, Dollow, Luuq, Baidoa and Kismayo. The first phase met its stated targets, particularly with regard to return preparation and systematic tracking of return assistance to
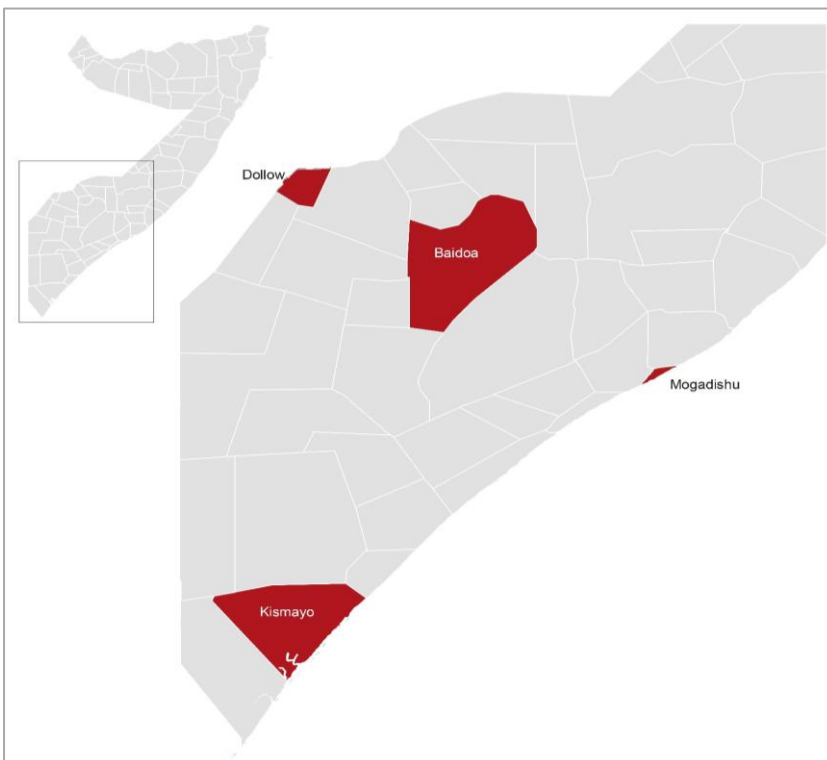
facilitate access to long-term reintegration opportunities. In this regard, 100% of targeted households voluntarily registered for services, 100% of tenure security issues for target population were addressed and 85% reported a willingness to remain in the Somali communities and pursue further re-integration. The implementation of diversified multi-sectorial programming supported safe return and successful re-integration through facilitation of livelihoods skills training, water and sanitation supply and shelter provision. Over 75% of participants reported improvements in their situation with respect to the aforementioned areas. The emphasis on co-existence fora and coordination, particularly with governance structures facilitated equitable participation of IDPs in policy and decision-making.

DRC and DDG will leverage the successful outcomes described above through the implementation of a new multi-sectoral programme. Besides delivering services within material, physical and legal safety, the programme includes a strong research and knowledge component, which includes relevant studies and learning events available for all relevant stakeholders. These will feed into further improvements of the programme and promote other partners' programmes as well as contributing to the political process at national, regional and international level. The research and knowledge component will be done jointly with the Regional Durable Solutions Secretariat (ReDDS), who has done extensive research on durable solutions in the Horn of Africa and provided substantial analysis and specific area based plans for Lowe Juba, Benadir and Bey regions, including agreed and common outcomes and indicators for protracted displacement.

The proposed programme will facilitate implementation and operationalization of the Durable Solutions framework, therefore putting into practice the commitments and priorities as laid out by the CRRF. The programme will achieve results for displaced communities across physical, material and legal safety platforms as highlighted in the Theory of Change below. This will afford DRC and DDG a unique opportunity to lead in Durable Solutions programming in Somalia, which can be leveraged to inform regional and global learning and implementation by solutions actors.

The increase of IDPs in and around city-centres in Somalia has put further strain on communities already suffering from limited access to basic services, shelters and livelihood opportunities. As such, it is paramount that actors working in Somalia maximize the resources to successfully support the (re)integration of refugees and IDPs, while supporting host communities and increasing livelihood opportunities in places of origin to assist the IDPs who are willing to return. What makes this programme unique is the application of a development approach to a chronic issue previously handled as an acute humanitarian challenge. With this new approach DRC and DDG will intervene at a political level and engage with relevant authorities to promote long-term solutions as well as addressing the short term more immediate needs and issues.

At the *national level*, the Government of Somalia has included a chapter on building resilience and targeting displacement in the NDP and recently convened the first ever National Forum on Durable Solutions for IDPs and Refugee Returnees. This resulted in the development of a draft National Policy on Refugee Returnees and IDP. Its priorities include the safe return of refugees and IDPs and the promotion of social cohesion; safeguarding of protection and the asylum space; and work around economic development to ensure lasting reintegration. DRC will be part of the advocacy and technical support process to this, as well as ensuring that programme delivery contributes to the implementation of the new national policy. In addition, the government has set up several technical task forces on migration. Several ministries and institutions are involved in data collection, drafting policies, coordinating and ensuring responses to IDPs and refugees, however, capacity as well as the roles and responsibilities between various institutions remain unclear. As the CRRF process for Somalia takes a regional approach (see below), there is a need to anchor the coordination and follow-up at the national level and develop capacities of the responsible institutions and to ensure a consultative process involving also the IDPs themselves, host communities, civil society – and local, community and state authorities.

At the *federal member state level*, capacities, approach and policy frameworks vary. Where Somaliland and Puntland have policy frameworks in place, other federal members states do not. As the federal member states will be responsible for implementation, it is important to work with the federal members states of Jubaland and South West (target areas of this intervention) to identify and assess their capacities and needs for support to capacity and institutional development. This is relevant also at local and community level, where for instance police and courts will handle disputes between displaced persons, returnees and host-communities.

At the *regional level*, IGAD[1] recently adopted the so-called Nairobi Action Plan, which is a multi-country engagement aiming to achieve a comprehensive response to the Somali refugee situation in the region hereby 'domesticating' the global CRRF process to the regional level. IGAD has adopted a roadmap for implementation and member states are currently developing National Action Plans to ensure that conditions in refugee-hosting countries become more conducive to self-reliance and resilience of the refugees and IDPs. One key pillar of the Nairobi Action Plan is support to the Somalia Federal Government to ensure conditions in-country are conducive to safe and sustained return. This process intends to yield a

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[1] The regional body: Intergovernmental Authority on Development. Member states include: Djibouti, Ethiopia, Somalia, Eritrea, Sudan, South Sudan, Kenya and Uganda

set of important outcomes for Somali refugees, but will support solutions for all populations living in displacement in Somalia.

The IGAD process and Somalia's national policy and strategy efforts provide an approach to the global CRRF process. This also includes the promotion of a Whole of Society approach and a more meaningful sharing of responsibility amongst governments, development actors, the private sector and local communities thus providing opportunities for the piloting of new approaches in the context of a global push for innovation and solutions.

At a regional level, DRC (with support from UNHCR) is leading a workshop for East Africa in November 2017 to examine good practices and recent learning on the practical implementation of CRRF in pilot countries in the region. DRC is also taking an active role in consulting refugees in Uganda and Somalia via a highly participatory community consultation methodology to ensure voices of those affected by displacement have a timely place in the design of the GCR.

Overall, the programme will contribute to safe and dignified conditions for voluntary repatriation of Somali refugees, reduce dependency on humanitarian assistance, increase self-reliance, inclusion and social cohesion, and ensure meaningful access to socio-economic rights, in particular with regard to shelter, health and human services, access to justice, land tenure, civil registration, education and livelihood opportunities.

This Programme will benefit from existing support from local authorities and security providers, which DRC/DDG already has established during previous programmes. DRC/DDG's support to communities and district governments to address public safety issues dates from 2009 and has so far reached 200 districts with a combination of DANIDA, Norwegian, Netherlands, EU and DFID funding.

3.2 Programme summary.
The overall objective of the programme is that *Households returning to Somalia and IDPs (re)integrate successfully in communities of return and (re)integration through sustained and equitable security, protection and access to economic opportunities*. The durable solutions outcome areas are that *displacement affected communities enjoy improved conditions of physical, material and legal safety* respectively.

The programmatic outcomes and activities are as follows:

Outcome 1: Returnees and IDPs are better protected from violence and conflict.
Output 1.1: Police, courts, leadership and communities can better protect the most vulnerable, including women and children, from conflict and violence.
Activities include:
- Community mobilization: Using the Comprehensive Disaster Response Service (CDRS) model for community dialogues on community identified issues and mitigating strategies.
- Participatory in Action Research (PAR), an alternative paradigm for knowledge production, with specific target groups (women/youth/IDPs/returnees) where the community affected by an issue define its challenges and potential solutions.
- Quality case management and psychosocial support services for GBV (Gender Based Violence) survivors.
- Support to unaccompanied minors inclusive of family tracing and unification.
- Rights-based training for law enforcement on awareness raising on security and human rights components.
- Sensitisation sessions of court officials, judges and Somali Legal Aid network members on returnees and IDPs rights in order to raise public awareness and support for protection of returnees and IDPs.

- Dialogue fora with the district authority, police, IDPs/returnees and community representatives to build initial trust and understanding.
- Expansion and consolidation of the Guurtis+ model (inclusion of young people, women and minority groups in the elders' assemblies): Guurtis+ members will act as a custodian for the customary agreements and work closely with the formal structures.

Output 1.2: IDPs and returnees experiencing challenges in gaining documentation and security of land tenure are referred to trained authorities for resolution.
Activities include:
- Housing, Land and Property trainings to key stakeholders and support returnees in obtaining legal documents for land and housing.
- Support to people without ID/ documentation by referring them to local authorities. Legal assistance on documentation of land and property will be provided to returnees.

Outcome 2: Returnees and IDPs have improved access to shelter, clean water and adequate nutrition.
Output 2.1 Water, nutrition, shelter services in returnee areas are maintained and improved.
Activities include:
- Rehabilitation and construction of water supply points and networks.
- Introduction of the Community Lead Total Sanitation (CLTS) to facilitate behaviour change.
- Promote hygiene, sanitation and nutrition messages within community structures.
- Provision of locally available shelter materials to returning refugees and IDPs as required.
- Unconditional cash provided to the most vulnerable households.

Output 2.2 IDPs and returnees make use of referral mechanisms to a range of services.
Activities include:

- A detailed referral mechanism will be designed based on the results of surveys and stakeholder mapping with regard to provision of services. The referral process will be managed at an individual level tracking the continuum from relief to recovery and will also be utilized to link target households who require humanitarian assistance with safety net programmes.

Output 2.3 Returnees make the journey home in safety and dignity**.**

Activities include:

- Work with repatriation and migration actors to support voluntary return.

Outcome 3: Returnees, IDPs and host communities are trained, self-reliant, employed, and/or accessing loans and savings.
Output 3.1: Returnees and IDPs (esp. women and young people) have access to skills training, apprenticeships, savings and loans and opportunities for employment.
Activities include:
- Market assessments and value chain mapping. This will identify gaps in the market for employment and business opportunities. DRC/DDG will map existing value chains for agriculture production and sale including sources of agriculture inputs and opportunities for sale as well as secondary services such as transport.
- Facilitate vocational skills and mentorship/job placement programmes for target groups and in particular women and young people based on market assessments and value chain mapping
- Business grants and support for design of business strategies will be made available to target people and SMEs based on the outcome of market assessments and consumer surveys.

- Access to agricultural inputs including promotion of drought resistant and high yielding seed varieties and establishment of farmer groups such as associations or cooperatives with a view to accessing inputs at wholesale process and aggregating produce to facilitate ease of purchase on the point of the buyer. To coincide with aggregation of produce, farmer groups will be linked directly with buyers to eliminate purchase by 'middlemen' at the 'farm gate' thus increasing the price offered to farmers for their produce.
- Improvement of feeder roads, canals, fodder production, market shelters with sustainable designs through Cash for Work.
- Support establishment of Village Savings and Loans (VSLA) groups, building on traditional systems to empower women to manage and invest resources.
- Facilitation of agreements between IDP, Returnee and host community on land sharing for agriculture and tenure purposes thus ensuring access to land.
- Livestock replenishing: Through direct provision or via the linkage and referral mechanisms, extremely vulnerable target households (including female headed-households and host community) will receive livestock replenishing as well as linkage to associated veterinary services.

Outcome 4: Demand for and supply of government services, including social protection mechanisms, is strengthened.
Output 4.1: Government accountability and capacity for service delivery is measurably strengthened.
Activities include:
- Introduction of Social Accountability. Emphasis will be placed on civic education regarding rights and responsibilities. Dialogue will be facilitated with local government structures based on the provision of basic services outlined in the NDP and commitments made under the Nairobi Declaration regarding return and re-integration for displaced communities.
- National Advisory Group (NAG): The NAG will be formed of government representatives across relevant government departments to provide input and oversight of the programme activities. The NAG will also serve as an accountability mechanism for agreements reached via the social accountability model as well as commitments made in line with the Nairobi Declaration and NDP.

Output 4.2: The relevant ministries/structures of Somali national government are working to ensure national policy and practice towards returnees and IDPs conforms with the IGAD National Plan of Action and the CRRF

Outcome 5: This programme has a strong evidence base, and pre-return decision-making for refugees is better informed.
Output 5: Real time data on area-based security, social and economic conditions is shared with policy makers, agencies and refugees.
Activities include:
- Data management: continuous collection, verification and dissemination of reliable and timely area of origin primary data on monthly and quarterly basis, including critical humanitarian concerns related to returns in safety and dignity such as conflict, drought, housing land and property and disease outbreak – as well as development issues such as road infrastructure, health, education, and livelihoods among others.
- Intention surveys verifying overall intention of the IDP communities, which will inform solutions provided.
- A longitudinal study on refugee and IDP returnees in Somalia. A key finding from the solutions analyses that ReDSS has conducted in Somalia is that IDPs are facing challenges when assessed against the majority of the solution framework indicators. However, the data on returnees presents limitations in terms of representativeness. The objective of this study would be to determine the

movement patterns of a sample population of refugee returnees within the South West State over a period of 3 years.
- Development and publication of key briefing papers and policy briefs based on evidence. ReDSS and DRC/DDG will develop short briefing papers and one pagers on various topical issues related to solutions and displacement within Somalia. These briefing papers will be disseminated to a varied range of stakeholders including policy makers, humanitarian and development actors, academia and private sector including at learning events hosted by the Embassy.
- Participatory conflict analysis and trainings on how to use basic conflict analysis tools such as conflict mapping, conflict trees and stages of conflicts of elders, community leaders etc.
- Establishing a Knowledge Management Platform and Community of Practice for Somalia.
- Capacity development of Somalia policy makers on durable solutions. ReDSS will use its basic training package on durable solutions and train various policy makers within Somalia especially the new Federal and regional state officials under NCRI, Directorate of Durable Solutions under the Ministry of Humanitarian Affairs and Disaster Management.
- Conducting solutions trainings to local NGO staff and offering mentorship and peer-to-peer coaching on solutions programming.
- Continue with proactive engagement in policy development processes in Somalia and the region such as the development of a National Policy on Durable Solutions for Refugee Returnees and IDPs; development of a National Action Plan in line with the IGAD Nairobi Plan of Action process and the Comprehensive Refugee Response Framework (CRRF).

The Monitoring, Evaluation and Learning strategy (MEL) of DRC and DDG is geared towards generating evidence that will inform program learning as well as continuous engagements with development partners on strategic and policy issues and programming matters on return and re-integration in Somalia. The M&E methodology will incorporate the components referred to above under outcome 5 and the findings of these studies will again inform and modify the programme. The log-frame, risk matrix and budget are attached as annexes. All of these documents will in addition to the M&E system of DRC/DGG also be quality assured by the Third Party Monitoring (TPM) agent contracted under the Danish Country Programme for Somalia. Based on their recommendations the Embassy will select a specific outcome and a number of outputs to be particularly monitored. In addition, an inception review will be conducted within the first 6 months of the Programme with assistance from KFU and other departments of the MFA. A plan for policy-dialogue and follow-up will be developed between DRC and the Embassy in order to ensure coordination and cooperation on the various policy-dialogues with the Somali Government, Federal Member States and other international partners. The Embassy has for some time been involved in the political work on protracted displacement and with this programme, the Embassy aims to upscale its work on this agenda.

Due to the on-going risk of insecurity, DRC/DDG will mainstream conflict sensitivity throughout all aspects of the programme. Given the complex and challenging operational environment that characterises much of Somalia, DRC/DDG recognises that conflict sensitive programming is essential in order to ensure effective programme delivery in conflict-affected areas and avoid instances that may exacerbate conflict. Conflict sensitivity and the principles of do no harm are approaches embedded in DRC's operational principles that aspire to minimise the possibility of unintended negative consequences. DDG/DRC recently carried out a conflict analysis in the three target areas, which provides the foundation for further action to ensure that conflict sensitivity is mainstreamed in the programme from the onset. During the inception phase DDG will facilitate a series of training workshops to ensure that the programme design and operations are able to take steps to harness and maximise identified capacities for peace and minimise potential threats/risks. DDG/DRC will also produce conflict sensitivity guidelines, training materials and support the monitoring and evaluation team to ensure mainstreaming of conflict sensitivity indicators in the M&E plan. DDG/DRC will regularly review and update the conflict analyses of the three target areas. New findings will be discussed with the programme management team to identify any needs for changes to DRC's operational strategy.

4. Overview of management set-up

The Programme will be managed by a Programme Management Unit (PMU) consisting of DRC and DDG staff and overseen by a Programme Steering Committee. In support of the PMU work, a technical working group will be established to ensure strong technical oversight.

- *Steering Committee (SC):* The Steering Committee will have the responsibility for overall performance and strategic direction of the programme, including accountability for compliance and other grant management issues. The SC is made up of senior representatives of DRC Somalia and DRC RO, and contributing donors. It will meet once every quarter to assess progress, performance, review challenges and risks (including security), and address management issues including those referred by the PMU (see below). The SC will decide on substantive changes to operational implementation based on data collected and research produced throughout the programme life cycle, individual activities, and budgeting. The SC will also take on high-level engagement and advocacy with e.g. IGAD, UN, Government, international partners, and wider humanitarian/development community on advancing strong Solution oriented systems building for displacement effected populations in Somalia. The SC will meet bi-annually with key advisory actors such as IGAD, ReDSS, RMMS, WB, UN and Government entities including the National Advisory Group. Furthermore, the SC can decide to invite other actors on an ad hoc basis as relevant for the agenda, this could include researchers, academia, community representatives, private sector, etc.

- National Advisory Committee (NAG). A National Advisory Committee consisting of government representatives will be created to facilitate oversight, input and buy-in from federal level government. The NAG will be tasked to meet on a bi-annual basis to review progress and contribute to planning and discussions on mitigation strategies for the programme as required. The NAG will include representatives from relevant government departments. This is to be agreed at the onset of the programme, however it is envisaged the ministries involving planning and humanitarian affairs will play a leading role. The agreement on the composition of the NAG will coincide with the federal government position on roles and responsibilities of different government departments in resilience building and the pursuit of durable solutions. The NAG will create a space for training and capacity building regarding the durable solutions agenda, facilitate agreement on levels of responsibility for implementation of activities and services in accordance with that agenda and act as a focal point for positions put forward by vulnerable communities as part of the Social Accountability intervention.

- *Programme Management Unit (PMU):* The PMU will ensure harmonisation of design and implementation in all areas of intervention and guaranteeing strong communication and collaboration with partners including ReDSS, and provide quality assurance. This will include the adoption of best practice and innovative approaches. The PMU will also manage and oversee the use of a MEL system to enhance data collection, and understanding of changes in the context, and real-time feedback of learning to the programme *(See Monitoring, Evaluation and Learning system).* This unit also acts as the primary coordination mechanism with internal and external partners, with the responsibility to facilitate integrated programming. The PMU will oversee the security system for all staff involved, and interaction, advocacy and information-exchange with local and federal government. The PMU will be based on a lean structure consisting of a Programme Manager, a financial/administrative officer, a MEL coordinator and a programme officer. Specific technical expertise required will be sourced on a needs basis during the three years period. This is to ensure adaptable, timely and quality implementation in seeking the most cost-effective model for technical expertise. The programme will furthermore draw upon existing DRC/DDG technical capacity e.g. in wash, protection, shelter, cash, livelihood, conflict prevention etc. in order to strengthen coordination with on-going programming, and to benefit from the high level of existing

DRC/DDG knowledge and experience working in the Southern Central Region of Somalia. The PMU will call regular coordination meetings, so technical approaches are harmonised, trainings are co-facilitated where possible, and standards of quality assurance are shared. There will also be efficiency in the PMU's centralisation of grant management functions of the programme, such as monitoring of impact, donor reporting, evaluations and audits.

- *Technical Working Group (TWG):* The TWG is comprised of technical focal points from relevant sectors each dedicating a minimum of 15% of their time to supporting implementation of this programme. Other technical specialists from DRC/DDG or implementing partners may be invited to join the TWG as appropriate and necessary. One technical advisor will take on a leading role in each result area based on their specific area of expertise and will also guide on which additional technical capacity might be needed over the programme period of time. The TWG will provide support, guidance and recommendations to the PMU and SC, lead on the development of standards and integrated approaches, develop common tools (e.g. for assessment), and ensure learning and experience sharing. The chair of the TWG reports to the PMU manager.

The programme will follow DRC, DDG and Danida guidelines and policies on anti-corruption as with all DRC and DDG programmes in Somalia. A communication plan will be developed for this programme, as part of the overall Country Programme for Somalia. The Embassy is currently developing a communication strategy, which will provide the Embassy with the opportunity of reaching Somalis and Somali stakeholders on the platforms they are.

5. Programme budget

Durable Solutions in Somalia	Budget in DKK million
Outcome 1: Returnees and IDPs are better protected from violence and conflict	
Output 1.1: Police, courts, leadership and communities can better protect the most vulnerable, including women and children, from conflict and violence	7,019,279.73
Output 1.2: IDPs and returnees experiencing challenges in gaining documentation and security of land tenure are referred to trained authorities for resolution	244,763.74
Subtotal outcome 1	**7,264,043.47**
Outcome 2: Returnees and IDPs have improved access to shelter, clean water and adequate nutrition	
Output 2.1: Water, nutrition, shelter services in returnee areas are maintained and improved	83,411,479.28
Output 2.2: IDPs and returnees make use of referral mechanisms to a range of services	5,254,025.56
Output 2.3: Returnees make the journey home in safety and dignity	3,286,105.61
Sub-total outcome 2	**91,951,610.45**
Outcome 3: Returnees, IDPs and host communities are trained, self-reliant, employed, and/or accessing loans and savings	
Output 3: Returnees and IDPs (esp. women and young people) have access to skills training, apprenticeships, savings and loans and opportunities for employment	37,709,424.85
Sub-total outcome 3	**37,709,424.85**
Outcome 4: Demand for and supply of government services, including social protection mechanisms, is strengthened	

Output 4.1: Government accountability and capacity for service delivery is measurably strengthened	587,810.72
Output 4.2 The relevant ministries/structures of Somali national government are working to ensure national policy and practice towards returnees and IDPs conforms with the IGAD National Plan of Action and the CRRF	277,727.08
Sub-total outcome 4	**865,537.81**
Outcome 5: This programme has a strong evidence base, and pre-return decision-making for refugees is better informed	
Output 5: Real time data on area-based security, social and economic conditions is shared with policy makers, agencies and refugees	12,209,383.42
Sub-total outcome 5	**12,209,383.42**
Grand total	**150,000,000.00**

For a detailed budget, please see Annex D.

Annexes:
a. DRC and DDG Programme Document

b. Results Framework at output level

c. Description of partner

d. Detailed budget

e. Risk Management Matrix

f. List of supplementary materials

g. Plan for communication of results (DRC Communication Plan)

h. DRC and DDG logframe

i. PAP

To be available to Council for Development Policy on request:
- Development engagement documentation (draft engagement documents and partner's programme documents for all programmed development engagements).
- National partner strategies (final or draft versions).
- Other documents deemed relevant.

Title of the action	Promoting Durable Solutions through Integrated Return, Reintegration and Resilience Support to Somali Displacement-Affected Populations
Intervention locations	South Central Region Somalia, in the localities of Kismayo, Mogadishu, Dollow and Baidoa in South West State
Duration	Three years: 2018 - 2020
Implementing Agencies	**Danish Refugee Council** Airport Road, Building D11 Wadajir District Mogadishu, Somalia
Contact person	Simon Nziokah Country Director – DRC/DDG Somalia Tel: Somalia/land: +252615195941; +252634000619 Kenya: +254729947350 Email: s.nzioka@drcsomalia.org

Contents

Acronyms

AMISOM	African Union Mission to Somalia
BRiCS	Building Resilient Communities in Somalia
CAPA	Conflict Analysis and Policy Advisor
CCCM	Camp Coordination and Camp Management
CDRS	Community Driven Recovery and Security
CRC	Cluster Review Committee
CRRF	Comprehensive Refugee Response Framework
CSOs	Civil Society Organisations
CWG	Cash Working Group
DANIDA	Danish International Development Agency
DDG	Danish Demining Group
DFI	Development Finance Institute
DFID	Department for International Development
DRC	Danish Refugee Council
ERW	Explosive Remnants of War
EU	European Union
EUTF	European Trust Fund
FFP	Food for Peace
FGS	Federal Government of Somalia
FSL	Food Security and Livelihoods
GBV	Gender Based Violence
GCR	Global Compact for Refugee
GDP	Gross Domestic Product
GIIN	Global Impact Investment Network
GNI	Gross National Income
HCT	Humanitarian Country Team
HLP	Housing Land and Property
IASC	Inter-Agency Standing Committee
ICLA	Information Counselling and Legal Assistance (ICLA)
IDPs	Internally Displaced Persons
IGAD	Intergovernmental Authority on Development

INGO	International Non-Governmental Organization
JEFAP	Joint Emergency Food Aid Programme
MEL	Monitoring, Learning and Evaluation
MoTI	Ministry of Trade and Investment
NAG	National Advisory Group
NDP	National Development Plan
NGOs	Non-Governmental Organisations
NRC	Norwegian Refugee Council
OCHA	Office for the Coordination of Humanitarian Affairs
PMU	Programme Management Unit
QRM	Quarterly Review Meetings
ReDSS	Regional Durable Solution Secretariat
RMMS	Regional Mixed Migration Secretariat
SAG	Strategic Advisory Group
SALW	Small Arms and Light Weapons (SALW)
SC	Steering Committee
SHF	Somalia Humanitarian Fund
SomRep	Somalia Resilience Programme
ToC	Theory of Change
TWG	Technical Working Group
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
USAID	United States Agency for International Development
WASH	Water Sanitation and Hygiene
WB	World Bank
WFP	World Food Programme
WVI	World Vision International

Introduction

More than two decades of persistent civil war and cyclic natural disasters displaced scores of Somalis internally and across international borders, ravaged the basic fabric of society and left political governance totally devastated. Over a fifth of the entire Somali population is displaced, either internally or as refugees (World Bank, 2016) - within the Horn of Africa, mainly Kenya, Ethiopia and Yemen. Protracted Internally Displaced Persons (IDPs) in Somalia are estimated at around 1.47 million, with at least 400,000 (36%) of that number in and around Mogadishu. By region, the number of IDPs is estimated to be 1,130,000 in South and Central; 350,000 in Puntland; and 80,000 in Somaliland. However, these figures are likely to be much higher due to significant population mobility, but also recurring secondary displacements, as well as significant rural-to-urban migration. Newly displaced IDPs since November 2016 are estimated at 918,000 as a result of drought and a further 326,000 displaced due to conflict. (UNHCR, October 2017) In the midst of such vast population movement within Somalia; urban hubs, in particular Kismayo, Mogadishu, Dollow and Baidoa in South West State have experienced significant population growth as a result of returning Somali nationals, primarily from Kenya.

For decades Somalia has endured conflict, political instability and vacuums, and climate related disasters. The pervasive issues in Somalia are multi-faceted and thus require an integrated and coordinated response. Through on-going learning, reflection and engagement DRC has noted common themes contributing to protracted displacement DRC's i.e. poor governance, conflict and insecurity, lack of basic services and limited livelihoods opportunities. Displacement being both a cause and result of poverty outcomes requires an in-depth understanding of the root causes of poverty and displacement which can only be addressed by the planning and application of Durable Solutions i.e. material, legal and physical safety. This is also at the core in the Nairobi Declaration on Durable Solutions for Somali Refugees and reintegration of returnees in Somalia, the Comprehensive Refugee Response Framework and Somalia's 2017-2019 National Development Plan (NDP).

DRC/DDG has been operational in Somalia for 20 years and has implemented a range of humanitarian, recovery and development initiatives reaching hundreds of thousands of people among displaced and host communities. Our achievements in addressing immediate and protracted crisis as well as the lessons learned during our reflection, research and evaluation processes have informed country and regional level discourse on improvements in the design and focus of the humanitarian and development assistance. DRC hosting the Regional Durable Solution Secretariat (ReDDS) has facilitated significant contribution to the development of a Durable Solutions framework. The development of the framework has, in part, been driven by DRC's programmatic strategies and achievements in addressing physical, material and legal safety of displaced populations, particularly in Somalia.

On this background DRC is seeking partnership with a variety of donors to implement a three year, integrated solution programme costed at DKK 150,000,000 with scope for scalability and complementarity over time. The programme design coincides with DRC's annual 2017 strategic planning process which focuses heavily on the practical application of the durable solutions framework. In particular DRC is in dialogue with DFID regarding the implementation of a solutions-oriented programme to be funded in 2018, there are also ongoing talks of a spin-off governance-focussed programme to compliment the solution programme. DRC's Somalia strategy for the coming 3 year period will be grounded in and support the delivery of the solution programme objectives. The solution programme will build on the successes and lessons learned from programmes to facilitate successful reintegration of

returnee and IDP communities in Somalia by ensuring physical, material and legal safety is achieved through a combination of protection, livelihoods and basic needs programming coupled with an emphasis on governance and a strong knowledge management and research component. DRC/DDG proposes to address protracted displacement and facilitate voluntary safe return and successful reintegration by building on the successes and lessons learned from durable solutions programming to date including the Return, Reintegration and Resilience (3R programme) programme, funded by DFID and implemented by DRC and NRC Nov. 2016 – June 2017. The programme facilitated the dignified reintegration of Somali refugees from Dadaab with host communities in Somalia using an integrated approach. DRC provided an assistance package to target populations that included: Education, Shelter, Water, Sanitation and Hygiene (WASH), Food Security and Livelihoods, Protection and Information, Information, Counselling and Legal Assistance (ICLA). Implementation of the ICLA component was led by NRC. The 3R programme was implemented in Mogadishu, Beletwyene, Dhobley, Dollow, Luuq, Baidoa and Kismayo districts.

This new solution programme will facilitate, for the first time, implementation and operationalisation of the Durable Solutions framework, therefore putting into practice the commitments and priorities as laid out by the Comprehensive Refugee Response Framework (CRRF). The programme outcomes as described in the logframe and theory of change (see annex 1 and 3) outlines a clear logical flow from output to overall intended programme objectives i.e. *Refugees and IDPs return to their country/areas of origin and (re)integrate successfully through government-led, sustained and equitable security, protection and access to economic opportunities in communities of return*. The solution programme will holistically address physical, material and legal safety as outlined in the durable solutions frameworks (see annex 4, 5, 6). Where DRC/DDG has implemented programmes to achieve durable solutions in the past, these programmes have included elements outlined in the durable solutions framework with a view to achieving impact in a particular area such as physical safety through law enforcement training, or material safety through cash transfer programming. In addition programmes implemented to date have at times targeted a specific population groups such as returnees e.g. via providing food and non-food items at way stations. This programme will facilitate activities in accordance with a rights-based and whole of community approach to achieve all outcomes as set out in the durable solutions framework, in line with the CRRF, and with the IGAD-led Nairobi Plan of Action, focused specifically on the Somali displacement. This programme is innovative in that it will provide DRC/DDG with a unique opportunity to expand and continue to be the lead in Somalia Durable Solutions programming in Somalia, which can be leveraged to inform regional and global learning and implementation by other solutions actors and partners Besides it is foreseen that this innovative new way of actually taking the Durable solution Framework from theory to praxis will support development of a model that can be replicated within the region when appropriate (e.g. Burundi, South Sudan, Yemen).

The programme will be implemented in displacement effected 'hot spots' in South-West State namely Mogadishu, Benadir Region; Baidoa, Bay Region, Dollow; Gedo Region; and Kismayo, Lower Juba Region , potentially additional areas if need should arise or change.

Relevance

Contextual Analysis

Conflict has been a central feature of Somalia's internal power struggle. Post-colonial disparities in the understanding of government functions, structures and rule of law have created conditions for deadlocked negotiations among the three regions. The battle for power and control of resources and revenue across, state, region and district level has hindered cooperation, strategic vision and progress. The inherent clan dynamics and access to land and resources are the primary source of conflict at all levels of Somali culture and politics. In addition the rise of Islamic Extremism in the form of Al-Shabaab has created another layer of insecurity in the form of clashes with clan and government level forces as well as the external influence of foreign military powers. Peacebuilding and conflict resolution initiatives are therefore essential to advance social protection and economic and political stability.

Access to basic services such as water and sanitation, healthcare, education and shelter are extremely restricted in Somalia. This is manifested in a life expectancy of 56 years and an infant mortality rate of 137 per 1000 live births. 23% of children under 5 are underweight. Only 45% of the population have access to clean water sources and only a quarter of the population are serviced with sanitation facilities within close vicinity. Water borne disease, such as diarrhoea, cholera etc. are major causes of nearly one in five deaths of children under five. There is no accurate comprehensive data on educational attainment in Somalia. Access to quality healthcare is extremely limited with the majority of services being provided by I/NGOs in urban centres. Approximately, 69% of Somalia's population lives below the poverty line. Poverty in Somalia is more pronounced in the IDP camps/settlements and estimated to be at 88% followed by rural areas at 75% and urban areas at 67%.

The establishment of a Federal Government of Somalia (FGS) in September 2012 marked a significant beginning with regard to governance. This milestone was recognized during the Nairobi Declaration on Durable Solutions for Refugees and Reintegration of Returnees in Somalia as laying the groundwork for a- more engaged, informed and focused strategy for development. Opportunities for transition and growth are present in the context of a National Development Plan (NDP 2017-2019) which outlines the government strategic priorities for economic, political and social improvements. The NDP acknowledges the need for support in the form of development aid and state-building. The political dynamic between Somaliland, Puntland and South Central as well as the apparent disconnect between state and regional level on issues of authority and influence represent barriers to progress. The lack of a progressive fiscal policy linked to poor management of national resources, limited trade opportunities, lack of investment and a population where the majority is un-skilled has resulted in minimal government funds to fulfil the commitments laid out in the NDP. In addition to lack of funds, the relatively recent incorporation of concepts of accountable, transparent and representative governance structures into government rhetoric, in the form of policy documents such as the NDP, require investment and support for roll out across all government departments and levels. A detailed workplan including input requirements, responsible and supporting functions as well as milestones is required for Somalia to fulfil its commitments as set out in the NDP and the Nairobi Comprehensive Plan of Action for Durable Solutions for Somali Refugees.

Livelihood options in Somalia for most displacement effected people are restricted to agricultural production, pastoralism and small business. Food insecurity, poor nutrition and competition for

resources and income generation options among displaced and host communities has further impacted an already limited livelihood market. The GNI per capita is currently immeasurable. GDP is measured at 6.22. Somalia's 2017-2019 NDP notes that urban populations access income mainly through trade, casual labour and social support. Remittances from the diaspora are also an important source of income. The economy is largely based on agro pastoralism and pastoralism with little opportunity for improved income. Agriculture production is largely rain-fed. Production is impacted by recurrent cycles of drought, poor infrastructure, an under developed private sector and lack of cooperation among farmers (partly due to conflict and displacement). As a result new or additional opportunities for increasing livelihood and income are limited and unreliable.

Existing local, national and regional level frameworks

International, regional and national policy regarding voluntary, safe return and successful reintegration emphasise the importance of applying a durable solutions framework to the analysis of need, strategic design and application of tangible interventions for displacement-affected communities. This solution programme aims to achieve durable solutions in Somalia through the practical application of the durable solutions framework as set out by the Regional Durable Solutions Secretariat (ReDSS) in line with priorities put forward by the Global Comprehensive Refugee Response Framework (CRRF). DRC/DDG proposes an integrated holistic approach to achieving physical, material and legal safety of displaced populations through tangible interventions encompassing protection, safety and security and social cohesion to address physical; safety; access to basic service, livelihoods and housing land and property rights to address material safety; and support for participation in public affairs, access to justice and legal documentation as well as family reunification to address legal safety (see ReDDS solutions frameworks in annexes 4,5 and 6 and the Theory of Change, annex 1). There is a growing policy focus on community resilience-building and recovery across Somalia, which if invested and supported at community, state and federal level can help identify and implement durable solutions for returnees and the internally displaced communities. However, the Somali context is fraught with conflict and insecurity, recurrent climatic disasters, lack of basic services and an under developed private sector. If unaddressed, these concerns will continue to undermine the achievement and results of durable solutions for those returning to Somalia.

The solution programme's objectives have clear coherence with the aims and actions of the 2016 IGAD-led Nairobi Plan of Action. This process is a multi-state engagement to build the conditions for durable solutions in Somalia, and for Somalis in displacement. The IGAD Nairobi Plan of Action is domesticating at a regional level a global process to achieve a comprehensive response to the Somalia refugee situation inside and beyond Somalia. After a meeting in March 2017 held in the UK, at which the IGAD process was endorsed and a roadmap was launched, there has been progress amongst member states on the development of National Plans of Action, to ensure conditions in refugee-hosting countries become more conducive to self-reliance amongst Somalia refugees.

One key pillar of the Plan is support to the Somalia Federal Government to ensure conditions in-country are conducive to safe and sustained return. This process is intended to yield a set of important outcomes for Somali refugees, but will support solutions for all populations living in displacement in Somalia, e.g. current IDPs, and those returning from internal displacement.

To this end, Somalia has recently convened a first ever National Forum on Durable Solutions for IDPs and Refugee Returnees that resulted in the development of a draft National Policy on Refugee, Returnees and IDPs. Priorities in the plan include support to the safe return of refugees and IDPs and the promotion of social cohesion; safeguarding of protection and the asylum space; and work around economic development to ensure maximum reintegration. DRC is a strong partner and contribute to both the advocacy and technical support processes, as well as ensuring the DRC solution programme delivery contributes to and are aligned with the implementation of the National Policy on Refugee, Returnees and IDPs.

The IGAD process, and Somalia's national policy and strategy efforts to ensure conducive conditions for return, delivers an approach for the global Comprehensive Refugee Response Framework (CRRF) process, born of the New York Declarations of 2016. This process seeks to identify new ways of doing business for displacement-affected populations, promoting a Whole of Society approach and a more meaningful sharing of responsibility amongst governments, development actors, the private sector and communities themselves. It is DRC's intention that this solution programme will provide opportunities for piloting new approaches in the context of a global push for innovation and solutions.

At the global and regional level, DRC is playing an intensive role in convening and participating in collective thinking and advocacy to ensure the Global Compact for Refugee (GCR) and the CRRF process generally are given the best chance to achieve traction and provide tangible changes on the ground. This has included keeping the emphasis on collective accountability for the delivery of refugee rights and the protection of those in displacement; advocacy to ensure a strong role for civil society in the design process, promoting the inclusion of the voices and opinions of the displaced in the discussions, and research and advocacy to question whether the proposed 'system change' will benefit for refugees and host communities. DRC is currently leading a global conversation on what options are available for refugees and host populations to participate in GCR design, and also in solutions processes in the longer-term.

At a regional level, DRC (with support from UNHCR) is leading a workshop for East Africa in November 2017 to examine good practice and recent learning on the practical implementation (programming) of CRRF in pilot countries of the region. DRC is also taking an active role in consulting refugees in Uganda and Somalia via a highly participatory community consultation methodology to ensure voices of those affected by displacement have a timely place in the design of the GCR – the outcome of these processes will also inform DRC future solution programming. In several countries of the region, DRC is taking a lead in supporting government to set up CRRF architecture, ensure civil society participation, push for the implementation of progressive legislation and policy, and programme innovatively for improved refugee responses at all stages in the process. This programme will give DRC in Somalia the opportunity to provide powerful learning on the solutions process in action for IDPs and returnees as the IGAD/CRRF processes continue into 2018 and beyond.

DRC/DDG has leveraged the above policies and frameworks as well as our ongoing work in advocacy and contribution to solutions' learning to both inform our programme design and to identify stakeholders including rights holders and duty bearers.

Intervention Logic

DRC/DDG proposes to address protracted displacement and facilitate voluntary safe return and successful reintegration by building on the successes and lessons learned from durable solutions programming to date including the Return, Reintegration and Resilience (3R programme) programme, funded by DFID and implemented by DRC and NRC Nov. 2016 – June 2017. The programme sought to facilitate the dignified reintegration of Somali refugees from Dadaab with host communities in Somalia using an integrated approach. DRC provided an assistance package to the target population that included: Education, Shelter, Water, Sanitation and Hygiene (WASH), Food Security and Livelihoods, Protection and Information, Counselling and Legal Assistance (ICLA). Implementation of the ICLA component was led by NRC. The programme was implemented in Mogadishu, Beletwyene, Dhobley, Dollow, Luuq, Baidoa and Kismayo districts.

DRC and NRC ensured achievements against targets which lead to successful outcomes particularly with regard to return preparation and systematic tracking of return assistance to facilitate access to long-term reintegration opportunities. Over 75% of participants reported improvements in their situation with respect to the security of tenure, livelihoods, WASH and shelter.

The 3R programme produced two key learning documents a) the Dadaab Returnee Conflict Assessment report written by renowned Somalia conflict expert, Ken Menkhaus and b) the Protection and Livelihoods Assessment Report produced by ResearchCare (see annex 7 and 8). Key findings from the Menkhaus report include the following:

- The impact of the returnees will be felt almost entirely in a few urban centres of southern Somalia, especially Kismayo. Their return will accelerate an already dramatic rate of urbanisation in contemporary Somalia, and highlight sensitive conflict issues related to exclusivist clan claims on Somalia's cities.
- The return is occurring in a challenging and non-permissive environment in southern Somalia. Al Shabaab continues to hold the rural areas where most of the refugees originate. Much of the region remains chronically insecure. Urban unemployment is exceptionally high. And a severe drought has impacted the main areas of return.
- Where aid programmes for the returnees gives them a significant if temporary advantage over host communities and IDPs, communal tensions could spike.
- Employment will be a source of competition between returnees, IDPs, and host communities.

The ReseachCare report highlights the following recommendations:

- GBV referrals mechanism and SOPs: DRC and partners should review and strengthen current SGBV SOPs and referral pathways in all project locations to ensure SGBV prevention and response services are well coordinated among all protection stakeholders.
- Supply and distribution of NFIs to vulnerable HHs: Kitchen items, blankets, mattresses and shelter materials should be distributed to the most vulnerable IDP, HHs and returnees in Mogadishu, Dhobley and Kismayo.
- Housing Land and Property (HLP): DRC should strengthen NRC and IOM efforts in the construction of housing projects in Kismayo by building more residential shelter units and engaging Kismayo administration to provide security of tenure. Key complementing services

such as the rehabilitation of pathways, installation of solar street lights, construction of shallow wells and boreholes should also be supported so as to strengthen efforts by Jubbaland administration to create decent shelter as well as to decongest Kismayo city.

- Water access for returnees and IDPs: DRC and its partners should help rehabilitate broken down water facilities especially in Kismayo so as to address water shortages and access in IDP camps and returnee settlement areas.

In early 2017 ReDDS with support of DRC and NRC undertook a review of existing data and assessments to identify gaps and opportunities to inform (re)integration planning and programing for displacement affected communities entitled *Local Integration focus* in Bay, Benadir and Lower Jubba Regions (see annex 4, 5 and 6) The reports note that significant gaps remain with regard to the achievement of physical, material and legal safety. Key recommendations are as follows:

- Adopt joint integrated and multi sectorial programing
- Adopt stronger focus on 'early solutions' from the onset of the emergency response

In light of the above analysis and recommendations, DRC/DDG will incorporate a strong emphasis on protection including referral pathways for GBV survivors and HLP programming with IDPs and returnees. Basic needs such as the provision of NFIs will be prioritised where markets are not functional and/or where people are in transit. Sustainable water sources will also be identified and supported in areas with high concentration of IDPs and areas of potential return as identified through intention surveys. In the context of increased populations in area of displacement there will be a strong emphasis on livelihoods support. To ease tension, DRC/DDG will include awareness raising, community dialogue and community led approaches to address needs and gaps. All of the above interventions are clearly linked to the attainment of durable solutions as outlined the durable solutions framework. The programme will be multi-sectoral and integrated to ensure efficiencies and complementarity. The key difference being the holistic approach, in particular the focus on whole communities, including host populations to facilitate broader positive outcomes in terms of poverty indicators as well as mitigating potential tension. Through the longitudinal study, DRC/DDG and our partner ReDDS will track the relief to recovery continuum, ensuring those targeted for emergency assistance are supported to achieve sustainable development gains.

Theory of Change (See annex 1)

Assumptions and programme logic

The programme goal is to contribute to durable solutions and sustained reintegration for communities returning from, or affected by, displacement. True social cohesion will be based on a shared vision and a sense of shared progress for host communities and returnees/IDPs alike. The programme aims to benefit communities in return and displacement affected areas with increase in stability, livelihood opportunity, social solidarity, trust in service delivery and protection by the different levels of governance.

- ➢ This programme is based on the assumption that many Somali refugees and internally displaced households would (and do) choose to return to their country, and in some cases their area, of origin, if they are able to return and remain in conditions of stability and safety. However, it is anticipated that a large proportions of IDPs that have fled to the major urban areas due to

drought and/or insecurity, many will decide to stay in an urban setting. People will thrive if they feel safe in their communities, and do not feel their return or displacement makes them vulnerable to violence, exclusion or exploitation. It is assumed that communities have some control over aspects of conflict prevention and mitigation, and that local and federal government are primary duty bearers in facilitating this, via the enforcement of law and the delivery of conditions for stability and for self-reliance.

Protection of returnee and IDP rights, and support to communities, elders and the state to ensure this protection, is therefore one of the fundamental aims. The programme will build capacity and mechanisms amongst law enforcement, court officials, traditional leadership and communities to collectively prevent and respond to S/GBV, reunite families, resolve property and housing disputes and minimize discrimination and violence against returnee or displaced families, leading to greater social cohesion and a sense of solidarity between host communities and those who have returned or are living in displacement. Protection challenges will be mainstreamed into community conversations about a range of challenges and priorities (outcome 1).

➢ While this programme is focused on the medium-term shift for returnees towards self-reliance, recovery and durable reintegration, events and conditions in the country cannot easily be predicted. We assume that there may continue to be climatic shocks, or developments connected to political disturbance or conflict that will impact the progress and direction of the programme. Even as this programme begins, many regions are in the aftermath of the devastating drought, which has itself caused fresh displacements. Alone in the first half of 2017, more than 701,500 additional people were displaced in Somalia due to drought For this reason, the provision of basic services continues to be a priority in some areas of return, and these will be delivered according to humanitarian principles and aligned with more long-term development approaches, depending on the circumstances. At all stages, government will be engaged and advocated to be an integral lead in the assessment and delivery of services. (outcome 2).

➢ It is a furthermore a programme assumption that for many refugees and IDPs, collapse of livelihood options is a key causal ingredient in their displacement. If individuals and households are provided with the skills, knowledge, assets, access to financial services and capital, or opportunities for employment or self-employment, they will make these the foundations of self-reliance and sustained (re)integration. Somali individuals and businesses have demonstrated unusual resilience and resourcefulness over many years, including via strong links to the diaspora. The solution programme will engage private sector, existing diaspora networks, and link individuals (including youth and women) to cash for work, savings groups, provide technical trainings and apprenticeships and loans for the purpose of economic empowerment and inclusion.

The programme will also fund an assessment for a spatial plan in Kismayo, an area of high return, to provide the foundation for a wide range of further economic development activities, including infrastructure and business development, which will lead to employment opportunities (outcome 3).

➢ DRC assumes that no programme interventions will contribute to long-term change if they are not designed and undertaken in close collaboration with government and the displacement

effected population themselves. Somalia has a federal government and strong regional administrations which control the district authorities responsible for local service delivery and protection. Policy dialogue, technical support, advocacy and capacity building are needed at all levels if there is to be a systemic shift in the access enjoyed by returnees and host communities to services such as water, education, health and nutrition. In a country affected by unpredictable politics and climate such as Somalia, and in which multi-dimensional poverty is so widespread, these services should include mechanisms of social protection which target the most vulnerable and prevent shocks and stresses becoming emergencies and leading to more displacement.

Additionally, Somalia has undertaken to be part of regional processes such as the IGAD National Plan of Action for the Somalia displacement and the piloting of the CRRF, and this programme will include advocacy and engagement that aims to strengthen conformity with these. The intervention logic is that high-level advocacy, technical support and policy dialogue, together with practical programme activities, will converge in facilitating durable solutions for returnees and IDPs (outcome 4).

➢ It is assumed that strong programming necessarily requires a base of evidence and data to ensure activities adjust to changing circumstances, and that referral to services and programme coordination can be well-founded in local information. Implementation of activities will therefore be complemented by significant investment in knowledge management and analysis, built upon the research already conducted by REDSS under the 3R phase 1. Studies will include further conflict analysis, updated solutions analysis, a longitudinal study on reintegration of returnees, and intention surveys amongst displaced populations in Somalia. Evidence and data will be used to feed back into programme direction and ensure adaptation to changing circumstances, as well as for advocacy with government and other duty-bearers to inform policy and improve governance. Data will also be shared with REDSS member agencies and others to improve coordination and the collective evidence base for durable solutions. Where possible, information concerning livelihoods, security, social and economic conditions in areas of return will be channelled to IDPs and refugees so that decisions before return will be more informed (outcome 5).

Programme approaches

Based on the assumptions for intervention logic above, the programme has several key approaches; 1) a clear awareness that all interventions must be built on local conflict analysis and research; 2) an in-built adaptability to allow for changes in programme direction in case of contextual shock; 3) supporting communities to take the lead in planning and implementation of developments at the local level; 4) partnership with (support to and advocacy with) local government is key to programme sustainability; 5) a market-driven approach, providing opportunities for self-reliance and livelihoods as central to durable return.

Via its Community Driven Recovery and Security (CDRS) model, the programme will empower displacement-affected communities to take the lead on identifying their own priorities and planning for change, and advocating for service provision from local government. DRC's experience in Somalia has shown that community-driven processes have significantly greater impact. The model will also support endogenous conflict-resolution process and capacity. The process needs to be community-driven to

mitigate risks of doing harm and support peace building. DRC believes that all interventions can have positive and negative impacts on conflict, and to mitigate against this, actions should be based on a sound conflict analysis.

The programme will take a phased approach, as well as seeking to support change at several levels i.e. household, community, district, regional and federal level. Sequencing of interventions will contribute to the incremental durability of programme outcomes, and provide maximum opportunity for the complementarity of approaches. For example, a market systems approach not only improves livelihoods opportunities but also provides for more sustainable water supply and sanitation services through the application of a systems approach to operation and maintenance as well as sanitation marketing; social accountability will promote community dialogue, stimulate collective action and advocacy for improvements in service delivery as well as contributing to conflict mitigation by promoting a cohesive and unified response to issues such as scarcity of resources and limited services.

Enabling environment

Long-term success depends on external and internal factors that will support individual and household decisions to remain. External drivers of reintegration include:

➢ Continued stable government at the federal level, leading to an increase in trust in institutions of the state

➢ The capacity of the Somali armed forces and AMISOM to retain control of regions in South and Central Somalia

➢ Infrastructural and other investment in Somalia, particularly in urban areas

➢ Systems-building at the level of government policy and service delivery, particularly in areas such as property rights and social protection

➢ Predictable and adequate rains, no climate extremes

Logical Framework (see annex 3)

The programme will focus on four key areas namely Governance, Conflict and Security, Basic Needs and Livelihoods. DRC/DDG will aim to achieve the following outcomes pertaining to these umbrella sectors namely:

1. Returnees and IDPs are better protected from violence and conflict

2. Returnees and IDPs have improved access to shelter, clean water, adequate nutrition and education

3. Returnees, IDPs and host communities are better trained, self-reliant, employed, and/or accessing loans and savings

4. Demand for and supply of government services, including social protection mechanisms, are strengthened consistent with regional and national refugee law and policy

5. This programme has a strong evidence base, and pre-return decision-making for refugees is better informed

DRC/DDG will work towards the outcomes described above through the implementation of a multi-sectoral programme. The programme will include the following key outputs:

1.1. Police, courts, leadership and communities can better protect the most vulnerable, including women and children, from conflict and violence

1.2 IDPs and returnees experiencing challenges in gaining documentation and security of land tenure are referred to trained authorities for resolution

2.1 Water, nutrition, shelter services in returnee areas are maintained and improved

2.2 IDPs and returnees make use of referral mechanisms to a range of services

2.3 IDPs/returnees make the journey home in safety and dignity

3. Returnees and IDPs (esp. women and young people) have access to skills training, apprenticeships, savings and loans and opportunities for employment

4.1 Government accountability and capacity for service delivery and protection of rights is measurably strengthened

4.2 The relevant ministries of Somali government are working to ensure national policy and practice towards returnees and IDPs conforms with the IGAD NPA and the CRRF

5. Real time data on area-based security, social and economic conditions is shared with policy makers, agencies and refugees

Activities will include the following:

Under output 1.1, training will be a primary approach to facilitate better understanding of issues facing displaced populations on the part of communities (including host communities and leaders), law enforcement and court officials. Community leadership structures most notably the Guurti will be supported to engage better with government structures and to include greater representation from vulnerable groups. Conflict sensitivity will permeate all trainings. Participatory in Action Research (PAR) with specific target groups (women/young people/IDPs/Returnees) will be implemented to ensure issues presented to be addressed at a local and national level are representative of community identified needs and gaps. GBV survivors will also be supported by quality case management and psychosocial support as well as post-incident referrals and safety response for GBV survivors in traditional and secular systems. Family tracing and unification will be provided for unaccompanied minors. Mine risk education will also take place to address the on-going threat of unexploded ordinance. Finally thematic briefs and research carried out to facilitate adaptive management and advocacy efforts. This will tie into the development of a knowledge Management Platform and Community of Practice to promote more effective coordination.

Under output 1.2, Housing, Land and Property (HLP) trainings will be conducted to key stakeholders and support to returnees with obtaining legal documents for land and housing. DRC will also provide support to people who do not have any documentation by referring them to local authorities and organization to retrieve relevant papers.

Under output 2.1, water supply and sanitation facilities will be supported where required, particularly in urban hubs of displacement but also in areas of return to create conducive conditions for return. Sustainability issues will be addressed using community lead approaches as well as systems thinking to promote sustained operation and maintenance. There will be a shelter component to the programme including locally available materials as well as rental subsidy. Cash transfers will be provided to the most vulnerable HHs based on community established criteria. Messaging on positive health and nutrition will be integrated in the programme.

Output 2.2 will focus on two key areas namely capacity building on S/GBV and child protection monitoring and the establishment of a Referral mechanism. A detailed referral mechanism will be designed based on the results of Intention Surveys and stakeholder mapping with regard to provision of services. Referral services will cater for S/GBV victims in targeted areas (Men, women, boys and girls). To pilot the introduction of referral pathways, DRC/DDG will link with partners with whom we have formal and inform cooperative agreements with regarding data sharing and collaborative programming e.g. SomReP. The referral process will be managed at an individual level tracking the continuum from relief to recovery. The referral process will also be utilized to link target households who require assistance with planned new safety net programmes.

Output 2.3 will be achieved through one activity namely voluntary repatriation. DRC/DDG will work with repatriation and migration fora to support voluntary return in the form of packages of services made available at way stations i.e. water, cash and information.

Livelihoods support will be prioritized under output 3. DRC/DDG will engage a private sector partner (see added value section below) to conduct market assessments and value chain analysis. Skills training and support for small and medium sized enterprises will be based on these assessments. As agriculture is a primary source of livelihoods, DRC/DDG will provide farming as a business training and help to improve infrastructure where required. Livestock replenishment will be supported where necessary as well as access to agricultural land through sharing agreements. Village Savings and Loans (VSLA) will be encouraged as well as diaspora engagement to fund investment. Complementary to on-going programmes.

Output 4.1 will introduce the Social Accountability model. Emphasis will be placed on civic education regarding rights and responsibilities. Dialogue will be facilitated with local government structures based on the provision of basic services outlined in the NDP and commitments made under the Nairobi Declaration regarding return and re-integration for displaced communities. A National Advisory Group (NAG) will be formed of government representatives across relevant government departments to provide input and oversight of the programme activities. The NAG will also serve as an accountability mechanism for agreements reached via the social accountability model as well as commitments made in line with the Nairobi Declaration and NDP.

Under output 4.2. DRC (in close collaboration with REDSS) will convene INGOs around the civil society engagement with IGAD and with the Somali government; this will take the form of both Mogadishu-based and beyond advocacy, technical support workshops and other assistance to ministries and departments of government to deliver concrete results on policy pledges for returnees and IDPs

Output 5 is the knowledge management and evidence building component. Activities include continuous data collection and management to understand issues as they adapt and change in this volatile context. Intention surveys (IS) will be carried out to verify the overall intention of the IDP communities and returnees (e.g. in Dadaab). DRC will conduct a longitudinal study to determine the movement patterns of a sample population of refugee returnees within the South West State over a period of 3 years. The study will seek to identify any correlation between further displacement, on the one side, and absence of further displacement, on the other side, and the socio-economic characteristics of returnees. The study will also support tracking of the relief to recovery continuum noting successes, gaps (to inform advocacy efforts) and requirements for linkage to safety nets.

Timeline (see annex 2)

The programme will be concluded over a 3 year period ensuring scope for impact, learning and adaptation of programme approaches where required.

Target groups and beneficiaries

The primary target group for the proposed response is returning populations, both refugees (in particular from Kenya) and Internally Displaced People. DRC/DDG recognize the importance of an integrated model both sectorally, and in terms of programme targeting in such a volatile and conflict-prone society, as referenced above, working with community members across political, clan and the displacement spectrum is integral to providing sustained solutions. DRC understand that in order for conflict to be prevented and co-existence to be fostered a whole community approach is required to address basic needs, ensure safety and protection and create conditions for engagement in the market. Supporting state-building in Somalia is also a key requirement, and in that regard support for linkages between state institutions at a national, regional and district level will be prioritized. This will be largely achieved through the application of social accountability models supported by investment in local civil society groups and empowerment of vulnerable groups.

The programme will target households in high areas of displacement most notably Kismayo, Baidoa, Mogadishu and Dollow. Vulnerability criteria in line with JEFAP will be employed to reach the most vulnerable. A market systems lens will be applied for targeting groups for engagement in livelihoods activities i.e. a willingness and some capacity to partake in targeted value chains.

Target geographic profile

Area of return/ displacement	Displacement situation
State: South West State Region: Bay District: Baidoa.	Baidoa hosts IDPs from Berdaale, Dinsoor and Qansaxdheere districts in Bay region, and Rabdhuure, Waajid & Tiyeglow districts in Bakool region. There are also over **9,558** refugee returnees from Kenya. (UNHCR led Protection & Return Monitoring Network).
State: Jubaland Region: Lower Juba, Districts: Kismayo	Lower Juba is under the Jubaland Administration, which is affiliated to the Somali Federal Government. Kismayo has received over **46,267** refugee returnees from Kenya.

State: Jubaland Region: Gedo Districts: Dollow,	Over **3,340** refugees have returned to Gedo region
State: Federal State Regions: Benadir, District: Mogadishu,	Banadir Region is the host of Mogadishu, the capital city of Somalia. Over **12,320** refugees have returned from Kenya to Mogadishu. Besides this number, there has been an influx of refugees from Yemen and returnees from Kenya, Eriteria and Ethiopia as well as IDPs from other locations in Somalia.

Table 1.

Target Beneficiaries

Location	Direct beneficiaries (Individuals)			Indirect Beneficiaries (Individuals)	
	Refugee Returnees	IDPs/returnees	Host Communities		Total
	60%	**30%**	**10%**		
Proposed distribution of beneficiaries across the four main areas of significant and potential returns.					
Kismayo	51,600	25,800	8,600	2,580	88,580
Baidoa	32,400	16,200	5,400	1,620	55,620
Mogadishu	15,600	7,800	2,600	780	26,780
Dollow	6,000	3,000	1,000	300	10,300
Total	**105,600**	**52,800**	**17,600**	**5,280**	**181,280**
Approximately 67,000 Somali refugees have returned from Kenya to Somalia since the inception of the voluntary repatriation program. Return statistics show that Kismayo received the largest number of refugee returnees, followed by Baidoa and Mogadishu. Baidoa, on the other hand, host the largest number of drought displaced, followed by Mogadishu.					

Table 2.

Coordination

The envisioned success of the programme is underpinned by the strong focus on coordination. Coordination and collaboration with key actors is central to every facet of the programme. From the onset, the engagement of communities to collectively agree and action issues requires coordination and cooperation among leadership structures and the community as a whole. The strengthening of dialogue across different levels of government as well as the social accountability model which seeks to facilitate input, feedback and decision making based on community involvement in the governance process require strong collaboration efforts at every level. Private sector actors, government institutions and vulnerable communities working together is also necessary to determine and utilise entry points across a multitude of value chains.

DRC/DDG have demonstrated both capacity and commitment to coordination throughout all aspects of the Somalia country programme. Our coordination efforts are highlighted in Table 3 below:

Forum	Role	Added Value
Humanitarian Country Team (HCT)	Member representing INGOs	DRC is an elected member of the HCT, put forward by INGOs operational in Somalia to represent the strategic and operational priorities of INGOs in Somalia. This is a strategic position that enables DRC to influence policy decisions on humanitarian and recovery issues including needs analysis, response prioritization and scope in line with the National Development Plan (NDP)
National Protection Cluster	Cluster – Co-coordinator	DRC is a co-convener of the Protection Cluster alongside UNHCR. The cluster informs the development of protection policy, gaps and response analysis. DRC influences protection interventions through the review and selection of Protection focused proposals via the OCHA-led Somalia Humanitarian Fund (SHF).
CCCM Cluster	Cluster Co-chair	DRC is a co-convener of the CCCM Cluster alongside UNHCR. The cluster informs planning for IDP settlements, development of protection policy, gaps and response analysis. DRC's position as co-chair facilitates in depth understanding and influence with regard to displacement issues and proposed solutions.
National Food Security and Livelihoods (FSL) Cluster	Cluster Review Committee (CRC) Member	DRC provides inputs into the development of food security and livelihoods polices and frameworks.
National Food Security and Livelihoods Cluster	Strategic Advisory Group (SAG) Member	DRC is involved in the review and selection of FSL proposal applications in the OCHA-led Somalia Humanitarian Fund (SHF)
National Cash Working Group (CWG)	Member	As a member of the CWG, DRC is involved in discussions regarding cash transfers rates and programming more broadly in each of Somalia's target locations for cash transfer programming.
National WASH Cluster	Cluster Review Committee Member (CRC)	DRC informs the development of policy and operational strategies with regard to humanitarian WASH programming
National WASH Cluster	Strategic Advisory Group Member (SAG) Member	DRC is involved in the review and selection of WASH proposal applications in the OCHA-led Somalia Humanitarian Fund (SHF)
Regional WASH Cluster	Chair in Puntland	Involved in the review and analysis of WASH needs and gaps as well as advocacy efforts in Puntland.
SoMReP	Member	SoMReP is one of the major platforms where resilience discussions are held and implementation coordinated in Somalia. DRC influences the strategic direction of the resilience focused consortium in addition to

		advocating for longer term, solutions focused programming.
Cash Alliance	Member	The Cash Alliance is a new cash programming platform, charged with addressing drought related displacement and poverty using cash as a method for intervention. The alliance consists of 5 partners funded by ECHO.
BRCiS-IRF	Member	DRC is an *invited member* to the BRCiS-IRF consortium which is also addressing drought-related issues in Somalia. Partners in the BRCiS-IRF are funded by DFID. As a member, DRC is contributing technical and contextual knowledge as well as broad geographical reach.
Mandera Triangle Consortium	Lead/Chair	A new platform funded by the European Trust Fund (EUTF), charged with coordinating and addressing migration issues in the intersectional area of Mandera connecting Ethiopia, Kenya and Somalia. DRC is leading this initiative, coordinating with 3 other partners (WYG, CARE and WVI).
Regional Durable Solutions Secretariat (REDSS)	Host and Coordinator	Provides inter-agency leadership in the development of methodologies and approaches in solutions programmes in the Horn region.
Regional Mixed Migration Secretariat	Host and Coordinator	DRC is leading this inter-agency initiative whose objective is to support agencies, institutions and forums in the Horn of Africa and Yemen sub-region to improve the management of protection and assistance response to people in mixed migration flows within and beyond the Horn of Africa and across the Gulf of Aden or Red Sea in Yemen.

Table 3.

Partnership

WYG

With regard to private sector engagement, DRC and DDG will leverage our existing partnership with WYG. WYG is a partner in the 2017 EUTF-funded Mandera Triangle consortium led by DRC. WYG is a private development consultancy with a strong history of work in fragile and post-conflict states in Africa. In the context of Somalia, WYG programmes support economic, financial and social reform, private sector development and wealth creation, as well as delivering improvements to the existing spatial environment and infrastructure.

From 2018, WYG will place special emphasis on making contributions to social, economic and infrastructural development in Somalia. To increase their support to federal, regional, local governments and donors in their reconstruction and development efforts, WYG will establish a permanent presence on the ground in Somalia in January 2018.

As part of an expanded DRC/DDG-led programme with a focus on displacement-affected communities, WYG brings innovative approaches to job creation and fostering skills and entrepreneurship amongst displacement-affected populations, beyond the agro-sectors, via Business Development Centres; engaging private sector companies for apprenticeships and placements; skills training, and loans and grant provision. This would be complemented by upstream public private dialogue; investment and business climate reforms; capacity assessment and support to key government ministries, particularly the Ministry of Finance, Investment and Trade and regional departments.

These activities would take place in urban and peri-urban environments with significant IDP and returnee communities, but would provide opportunities for self-reliance and improved livelihoods for both these groups and the communities around them. There would be a sustained focus on youth and women. Linkages would be made between this aspect of the programme and DRC's CDRS process, referral systems, and advocacy for improved service delivery.

In addition to the above, the programme will seek to fund a well-defined spatial plan undertaken by WYG and local government in Kismayo to enable informed decisions that unlock economic growth and foster social cohesion. Kismayo has been identified as the effective integration of returnees, IDPs and host communities requires a plan to equitably map out where resources are required (water, power, shelter, etc.) and to ensure that residents may live in cohesive communities with access to services and planned space to undertake economic activity. Planning for "now" is obsolete and modelling must be done to ensure that population volumes anticipated in the next ten years are taken into account so that the city's economic growth and liveability are not negatively affected.

A quality spatial plan will allow for investment in infrastructure that will facilitate the emergence of value chains – water resources will be in the right place, markets will be accessible, transport planned and the key feature of the city, its port, will be effectively leveraged.

What will a spatial action plan provide?
   • Clarity on long-term development goals & objectives.
   • Spatial framework to guide urban development and investment
   • Assessment of financial and institutional resources
   • 'Quick win' short/medium-term interventions
   • Basis for wider stakeholder & community engagement
   • Portfolio of programmes & programmes for presentation to international donors

Four Phases to the spatial action plan:
   1. Survey and Analysis
   2. Outline development plan
   3. Component studies

Housing Supply & Delivery	Water & Sanitation	Roads & Drainage	Institutions for Urban Management
Commercial/Industrial	Power Generation &	Land Tenure/Legal	Sources of

Land	Distribution	Framework	Funding

4. Action plan and pipeline of priority interventions

The experiences and lessons learned from developing the spatial plan will be utilised also to develop an innovative model for replication in other areas of intervention.

ReDDs

The Regional Durable Solutions Secretariat (ReDSS) hosted by DRC in Nairobi is created with the aim of maintaining a focused momentum and stakeholder engagement in the search of durable solutions for displacement affected communities. ReDSS is managed through an Advisory Group comprising of 12 NGOs: DRC, NRC, IRC, World Vision, CARE International, Save the Children International, Concern World Wide, OXFAM, ACTED, INTERSOS, Mercy Corps and Refugee Consortium of Kenya, with IRC and DRC forming the steering committee.

ReDSS has a strong voice in the region as the go-to hub and champion of the durable solutions agenda. ReDSS in close collaboration with DRC will bring critical solutions analysis and reflection as well as technical input on key aspects of the project including knowledge, management and Learning. The ReDSS' comprehensive capacity strengthening approaches for both government and local actors on durable solutions will contribute to local ownership and address knowledge gaps on solutions programming.

The ReDSS Solutions Framework supports joint accountability and analysis to gauge collective progress towards facilitation of durable solutions for IDPs, refugees, returnees and host communities. The framework also allows disaggregation between activities and sectors. The framework analysis are developed through:

- Collective process and consensus building – with a people cantered approach involving displacement affected communities to listen to their aspirations to inform better response; to verify analysis and progress – and to establish priorities among the many factors/elements that are part of solutions.
- The scoring system and traffic light categorization protocol adopted for the framework provides a very clear quantification and visualization on progress and challenges around quantitative and qualitative indicators. It is also a simple communication tool for a complex issue.

ReDDS in collaboration and under the overall management of the programme support unit will lead on the knowledge management component i.e. Outcome 5 of the programme.

Local civil society organisations (CSO)s

DRC/DDG will expand its linkages with CSOs in the area of capacity-building on housing, land and property (HLP) issues which are essential to tackle root causes of displacement and achievement of durable solutions. The establishment of effective and accessible mechanisms to address HLP issues such as compensation for property that has been lost, damaged or destroyed, dispute resolution and the restitution of occupied land are key to achieving durable solutions. The IASC framework has made HLP rights one of the four core criteria that should be addressed in all displacement situations. HLP

restoration may also be instrumental in fulfilling other criteria, because they help to guarantee safety, security and adequate livelihoods and standards of living. They ensure that IDPs have a place to live, and can farm and earn an income. Security of tenure without fear of eviction allows people to rebuild economic, political, cultural and social relationships.

In addition, CSOs will be engaged through social accountability mechanisms to facilitate organisation of community groups to determine their needs, rights and responsibilities. CSOs will play a key role in civic education and facilitating coordinated dialogue with duty bearers e.g. government structures.

Scalability

The sequencing of programmatic interventions across time and levels e.g. households, communities, district, regional and federal level government present an opportunity for programme scale up over time. The emphasis on learning and research will ensure the programme is informed by real-time data on changes to the context and the impact of intervention methodologies and approaches. In this regard, interventions that note particular success can be expanded and/or replicated.

The solution programme will utilize existing relationships through ongoing interventions as well as data available from interventions (such as WFP SCOPE data collection system) as an entry point with households and communities. The results of needs and conflict analysis and well as intention surveys and market and value chain assessments will provide invaluable insight into gaps and opportunities for interventions tailored to specific target groups. The programme will align interventions as outlined in the ToC and logframe to the most appropriate geographical areas and target groups. As the model is refined through practice, as mentioned above, lessons learned will support adaptation and present opportunities for scale up where appropriate.

Interventions at household level will include protection specific activities such as referral for S/GBV services and family tracing as a means to address child protection concerns. Basic needs will, among other modalities, be provided as cash transfers through direct provision or through referral services and be made available at a household level. It is assumed that when immediate needs are addressed, conditions are created for broader engagement in community affairs. The application of a referral process presents opportunities for programmatic reach beyond the financial resources provided by this specific intervention and even beyond the programme time frame. In addition where gaps in social safety nets are identified, this may trigger a scaled up response to meet immediate need.

It is envisaged that interventions prioritised in line with the outcome of intention surveys and in accordance with proposed approaches which will seek to address specific barriers e.g. basic needs, livelihood opportunities and protection issues as evident from secondary research and national and international priorities; will facilitate conditions for safe return and reintegration. DRC/DDG intend to contribute to increased safe return and/or reintegration which may see an increase in willingness to return/re-integrate and therefore enhanced need for service delivery.

The application of the social accountability, including the benefits of civic education and improved dialogue with duty bearers will most likely see an increased demand for services. DRC/DDG will be sure to manage expectations in line with resource availability. In addition the National Advisory Group, through engagement with communities and through the process of planning the rollout of various

commitments made through the NDP and in line with the Nairobi declaration, may result in informed requests for scale up of successful interventions.

The inclusion of a market systems approach presents opportunities for scale up in so far as where pilot models regarding contracts between buyers and farmer groups prove to be successful, there may be an increased demand for product. In particular the WYG component has potential for scale-up which will require significant investment in infrastructure, amongst other investments, for which DRC is initiating discussions with potential donors. 'WYG is currently supporting the Ministry of Trade and Investment (MoTI) of Somaliland with the promotion of an open trade policy for both local and foreign investors, through the provision of training and equipment to improve the business environment by reducing transaction costs associated with operating a formal business and putting in place a basic legislative framework for contractual arrangements and licensing' (WYG, 2017). This model will support the success of the proposed market systems approach as outlined but also presents opportunities for scale-up over time.

In addition the presentation of findings from the detailed spatial plan conducted by WYG in Kismayo will provide significant opportunity for scale-up. Selecting from one of the "bankable" programmes developed, a priority infrastructure programme could be delivered within the lifetime of the programme - such as a road link from the port, energy infrastructure at a market site to allow for refrigeration, a community resource centre, etc. The overall cost for the infrastructure facility and the delivery of a priority infrastructure programme would be an estimated DKK 50,000,000

Monitoring, Learning and Evaluation (MEL) structure and methodology

The MEL strategy for the solution programme is geared towards generating evidence that will inform program learning as well as evidence based engagements with stakeholders (Government entities, Donors, UN Agencies and other partner organisations) on policy issues and programmatic strategy on return and reintegration in Somalia. For this reason, the M&E methodology will broadly incorporate the following component, to be developed in details within the first 6 months:

Research component

As indicated above, the research component of the program consists of longitudinal and thematic studies.

The longitudinal study will be designed to achieve two broad objectives, one focusing on tracing the returnee's movement over time and the other, testing a key hypothesis around returnee displacement. The tracer component of the longitudinal study will seek to determine the movement patters of a sample population of refugee returnees within the South-Western state over a period of three years. The second component will seek to identify the correlation between further displacement, on the one side, and the absence of further displacement on the other side combined with the socio-economic characteristics of returnees. A detailed study design highlighting the hypothesis and detailed methodology will be developed during the initial phase of the programme.

Thematic researches will be integrated in programme implementation as part of the ongoing process of gathering evidence to inform the review/refining of strategies; clarify contextual factors or issues in the different programme locations that may impact on implementation of the proposed strategies as well as refine overall targeting. From the onset of the solution programme the studies foreseen are:

a) Stakeholder mapping and conflict analysis to inform policy and strategy development/reviews
b) Intentions surveys
c) Market value chain assessments/analyses to identify the most appropriate value chains for returnee engagements
d) Gender analysis

Evaluation Design

The evaluation design will incorporate a Baseline, Mid-term and Impact/end Evaluation studies. The baseline survey will be based on the respondents that have been sampled for the longitudinal study. The impact evaluation will however be based on both on a cross-sectional samples of beneficiaries that will be randomly selected as well as the original sample for the longitudinal study. Findings from both the cross-sectional and longitudinal study will be compared in analysing the impact of the program. The studies will incorporate both quantitative and qualitative data collection methods. The mid-term review will mainly adopt qualitative methods coupled with a stakeholder review meeting to reflect on the performance of the programme.

While the baseline survey will essentially seek to measure the baseline values of the key outcome and output indicators, the impact evaluation will seek to establish the extent to which the program objectives and outcomes have been achieved, and how this has impacted on the well-being of the returnees. The evaluation will also be guided by a number of key evaluation questions that will seek to test the effectiveness of some of the innovative new strategies adopted in the program. Potential evaluation questions will focus or revolve around the following themes:

a) Strong community and civil society engagement contributes towards increased accountability in governance structures leading to greater representation and transparency

a) Market driven approaches are effective in promoting resilient livelihoods for returnees

b) Strengthening of referral mechanisms and e.g. the use of Cash mechanisms

c) Programme impact of different target groups i.e. Returnees, IDPs and host community to strengthen programme approach and re-adjust activities if and when needed

d) Implementation of the durable solution framework will lead to measurable results and changes for returnees, IDPs and host communities

Monitoring System
(focusing mainly on routine and periodic data collection on outputs and outcomes)

This will be guided by a comprehensive M&E plan that will be designed/finalized after the completion of the baseline and intention surveys. The plan will provide a detailed methodology for utilising the solution indicators as developed by ReDSS and collecting data at all levels of the programme. Key data collection activities and data management systems at this level will be as follows and fully aligned with existing solution indicators (or relevant proxy indicators if more appropriate):

a) Routine activity data – To be collected on an ongoing basis by programme implementation teams. This data will track activity implementation progress as well as beneficiaries reached through discreet activities such as trainings, awareness creation and sensitization, dialogue

forums. It will basically seek to provide evidence of what has been accomplished at the activity level.

b) Output and Outcome monitoring data – All the programme outputs seek to measure changes that have occurred/are occurring ("the so what questions") as a result of the activities that have been implemented. The same applies to the outcomes, albeit at a higher level. Consequently, both qualitative and quantitative data would be collected at the output and outcome levels. DRC/DDG have well established output and outcome monitoring tools that will be developed or adapted for purpose of output and outcome monitoring for the solution programme. These includes action point tracking and recording tools; perception survey tools; skills application tools; and training pre and post-test tools. These tools will avail critical data on the basis of which the effectiveness of the programme strategies will be assessed and corrective actions taken if and when needed. To complement the above tools, DDR will use participatory tools at the community level to monitor community level indicators that will be developed jointly between the communities and police as part of the dialogue fora.

c) Monitoring and Evaluation Database – DRC/DDG Somalia have developed a comprehensive MEL Database with the capability for real-time entry and access to monitoring data and related information products. This solution programme will be monitored through the MEL Database which will enhance stakeholder access to and tracking of data on activities, beneficiaries reached, indicators achieved and reports emanating from the various activities. Usage of the database will entail further inductions and trainings of the personnel as well as further development of the system based on the unique requirements of this program that may be identified from time to time.

Internal Reflective Learning

Internal reflective learning will seek to ensure that the findings from routine and periodic data collection inform management decision making processes for purposes of improving implementation. This will mainly be undertaken through the following;

a) Quarterly Review meetings – Each of the program locations will conduct a quarterly review meeting that will assess progress based on the achievements of activities and outputs as well as reflect on emerging lessons and issues from routine and periodic monitoring.

b) Biannual Reviews - Bi-annual reviews will also be scheduled, along with a review of the Theory of Change, to assess programme progress and lessons learned, and make adjustments where necessary to improve programme methodology and effectiveness.

In terms of structure, the solution programme will have a dedicated Monitoring and Evaluation Coordinator who will be responsible for overseeing the execution of all the proposed M&E activities. The M and E Coordinator will be supported by Senior Country MEL Technical Specialists including the Country MEL Manager and Thematic MEL Specialists. At the Regional level, the MEL Coordinator will be supported by the DRC Regional MEL Advisor who will conduct periodic visits to support some of the key MEL events, especially the proposed baseline, mid-term review and impact/end evaluations. Additional strategic support will be provided by the DRC Global MEL Advisory team when needed.

Risk analysis and mitigation strategies

Risk Mitigation Framework

External Risks	Potential impact	Likelihood	Mitigation actions
Programme locations cannot be accessed due to security concerns	Field-based activities may be disrupted or delayed, affecting programme timeframes	Medium	Programme locations are in both secure and potentially insecure areas to ensure continuous implementation of activities; the programme's wider activities includes possible back up areas of implementation; regularly review security status with local authorities
Insecurity, violent extremism, political violence		Medium	Partnership with local peace building and security organs, religious and traditional structures Strengthen/ facilitation of capacity of local institutions Apply Do No Harm principles to avoid exacerbating conflicts Appropriate targeting for most at risk population with relevant interventions
Natural disasters (floods, drought, disease) of extreme severity	Some of the programme interventions would be rendered insufficient, ineffective, or irrelevant	High	The programme is complemented by other interventions. In case of a disaster, the programme will shift focus towards humanitarian response, and scale up with support from other donors
Taxation by local authorities / power holders on distributed resources	Households lose part of their resources and productive assets	Medium	Work with local authorities and other stakeholders to create awareness that these resources and assets are not subject to taxation; monitor and take immediate action on reports of taxation through accountability and feedback mechanisms
Internal Risks	**Potential impact**	**Likelihood**	**Mitigation**
Influx of IDPs or refugees and returnees from neighbouring countries significantly increase	Current resources being over stretched	Medium	Identification of additional resources from other donors; activation of the contingency fund, re-programming of funding
Internal diversion of funds, corruption, misappropriation of funds	Erosion of programme budget Loss of trust, accountability compromised	Low	Strong training, performance evaluation and monitoring of staff performance Consortium selects local NGO partners with strong financial systems and focus on transparency of reporting; field-level compliance checks undertaken and overseen by PMU finance coordinator; zero tolerance policy to fraud; communities provided with information regarding activities and resources they are entitled to and community representatives assist in

			verifying beneficiaries during implementation
Financial Risks Delays in disbursement, budget cuts Participation of private sector not guaranteed	Erosion of programme budget Loss of trust Disappointed expectations amongst beneficiaries	Medium	Close working relationship with donors Clarity on contract terms Careful training and management of expectations
The action's gender focus causes community tensions or problems for households or women	More income generating opportunities for women increases their workload in unsustainable ways; customary decision making fora resist women's participation	Low	Planning and activities targeting women include men in appropriate ways; male leaders engaged to support women's involvement in decision making; gender impact of programme (positive & negative) closely monitored

Pre-conditions

➢ Government is interested in advancing a holistic solution approach (CRRF engagement)
➢ Security situation has been stable for some months; staff can work in all three areas
➢ Local staff and local partners are available and have a level of capacity to deliver the work needed
➢ All three areas have been in a state of drought emergency during the past year, and this has led to attrition of household assets and negative coping strategies; however, response from social protection systems such as HSNP and PSPNP has scaled up, and some rain has fallen in areas of programme operation.

Assumptions:

➢ Periods of drought and stress do not overwhelm programme implementation on massive scale
➢ No unforeseen further massive movement of IDPs, refugees, returnees erodes the programme's capacity to target effectively
➢ Relatively Political stability (Somalia's new government and regional elections planned for 2018/19)
➢ The policy environment does not infringe on beneficiaries' ability to take advantage of the programme's interventions
➢ Donor funds are released on time
➢ Local administration continues to support the activities of implementing partners, including support to customs clearance for international procurement
➢ Communities are receptive to actions and approaches, including the focus on inclusion of women
➢ Relations between Oromia and Somali regions do not deteriorate, enabling secure road access.
➢ The State of Emergency in place in Ethiopia until August 2017 does not impede access and movements by DRC, partners or contractors/suppliers to the areas of implementation.

Management structure

Governance Structure

The Programme will be manged on a day-to-day basis by a Programme Management Unit (PMU) overseen by a Programme Steering Committee. In support of the PMU work there will be established a technical working group to ensure strong technical guidance.

Steering Committee (SC):   A Steering Committee has responsibility for overall performance and strategic direction of the programme, including accountability for compliance and other grant management issues. The SC is made up of senior representatives of DRC Somalia and DRC RO, and contributing donors. It will meet once every quarter to assess progress, performance, review challenges and risks (including security), and address management issues including those referred by the PMU (see below). The SC will decide on substantive changes to operational implementation based on data collected and research produced throughout the programme life cycle, individual activities, and budgeting. The SC will also support high level engagement and advocacy with the e.g. IGAD, UN, Government, donors, and wider humanitarian/development community on advancing strong Solution oriented systems-building for displacement effected populations in Somalia.

The SC will meet bi-annually with key advisory actors such as IGAD, ReDSS, RMMS, WB, UN and Government Solutions entities including the National Advisory Group (see below). Furthermore, the SC can decide to invite other actors on an ad hoc basis as relevant for the agenda, this could include researchers, academia, community representatives, private sector, etc.

Programme Management Unit (PMU): The PMU will ensure harmonisation of design and implementation in all areas of intervention and guaranteeing strong communication and collaboration with partners including ReDSS, and provide quality assurance. This will include the adoption of best practice and innovative approaches. The PMU will also manage and oversee the use of a MEL system to enhance data collection, and understanding of changes in the context, and real-time feedback of learning to the programme *(See Monitoring, Evaluation and Learning system).* This unit also acts as the primary coordination mechanism with internal and external partners, with the responsibility to facilitate integrated programming. The PMU will oversee the security system for all staff involved, and interaction, advocacy and information-exchange with local, regional and federal government.

The PMU will be based on a very lean structure consisting of a Programme Manager, a financial/administrative officer, a MEL coordinator and a programme officer. Specific technical expertise required will be sourced on a needs basis during the three years period. This to ensure adaptable, timely and quality implementation in seeking the most cost-effective model for technical expertise. The programme will furthermore draw upon existing DRC/DDG technical capacity e.g. in wash, protection, shelter, cash, livelihood, conflict prevention etc. in order to strengthen coordination with ongoing programming, and to benefit from the high level of existing DRC/DDG knowledge and experience working in the Southern Central Region of Somalia.

The PMU will call regular coordination meetings, so technical approaches are harmonized, trainings are co-facilitated where possible, and standards of quality assurance are shared.   There will also be

efficiency in the PMU's centralization of grant management functions of the programme, such as monitoring of results, donor reporting, evaluations and audits.

Technical Working Group (TWG): The TWG comprises of technical focal points from relevant sectors each dedicating a minimum of 15% of their time to supporting implementation of this programme. Other technical specialists from DRC/DDG or implementing partners may be invited to join the TWG as appropriate and necessary. One technical advisor will take on a leading role in each result area based on their specific area of expertise and will also guide on which additional technical capacity might be needed over the programme period of time. The TWG will provide support, guidance and recommendations to the PMU and SC, lead on the development of standards and integrated approaches, develop common tools (e.g. for assessment), and ensure learning and experience sharing. The chair of the TWG reports to the PMU manager.

National Advisory Committee (NAG)

A National Advisory Committee consisting of government representatives will be created to facilitate oversite, input and buy-in from federal level government. The NAG will be tasked to meet on a bi-annual basis to review progress and contribute to planning and discussions on mitigation strategies for the programme as required. The NAG will include representatives from relevant government departments. This will be agreed at the onset of the programme however it is envisaged the ministries involving planning and displacement and solution affairs will play a leading role. The agreement on the composition of the NAG will coincide with the federal government position on roles and responsibilities of different government departments in resilience building and the pursuit of durable solutions. The NAG will create a space for training and capacity building regarding the durable solutions agenda, facilitate agreement on levels of responsibility for implementation of activities and services in accordance with that agenda and act as a focal point for positions put forward by vulnerable communities as part of the Social Accountability intervention. Representatives from the NAG will also be invited for the bi-annual SC meetings.

Programme Governance structure

Steering Committee

Senior DRC CO staff   Senior DRC RO staff   Contributing donors

Programme Management Unit

Programme Manager

Finance/Administrative officer   Programme officer   MEL officer

Technical Working Group
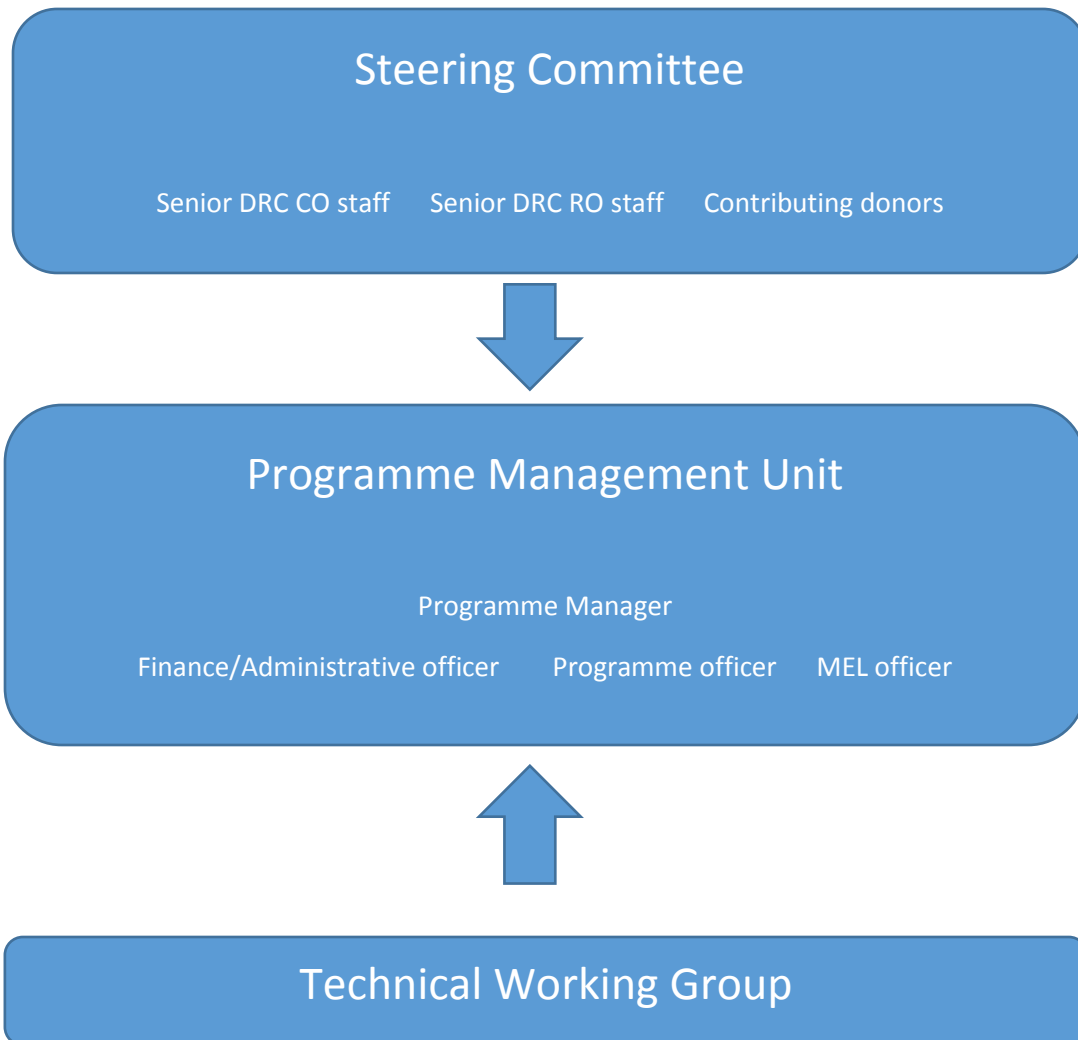
Annex B: Results Framework

Outcome and outputs		Indicators
Outcome 1: Returnees and IDPs are better protected from violence and conflict		• Percentage of targeted returnees and IDPs who have suffered violence or safety incidents including GBV (compared to local rates of reporting) in the course of the past six months • Number of reported incidents of discriminatory restriction of movement among returnee and IDP populations compared to the host population • Number of refugees who report that they feel safe, welcome, and do not experience stigmatization (as compared to baseline) in their host communities • % increase in beneficiaries expressing a change in what they themselves can do to enhance safety and security in their community • % increase in surveyed police officers who express a positive change in the community's attitude and actions towards them Number of referral cases recorded/registered
	Output 1.1: Police, courts, leadership and communities can better protect the most vulnerable, including women and children, from conflict and violence	• Number of police, judges, elders and community members who have been through training and can describe the change in their own (professional) capacity and approach to violence and conflict • Number of refugees reporting improved active protection from law enforcement and judiciary and their own community members
	Output 1.2: IDPs and returnees experiencing challenges in gaining documentation and security of land tenure are referred to trained authorities for resolution	• Number of fairly resolved referred land or housing dispute cases in which IDPs and returnees to authorities
Outcome 2: Returnees and IDPs have improved access to shelter, clean water, adequate nutrition		• % of targeted returnees and IDPs with access to potable water • Number of communities making use of CLTS sanitation practices • Percentage of IDP s remaining without adequate housing • % of targeted returnees and IDP households with improved diet diversity score
	Output 2.1: Water, nutrition, shelter services in returnee areas are maintained and improved	• Number of households able to demonstrate that they have adequate access to water, nutrition and shelter compared to baseline

	Output 2.2: IDPs and returnees make use of referral mechanisms to a range of services	• Number of service providers working in returnee/IDP areas
Outcome 3: Returnees, IDPs and host communities are better trained, self-reliant, employed, and/or accessing loans and savings		• % of targeted refugees, IDPs and host communities with increased HH income • % of targeted refugees, IDPs and host communities with functional business or other non-business related income generating enterprises • % of targeted refugees, IDPS and host communities who are able to meet their household food requirements • % of targeted refugees, IDPs and host communities with diversified sources of income and food
	Output 3.1: Returnees and IDPs (esp. women and young people) have access to skills training, apprenticeships, savings and loans and opportunities for employment	• Number of IDPs/ returnees (disaggregated by age and sex) wo have taken up employment opportunities or financial services
Outcome 4: Demand for and supply of government services, including social protection mechanisms, are strengthened		• % of government resources allocations to basic services provisioning including social protection as a proportion of the overall (local) government expenditure • % of IDPs and refugee returnees aware of and taking up (local) government basic services and social protection mechanisms (reported in household surveys against baseline) • Levels of trust in government entities amongst host communities, returnees and IDPs (reported in household surveys against baseline) • Number of community groups taking part in effective lobbying for improved services and access to services • Proportion of returnees and IDPs on social protection/safety net lists (once systems are in place)
	Output 4.1: Government accountability and capacity for service delivery is measurably strengthened	• Number of IDPs/returnees who are making use of government and other services compared to baseline
	Output 4.2: The relevant ministries/structures of Somali national government are working to ensure national policy and practice towards returnees and IDPs conforms with the IGAD National Plan of Action and the CRRF	• Minimum of three actions/steps taken by the Somali national government towards implementation of a policy for durable solutions for IDPs or returnees

Outcome 5: This programme has a strong evidence base, and pre-return decision-making for refugees is better informed		• Number and nature of policies, strategies and programmatic decisions and documents by Government, donors, INGOs and other actors that have been informed or influenced , directly or indirectly with evidence emanating from the Program interventions • % of refugee and IDP returnees whose decisions on return was significantly influenced by evidence emanating from the research activities undertaken • Categories of stakeholders that expressly acknowledge that evidence emanating from the project activities has made a positive contribution/impact in terms of improving knowledge and understanding of the returnee and re-integration processes dynamics in targeted areas of Somalia.
	Output 5.1: Real time data on area-based security, social and economic conditions is shared with policy makers, agencies and refugees	• No. of stakeholders(agencies, government) that report having received or accessed real time data • Number of refugees who report receiving information in countries of asylum • No. of stakeholders who report having utilized shared data for decision making

Annex C: Partner Description

For more information about DRC and DDG in Somalia see https://drc.ngo/where-we-work/east-africa-and-yemen/somalia

The DRC Somalia Programme is the largest of the six country programmes in the Horn of Africa and Yemen region. DRC is among the INGOs with the largest presence in Somalia, with country-wide programmes implemented through six main sub offices in Somaliland and Puntland in the north and in Hiraan Region, Gedo Region, Bay Region and Banadir Region in South and Central Somalia. Because we are there, DRC is able to respond rapidly and flexibly to recurrent crises and the needs of Somalis who are affected by humanitarian crises.

DRC supports refugees, migrants, internally displaced populations and other persons affected by crises in both urban and rural settings. DRC implements activities in Somalia in the following sectors: WASH, Shelter and Non Food Items (NFIs); Protection; Food Security and Livelihoods (FSL).

In Protection, the key programme components include Gender Based Violence (GBV) protection and response, child protection, mixed migration programming and provision of assistance to IDPs and refugee voluntary returns.

In WASH, key areas include provision of water, sanitation facilities, and hygiene awareness and promotion. Shelter assistance focuses on construction of emergency, semi-permanent and permanent shelters and sanitation facilities.

FSL focuses on the building and rehabilitation of communal assets through cash for assets, vocational skills training and small micro business targeting women headed households. In addition, DRC supports farmers with agricultural inputs and training in the use of drought tolerance crops.

South Central Somalia

DRC's programmes in South Central are concentrated in Banadir (Mogadishu and the neighbouring accessible districts), Hiraan, Bay, Galgaduud, Gedo, Lower Shabelle and Middle Shabelle regions. In these regions, DRC provides life-saving assistance, supports improvement of livelihoods, provides clean drinking water, supports improved sanitation facilities, builds and rehabilitates infrastructure, and works with local communities to build their local capacities and strengthen local governance. DRC also focuses on Gender Based Violence (GBV) prevention and response, and child protection activities.

Programme activities in Banadir, Middle Shabelle, Lower Shabelle and Banadir are mainly related to reintegration of returnees, food security, including cash for work, cash grants, water provision, sanitation and hygiene (WASH) and protection work. In Bay Region, DRC is implementing food security and livelihoods, WASH, resilience and protection projects.

In Hiraan, DRC works with local communities to support the reintegration of returnees from other areas of Somalia, as well as food security and livelihoods, protection and WASH projects. In Galgaduud, programme activities focus on WASH, cash programming and protection work.

DRC's Gedo programme addresses critical needs for shelter, food security and livelihoods, as well as WASH education and Protection. In Luuq, DRC is managing a way station, which assists refugee returnees from Kenya and Ethiopia. Other activities in Luuq include reintegration assistance and peaceful coexistence projects targeting returnees and local communities. In addition, DRC's expanding Community Driven Rehabilitation and Safety programme (CDRS) is also being implemented here.

In Dhobley, DRC works with IDPs and the host community and provides support to returnees arriving from Dadaab in Kenya through SCOPE registration and provision of Voucher for Food activities.

In Baidoa, DRC supports IDPs, the host community and agro-pastoralists. Activities include supporting the reintegration of returnees from other areas of Somalia, as well as food security and livelihood, protection and WASH assistance and peaceful coexistence projects targeting returnees and local communities, as well as emergency response for displaced persons.

Somaliland

DRC Somaliland operates through four offices in Somaliland: Hargeisa, Lasanod, Berbera and Elafwyn.

In Somaliland, DRC works on emergency response and long-term recovery and development projects, which include livelihood development, infrastructure, agricultural development, capacity building of strengthening legal support, and support to survivors of gender based violence (GBV).

Since March 2015, DRC has taken a lead role in the emergency response for the new arrivals fleeing the conflict in Yemen. DRC is managing the reception centre in Berbera by conducting pre-registration of new arrivals on behalf of UNHCR and the Somaliland

government, and providing meals to the new arrivals and Core Relief Items (CRIs) to vulnerable returnees. DRC is also providing cash relief and NFIs to refugees and drought affected communities, as well as supporting households in Awdal to return to their villages of origin by providing them with food rations and other required support.DRC also works to assist migrants by implementing protection interventions that address the entire cycle of migration – from before departure, while in transit, and after returning to country of origin. Interventions for migrants include distribution of Non-Food Item (NFI) kits, water, biscuits and legal aid support and awareness raising sessions on the dangers of migration.

DRC in Somaliland advocates for the rights of Gender Based Violence (GBV) survivors, providing psychosocial, legal, health and material support through its partner organisations.

Puntland

The vast majority of DRC activities in the semi-autonomous territory of Puntland are targeted towards humanitarian assistance in support of displaced populations. DRC adopts an integrated approach by providing life-saving assistance, supporting protection, food security and livelihoods and WASH activities, and constructing and rehabilitating infrastructure for internally displaced persons (IDPs), conflict-and drought affected populations and the urban poor.

In addition, DRC's assistance include the provision of cash and voucher relief and shelter kits, vocational skills trainings, Small Medium Enterprise (SME) support, provision of agricultural inputs, as well as the construction and rehabilitation of water infrastructure, schools, and other community assets. In Bossaso, DRC is currently providing returnees from Yemen with essential food and non-food items using DRC own funds, as well as a local integration package for returnees from Yemen who are voluntarily willing to stay in Bossaso using funding from ECHO

DRC in collaboration with the Ministry of Information (MOI) has also facilitated several capacity building workshops for Government institutions in Puntland on the rights of returnees and migrants in Bossaso and Garowe. DRC is also supporting returnees and IDPs in Galkayo and Gardo through establishment of settlements and providing shelter and hygiene facilities.

DRC's sub-offices in Puntland are in Gardo, Bossaso, Garowe, and North Galkyo.

Other Projects, Partnerships and Consortia

The Diaspora Programme Diaspora Project Support (DiPS) is a Danida funded project aiming to strengthen the role of diaspora as development agents. Within DiPS, Somali diaspora organisations in Denmark in cooperation with a local partner can apply for funding to implement relief, rehabilitation and development projects in their countries of origin. Activities vary but most often fall under the categories of community infrastructure and services, education, WASH, income generation and food security.

In addition to the funding mechanism, DiPS offers extensive capacity building activities in order to improve the diaspora organisations' capacities with regards to project design, management and long term sustainability. Lastly, the project also seeks to build evidence-based knowledge of the comparative value of diaspora engagement in development. Within Somalia, activities are currently being implemented in parts of South Central Somalia and Puntland.

DRC implements the Community Driven Recovery and Development/Safety (CDRD/S) programme in several regions in Somalia; CDRD is an approach focused on building local governance capacities and supporting local recovery and development in rural communities (see also www.community-driven.org).

For the last two years, DRC Somalia has also been implementing a resilience programme through a Resilience Consortium (SomReP) of seven international organizations, in different regions in the country which enhances household resilience to drought and other related risks. It does this through training, building of community infrastructure and government institutional structures and provision of start-up capital to women's groups to enable them to build marketable businesses, and also through training and equipping animal health workers. See more on www.somrep.org.

DRC is also a member of the Somalia Return Consortium (SRC) whose aim is to facilitate voluntary and safe return of IDPs and refugees to their areas of origin in Somalia.

To improve accountability and dialogue with beneficiaries, DRC has been managing an innovative SMS project in Somalia since 2011. The SMS feedback system allows for communication with recipients of aid in difficult accessible areas. DRC is exploring ways of further expanding use of this tool to enhance accountability, transparency and dialogue in the region.

Project Information

Project title	
Donor	Danida
Planned starting date	01 January 2018
Demining (Y/N)	No

Planned ending date	31 December 2018
Country	Somalia

Local Currency	USD
Exchange rate DKK/USD	6,299952
Budget prepaired by	

Donor Currency	DKK
Total Budget Amount	70.000.000
Total Regional Amount	
Date of budget	

During the drafting, use the space below for notes and reminders etc.

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Budget- and financing plan (Danida grants)
Budget figures in DKK

		2018				Activity Related Cost	Support Cost
		No.of units	Units	DDK	Budget	Budget	Budget
1.	**Activities total**				**110.610.614**	**110.610.614**	
1.1	Protection				17.180.781	17.180.781	
1.2	Armed Violence Reduction (AVR)				-	-	
1.3	Humanitarian Mine Action				-	-	
1.4	Shelter and Non-Food Items				62.509.970	62.509.970	
1.5	Food Security				3.512.538	3.512.538	
1.6	WASH				10.729.733	10.729.733	
1.7	Income Generation				16.677.592	16.677.592	
1.8	Community Infrastructure & Services				-	-	
1.9	Coordination & Operational Services				-	-	
1.10	Education				-	-	
2.	**Logistics and Safety total**				**2.146.872**	**-**	**2.146.872**
2.1	Running Costs Vehicles				995.644	-	995.644
2.2	Freight				171.233	-	171.233
2.3	Warehouses				79.379	-	79.379
2.4	Safety Costs (non DRC staff)				900.616	-	900.616
3.	**Investments total**				**665.275**	**-**	**665.275**
3.1	Equipment				597.550	-	597.550
3.2	Furnitures and fixtures				67.724	-	67.724
4.	**Expatriate staff total**				**8.041.475**	**4.362.235**	**3.679.240**
4.1	A6_ManagementPositionCountryOperations_DRC_DDG	5,40	Man-month	62.300	336.420	-	336.420
4.2	A9_ManagementPositionCountryOperations_DRC_DDG	5,40	Man-month	51.600	278.640	278.640	-
4.3	A13_Specialist_Advisor_ProjectManager	5,40	Man-month	43.350	234.090	234.090	-
4.4	A10_ManagementPositionCountryOperations_DRC_DDG	5,40	Man-month	49.400	266.760	266.760	-
4.5	A8_ManagementPositionCountryOperations_DRC_DDG	5,40	Man-month	52.300	282.420	282.420	-
4.6	A8_ManagementPositionCountryOperations_DRC_DDG	5,40	Man-month	52.300	282.420	282.420	-
4.7	A15_Specialist_Advisor_ProjectManager	5,40	Man-month	36.850	198.990	198.990	-
4.8	A15_Specialist_Advisor_ProjectManager	5,40	Man-month	37.850	204.390	204.390	-
4.9	A13_Specialist_Advisor_ProjectManager	5,58	Man-month	43.350	241.893	-	241.893
4.10	A3_RegionalManagementPosition_DRC_DDG	5,40	Man-month	58.750	317.250	-	317.250
4.11	A12_Specialist_Advisor_ProjectManager	5,40	Man-month	44.050	237.870	237.870	-
4.12	A15_Specialist_Advisor_ProjectManager	5,54	Man-month	37.850	209.840	-	209.840
4.13	A14_Specialist_Advisor_ProjectManager	5,58	Man-month	41.150	229.617	-	229.617
4.14	A12_Specialist_Advisor_ProjectManager	5,40	Man-month	47.050	254.070	254.070	-
4.15	A12_Specialist_Advisor_ProjectManager	5,40	Man-month	45.550	245.970	245.970	-
4.16	A8_ManagementPositionCountryOperations_DRC_DDG	4,50	Man-month	49.800	224.100	224.100	-
4.17	A8_ManagementPositionCountryOperations_DRC_DDG	5,69	Man-month	50.800	288.950	288.950	-
4.18	A14_Specialist_Advisor_ProjectManager	7,99	Man-month	41.150	328.871	328.871	-
4.19	A12_Specialist_Advisor_ProjectManager	2,41	Man-month	44.550	107.455	107.455	-
4.20	A8_ManagementPositionCountryOperations_DRC_DDG	4,36	Man-month	52.800	229.997	229.997	-
4.21	A11_Specialist_Advisor_ProjectManager	2,52	Man-month	43.750	110.250	110.250	-
4.22	A5_RegionalManagementPosition_DRC_DDG	9,00	Man-month	51.750	465.750	-	465.750
4.23	A6_ManagementPositionCountryOperations_DRC_DDG	9,25	Man-month	56.300	520.888	-	520.888
4.24	A12_Specialist_Advisor_ProjectManager	3,60	Man-month	45.550	163.980	-	163.980
4.25		-	Man-month	-	-	-	-
4.26	Total Recruitment costs				43.740	13.122	30.618
4.27	Total Expat staff Insurance				202.086	121.252	80.835
4.28	Total Travel, training, prep, R&R and relocation costs				972.432	291.730	680.702
4.29	Total Housing				536.296	160.889	375.407
4.30	Induction fee				26.040	-	26.040
5.	**Local staff total**				**16.345.315**	**8.802.506**	**7.542.809**
5.1	Salary, Local Management		Man-month				
5.1.1	Head of HR/Admin	7,20	Man-month	34.020	244.942	-	244.942
5.1.2	WASH Coordinator-BIB	36,00	Man-month	8.014	288.487	288.487	-
5.1.3	Program Manager-BIB	7,20	Man-month	26.460	190.511	190.511	-
5.1.4	Protection Coordinator-BIB	10,80	Man-month	8.014	86.546	86.546	-
5.1.5	Livelihood Coordinator - Dollow	7,20	Man-month	8.820	63.504	63.504	-
5.1.6	Livelihood Coordinator - Baidoa	7,20	Man-month	8.820	63.504	63.504	-
5.1.7	Program Coordnator -Dollow	10,08	Man-month	11.340	114.306	114.306	-
5.1.8	Program Coordnator -Baidoa	-	Man-month	11.340	-	-	-
5.1.9	Area Operators Manager - GEDO	7,20	Man-month	31.500	226.798	-	226.798
5.1.10	HR/Admin Coordinator - GEDO	9,00	Man-month	10.710	96.389	-	96.389
5.1.11	Procurement/Log Coodinator - GEDO	9,00	Man-month	10.710	96.389	-	96.389
5.1.12	Finance Coordinator - GEDO	9,00	Man-month	10.710	96.389	-	96.389
5.1.13	Safety Coordinator - GEDO	9,00	Man-month	10.710	96.389	-	96.389
5.1.14	Area Operations Coordinators-KIS	5,40	Man-month	15.750	85.049	-	85.049
5.1.15	Area Operations Manager - MGQ	3,60	Man-month	42.840	154.223	-	154.223
5.1.16	Program Manager - MGQ	3,60	Man-month	32.123	115.644	115.644	-
5.1.17	Area Finance Coordinator - MGQ	3,60	Man-month	14.490	52.164	-	52.164
5.1.18	Procurement/Log Coodinator - MGQ	3,60	Man-month	14.490	52.164	-	52.164
5.1.19	HR/Admin Coordinator - MGQ	4,32	Man-month	15.126	65.345	-	65.345
5.1.20	M & E Coordinator - MGQ	4,39	Man-month	15.126	66.434	66.434	-
5.1.21	FSL Coordinator - MGQ	5,40	Man-month	15.126	81.681	81.681	-
5.1.22	Admin-HR/Proc-Log/Fin/Safety/IT Coordinator - CO	56,16	Man-month	20.790	1.167.558	-	1.167.558
5.1.23	WASH/M&E/FSL/GBV - CO	50,40	Man-month	20.790	1.047.808	1.047.808	-
5.1.24		-	Man-month	-	-	-	-
5.2	Salary, other local staff	365,87	Man-month	27.794	10.169.088	5.872.079	4.297.009
5.3	Local staff Capacity Building				256.408	128.204	128.204
5.4	Other staff expences				1.367.594	683.797	683.797
6.	**Local administration total**				**4.314.630**	**-**	**4.314.630**
6.1	Office	1,00	Units	1.344.662	1.344.662	-	1.344.662
6.2	Water, electricity and other utilities	1,00	Units	528.725	528.725	-	528.725
6.3	Office supplies	1,00	Units	314.758	314.758	-	314.758
6.4	Communication costs	1,00	Units	496.184	496.184	-	496.184
6.5	Legal and administrative services/charges	1,00	Units	241.162	241.162	-	241.162
6.6	Bank fees & currency hedging costs	36,00	Units	34.650	1.247.390	-	1.247.390
6.7	Insurance costs	1,00	Units	141.749	141.749	-	141.749
7.	**Visibility & Accountability total**				**1.020.592**	**94.499**	**926.093**
7.1	Items				850.494	-	850.494
7.2	Publications, media etc.				-	-	-
7.3	CHS				75.599	-	75.599
7.4	Beneficiary Accountability Measures				94.499	94.499	-
8.	**Project supervision and monitoring total**				**-**	**-**	**-**
8.1	International flights	-	Flights	-	-	-	-
8.2	Salary expenses	-	Days	-	-	-	-
8.3	Accommodation	-	Days	-	-	-	-
8.4	Per Diem	-	Days	-	-	-	-
8.5	Traveltime expenses	-	Overnight st	-	-	-	-
8.6	Other, incl. local travel	-	Days	-	-	-	-
9.	**Evaluation total**				**2.275.000**	**2.275.000**	**-**
9.1	International flights	-	Flights	-	-	-	-
9.2	Salary expenses	-	Days	-	-	-	-
9.3	Accommodation	-	Days	-	-	-	-
9.4	Per Diem	-	Days	-	-	-	-
9.5	Traveltime expenses	-	Overnight st	-	-	-	-
9.6	Other, incl. local consultants and local travel	1,00	-	2.275.000	2.275.000	2.275.000	-
10.	**Liability insurance (DDG only)**				**-**		**-**
11.	**External Audit total**				**23.227**		**23.227**
11.1	Audit in Denmark				23.227		23.227
11.2	Local Audit				-		-
12.	**Project expences in total**				**145.443.000**	**126.144.854**	**19.298.146**
13.	Indirect costs (calculated as 7% of the total 12.)				**4.557.000**	**6.639.203**	**4.557.000**
14.	**Total Costs (Calculated as the sum of 12 + 13)**				**150.000.000**	**132.784.057**	**23.855.146**

Financial Overview (Danida grants)

Budget figures in DKK

		Budget	Activity	Support	Platform 1 Response to Emergencies	Platform 2 Solutions to Displacement	Platform 3 Adressing Root Causes
1.	**Activities total**						
1.1	Protection	17.180.781	17.180.781	-	-	17.180.781	-
1.2	Armed Violence Reduction (AVR)	-	-	-	-	-	-
1.3	Humanitarian Mine Action	-	-	-	-	-	-
1.4	Shelter and Non-Food Items	62.509.970	62.509.970	-	62.509.970	-	-
1.5	Food Security	3.512.538	3.512.538	-	3.512.538	-	-
1.6	WASH	10.729.733	10.729.733	-	-	-	10.729.733
1.7	Income Generation	16.677.592	16.677.592	-	16.677.592	-	-
1.8	Community Infrastructure & Services	-	-	-	-	-	-
1.9	Coordination & Operational Services	-	-	-	-	-	-
1.10	Education	-	-	-	-	-	-
2.	**Logistics and Safety total**	2.146.872	-	2.146.872	864.816	564.627	708.468
3.	**Investments total**	665.275	-	665.275	270.767	174.967	219.541
4.	**Expatriate staff total**	8.041.475	4.362.235	3.679.240	3.262.282	2.108.059	2.645.093
5.	**Local staff total**	16.345.315	8.802.506	7.542.809	6.652.543	4.298.818	5.393.954
6.	**Local administration total**	4.314.630	-	4.314.630	1.756.055	1.134.748	1.423.828
7.	**Visibility & Accountability total**	1.020.592	94.499	926.093	415.381	268.416	336.795
8.	**Project supervision and monitoring total**	-	-	-	-	-	-
9.	**Evaluation total**	2.275.000	2.275.000	-	-	-	-
10.	**Liability insurance (DDG only)**	-	-	-	-	-	-
11.	**External Audit total**	23.227	-	23.227	9.453	6.109	7.665
12.	**Project expences in total**	**145.443.000**	**126.144.854**	**19.298.146**	**95.931.397**	**25.736.525**	**21.465.078**
13.	Indirect costs (calculated as 7% of the total 12.)	4.557.000		4.557.000	1.854.699	1.198.491	1.503.810
14.	**Total Costs (Calculated as the sum of 12 + 13)**	**150.000.000**	**126.144.854**	**23.855.146**	**97.786.096**	**26.935.016**	**22.968.888**
	Percentage Allocation		**84%**	**16%**	**65%**	**18%**	**15%**

1.1 Protection

17180760.66

Note: To be filled at FO level in local currency (USD: exchange rate DKK/USD 6.25580)

	No. of units	Units	Rate of unit	Total		Activity Related Cost		Support Cost
1.1 Protection				2,727,125		2,727,125		
MOG	1			0		0		
Capacity building				0		0		
Policy dialogue with police and on human rights	4	Meetings	500	2,000		2,000		
Train stakeholders and Guuriis on rights programming	4	Trainings	1,500	6,000		6,000		
Sored civil society consultation for protection of returnees	2	Meetings	500	1,000		1,000		
				0		0		
GBV				0		0		
Training of legal professionals on GBV basic principles and facts	2	Trainings	1,500	3,000		3,000		
Support community/women's groups on fair legal redress	4	Groups	800	3,200		3,200		
Psycho-social (training/capacity building/information) for case workers	2	Trainings	1,000	2,000		2,000		
Sensitizing the general public on GBV (community dialogue, theatre, art and radio)	10	Events	500	5,000		5,000		
Study on community-based strategies on GBV including infrastructure support	1	Study	10,000	10,000		10,000		
				0		0		
Community infrastructure to mitigate GBV in areas of return				0		0		
Fuel efficient stoves	160	Stoves	30	4,800		4,800		
Hrt tuches	160	Torches	10	1,600		1,600		
Comprehensive case management for GBV survivors (case workers, transport costs)	4	persons	8,400	33,600		33,600		
Material assistance for GBV survivors (dignity kits, NFIs etc.)	160	persons	44	7,000		7,000		
Medical and legal referrals for GBV survivors	50	persons	80	4,000		4,000		
				0		0		
Voluntary Return				0		0		
Intention surveys for IDPs	2	Surveys	15,000	30,000		30,000		
Provision of return packages (cash) for voluntary returnees including transport	150	persons	500	75,000		75,000		
Establish peaceful coexistence forums	3	Forums	1,200	3,600		3,600		
Help desk/Return Assistant	1	Person	14,400	14,400		14,400		
Return and Reintegration Officer	1	Person	19,200	19,200		19,200		
				0		0		
Child Protection				0		0		
Community based child protection mechanisms strengthened	3	Structure	1,200	3,600		3,600		
Assistance for unaccompanied minors including tracing, reunification and reintegration	20	Children	100	2,000		2,000		
Support returnee children with Education grants and support to schools	100	Children	150	15,000		15,000		
Monitors	2	Monitors	8,400	16,800		16,800		
				0		0		
Protection Information Management Officer	1	person	18,000	18,000		18,000		
Individual Protection Assistance, including PSN (cash, material assistance)	45	persons	600	27,000		27,000		
Data management capacity (software and equipment)	1	Lumsum	2,000	2,000		2,000		
Mobile phones for data collection CSY	4	Phone	250	1,000		1,000		
Protection Information management trainings	2	Trainings	1,000	2,000		2,000		
Coordination and Advocacy	2	Trainings	1,000	2,000		2,000		
Protection mainstreaming trainings for staff and clusters	2	Trainings	1,000	2,000		2,000		
Advocacy (training on governance)	2	Trainings	1,000	2,000		2,000		
				0		0		
Housing, Land and Property (HLP)				0		0		
HLP trainings to key stakeholders	2	Trainings	1,100	2,200		2,200		
Advocacy targeting local national on HLP	3	Meetings	200	600		600		
Legal assistance on civil documentation including on land and property for returnees	20	Persons	80	1,600		1,600		
				0		0		
Bardus	1			0		0		
Capacity building				0		0		
Policy dialogue with police and on human rights	4	Meetings	500	2,000		2,000		
Train stakeholders and Guuriis on rights programming	4	Trainings	1,500	6,000		6,000		
Sored civil society consultation for protection of returnees	3	Meetings	500	1,500		1,500		
				0		0		
GBV				0		0		
Training of legal professionals on GBV basic principles and facts	2	Trainings	1,500	3,000		3,000		
Support community/women's groups on fair legal redress	5	Groups	800	4,000		4,000		
Psycho-social (training/capacity building/information) for case workers	2	Trainings	1,000	2,000		2,000		
Sensitizing the general public on GBV (community dialogue, theatre, art and radio)	20	Events	500	10,000		10,000		
Study on community-based strategies on GBV including infrastructure support	1	Study	10,000	10,000		10,000		
				0		0		
Community infrastructure to mitigate GBV in areas of return				0		0		
Fuel efficient stoves	160	Stoves	30	4,800		4,800		
Hrt tuches	160	Torches	10	1,600		1,600		
Comprehensive case management for GBV survivors (case workers, transport costs)	4	persons	8,400	33,600		33,600		
Material assistance for GBV survivors (dignity kits, NFIs etc.)	160	persons	44	7,000		7,000		
Alternative livelihoods projects for GBV Survivors (included in livelihoods targets)	50	persons	80	4,000		4,000		
				0		0		
Voluntary Return				0		0		
Intention surveys for IDPs	2	Surveys	15,000	30,000		30,000		
Provision of return packages (cash) for voluntary returnees including transport	150	persons	500	75,000		75,000		
Establish peaceful coexistence forums	3	Forums	1,200	3,600		3,600		
Help desk/Return Assistant	1	Person	14,400	14,400		14,400		
Return and Reintegration Officer	1	Person	19,200	19,200		19,200		
	1	person	36,720	36,720		36,720		
				0		0		
Child Protection				0		0		
Community based child protection mechanisms strengthened	3	Structure	1,200	3,600		3,600		
Assistance for unaccompanied minors including tracing, reunification and reintegration	20	Children	100	2,000		2,000		
Support returnee children with Education grants and support to schools	100	Children	150	15,000		15,000		
				0		0		
Protection Monitoring	2	Monitors	8,400	16,800		16,800		
Monitors	1	person	18,000	18,000		18,000		
Protection Information Management Officer	45	persons	600	27,000		27,000		
Individual Protection Assistance, including PSN (cash, material assistance)	1	Lumsum	2,000	2,000		2,000		
Data management capacity (software and equipment)	4	Phone	250	1,000		1,000		
Mobile phones for data collection CSY	2	Trainings	1,000	2,000		2,000		
				0		0		
Coordination and Advocacy				0		0		
Protection mainstreaming trainings for staff and clusters	2	Trainings	1,000	2,000		2,000		
Advocacy (training on governance)	2	Trainings	1,000	2,000		2,000		
				0		0		
Housing, Land and Property (HLP)				0		0		
HLP trainings to key stakeholders	2	Trainings	1,100	2,200		2,200		
Eviction Monitoring and report in return areas (done by Monitors)				0		0		
Advocacy targeting local national on HLP	3	Meetings	200	600		600		
Legal assistance on civil documentation including on land and property for returnees	20	Persons	80	1,600		1,600		
				0		0		
				0		0		
DDG				0		0		
A. Conflict Analysis (4 locations)	1	Times	11,270	11,270		11,270		
A.1.1. Key Informant Interviews (no cost)				0		0		
B. Participatory in Action Research (PAR)	1	Various	99,245	99,245		99,245		
				0		0		
C. Law enforcement training (rights-based approach)	1	Various	60,094	60,094		60,094		
				0		0		
D. Sensitisation of Court officials, suitors and Soriel Leoal Aid network members on rights	1	Various	13,080	13,080		13,080		
				0		0		
E. Community-Police Dialogue and Cooperation forums	1	Various	72,330	72,330		72,330		
				0		0		
F. Creating awareness of the Guurtie+Peace Committees on Returnees/IDPs rights	1	Various	33,960	33,960		33,960		
				0		0		
G. Training sessions on conflict prevention, management and resolution with local	1	Various	37,860	37,860		37,860		
				0		0		
H. Expansion and consolidation of the Guurtie- model (inclusion of vouns people, women)	1	Various	38,380	38,380		38,380		
				0		0		
I. Conflict sensitivity training for staff	1	Various	19,660	19,660		19,660		
				0		0		
J. Participatory conflict analysis development for targeted taskforces/Guurtier and partners	1	Various	4,438	4,438		4,438		
				0		0		
K. Thematic briefs and research carried out in the taraeted locations (Boidoa, Mogadishu)	1	Various	45,700	45,700		45,700		
				0		0		
L. Mine Risk Education training sessions in the 4 locations	1	Various	205,020	205,020		205,020		
				0		0		
M. DRC/DDG and ReDSS will oraanise reaular events to present the findinas with kev	1	Various	36,380	36,380		36,380		
				0		0		
ReDSS budget	1	Various	1,393,102	1,393,102		1,393,102		

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1.2 Armed Violence Reduction (AVR)

Note: To be filled at FO level in local currency (USD, exchange rate DKK/USD 6.299952)

		2018			
		No. of units	Units	Rate of unit	Total
1.2	Armed Violence Reduction (AVR)				0
	Building institutions for safety (facilitation, training, capacity building)				0
	Security Providers				0
	Small Arms and Light Weapons (SALW)				0
	Mine Action (under AVR Programming)				0
	Conflict Management & mitigation (facilitation/training/capacity building/information)				0
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1.3 Humanitarian Mine Action

		2018			
		No. of units	Units	Rate of unit	Total
1.3	Humanitarian Mine Action				0
	Manual/Mechanical Mine Clearance				0
	Battle Area Clearance (BAC)				0
	Explosive Ordnance Disposal (EOD)				0
	Stockpile Destruction				0
	Mine Risk Education (MRE) (training/capacity development/information)				0
	Mine/UXO Surveys (Technical and Non-Technical)				0
	Capacity Development (capacity development/training)				0
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1.4 Shelter and Non-Food Items

62509969,63

Note: To be filled at FO level in local currency (USD, exchange rate DKK/USD 6.299952)

		No. of units	Units	Rate of unit	Total
				2018	
1.4	Shelter and Non-Food Item				9.922.293
	Shelter				9.922.293
	Emergency Shelter - Baidoa	1	Per BOQ	99.810	99.810
	Emergency Shelter - Kismayo	1	Per BOQ	98.710	98.710
	Emergency Shelter -Dollow	1	Per BOQ	157.490	157.490
	Emergency Shelter -Mogadishu	1	Per BOQ	58.990	58.990
	….				0
	Infrasture Projects - Kismayo	1	LS	9.507.293	9.507.293
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	Non-Food Items				0
	NFIs (distribution)				0
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1.5 Food Security

		2018			
		No. of units	Units	Rate of unit	Total
1.5	Food Security				557.550
	Baidoa		HHs		0
	Establish farmer field schools/GAP training with Demonstration	4	Schools	1.500	6.000
	Support fodder production at riverine areas.	40	HHs	70	2.800
	Support irrigation facilities (irrigation pump/ installation of solar i	3	groups	2.500	7.500
	Support Agro/pastoralist on Animal health services(Drugs and a	5	CAHWs	1.000	5.000
	Un-conditional Cash/Vouchers (distribution)	65	HHs	280	18.200
	CFW for asset rehabilitation	125	HHs	360	45.000
	Market functionality assessments	3	Mkts	20.000	60.000
	….				0
	DOL				0
	Establish farmer field schools/GAP training with Demonstration	4	Schools	1.500	6.000
	Support fodder production at riverine areas.	40	HHs	70	2.800
	Support irrigation facilities (irrigation pump/ installation of solar i	3	groups	2.500	7.500
	Support Agro/pastoralist on Animal health services(Drugs and a	5	CAHWs	1.000	5.000
	Un-conditional Cash/Vouchers (distribution)	65	HHs	280	18.200
	CFW for asset rehabilitation	125	HHs	360	45.000
	Market functionality assessments	3	Mkts	20.000	60.000
	….				0
	KIS				0
	Establish farmer field schools/GAP training with Demonstration	4	Schools	1.500	6.000
	Support fodder production at riverine areas.	40	HHs	70	2.800
	Support irrigation facilities (irrigation pump/ installation of solar i	3	groups	2.500	7.500
	Support Agro/pastoralist on Animal health services(Drugs and a	5	CAHWs	1.000	5.000
	Un-conditional Cash/Vouchers (distribution)	65	HHs	280	18.200
	CFW for asset rehabilitation	125	HHs	360	45.000
	Market functionality assessments	3	Mkts	20.000	60.000
MGQ	Community mobilization/Registration/travel	3	Years	2.650	7.950
MGQ	Establish farmer field schools/GAP training with Demonstration	3	Schools	1.500	4.500
MGQ	Support fodder production at riverine areas.	40	HHs	70	2.800
MGQ	Support irrigation facilities (irrigation pump/ installation of solar i	3	groups	2.500	7.500
MGQ	Support Agro/pastoralist on Animal health services(Drugs and a	5	CAHWs	1.000	5.000
MGQ	Market functionality assessments	3	Mkts	15.000	45.000
MGQ	Dedicated FLS Officer	1	Staff	34.800	34.800
MGQ	Sccope & Data adminstrator MG	1	Staff	12.000	12.000
MGQ	PDM & Visibility	1	LSM	4.500	4.500

1.6 WASH

10729730.41

		No. of units	Units	2018 Rate of unit	Total
1.6	**WASH**				1,722,145
	Baidoa				0
	Community Mobilization	10	Communit	200	2,000
	Registration (vehicle, enumerators, etc)	20	persons	160	3,200
	Drilling of new Borehole, equiping and Geophysical Survey	1	Well	120,000	120,000
	Construction of Latrines for Returnees & IDPs with Hand washing fac.	75	Units	540	40,600
	Distribution Cost for Hygiene Kits	1	LS	1,250	1,250
	Procurement of hygiene Kits	450	Units	40	18,000
	Supporting schools water access and sanitation facilities	2	Schools	3,500	7,000
	Rehabilitation of local water catchment including plastic sheets, building	2	catchment	80,000	160,000
	Training of the water management committees	3	Trainings	1,200	3,600
	Community Hygiene Promoters (6 x 6 Months x100%)	36	Months	413	14,881
	AWD/hygiene promotion	1	comsercai	2,400	2,400
	Government Monitoring	3	Times	2,000	6,000
	Sanitation kit for Latrines	100	kits	55	5,500
	Water Quality Monitoring Cost	6	times	2,000	12,000
	Support School Clubs to promote Hygiene Promotions	2	LS	1,200	2,400
	Training of School Management committees on HP	2	Schools	1,000	2,000
	Procurment of Garbage Collector Truck for LA to support RTs	1	tractor	30,000	30,000
	Contributions to WORLD WATER DAYs	3	Events	1,000	3,000
	HAP and visibility	1	LSM	1,300	1,300
	...				0
	Kismayo				0
	Community Mobilization	10	Communit	200	2,000
	Registration (vehicle, enumerators, etc)	20	persons	160	3,200
	Construction of Latrines for Returnees & IDPs with Hand washing fac	150	Units	600	90,000
	Distribution Cost for Hygiene Kits	1	LS	750	750
	Procurement of hygiene Kits	800	Units	42	33,600
	Supporting schools water access and sanitation facilities	4	Schools	3,500	14,000
	Rehabilitation of shallow wells	6	Well	13,000	78,000
	Training of the water management committees	3	Trainings	2,500	7,500
	Community Hygiene Promoters (6 x 6 Months x100%)	36	Months	413	14,868
	AWD/hygiene promotion	1	comsercai	2,000	2,000
	Government Monitoring	3	Times	1,500	4,500
	Sanitation kit for Latrines	180	kits	65	11,700
	Water Quality/test and monitoring	10	ts	300	3,000
	Support 6 School Clubs to promote Hygiene Promotions	4	LS	1,200	4,800
	Training of School Management committees on HP	4	Schools	1,000	4,000
	Contributions to WORLD WATER DAYs	3	Events	1,000	3,000
	HAP and visibility	1	LSM	1,300	1,300
	...				0
	Dollow				0
	Drilling of new Borehole, equiping and Geophysical Survey	1	Well	120,000	120,000
	Community Mobilization	10	Communit	300	3,000
	Registration (vehicle, enumerators, etc)	20	persons	160	3,200
	Construction of Latrines for Returnees & IDPs with Hand washing fac.	150	Units	600	90,000
	Distribution Cost for hygiene Kits	1	LS	750	750
	Procurement of hygiene Kits	800	Units	42	33,600
	Supporting schools water access and sanitation facilities	4	Schools	3,500	14,000
	Rehabilitation of shallow wells	3	Well	13,000	39,000
	Training of the water management committees	3	Trainings	2,500	7,500
	Community Hygiene Promoters (6 x 6 Months x100%)	36	Months	413	14,868
	AWD/hygiene promotion	1	comsercai	2,000	2,000
	Government Monitoring	3	Times	1,500	4,500
	Sanitation kit for Latrines	180	kits	65	11,700
	Water Quality/test and monitoring	2	ts	2,500	5,000
	HAP and visibility	1	LSM	1,300	1,300
	...				0
	Mogadishu				0
	Community Mobilization	6	Communit	300	1,800
	Registration (vehicle, enumerators, etc)	20	persons	160	3,200
	Drilling of new Borehole, equiting and Geochemical Survei, Extension	1	Well	96,000	96,000
	Rehabilitation of 3 Boreholes and 3 Shallow well (MG LSH, MSH)	6	Well	21,000	126,000
	Construction of Latrines for Returnees & IDPs	110	Units	359	39,190
	Distribution Cost for Hygiene Kits	1	LS	1,763	1,763
	Procurement of hygiene Kits for 1000 HHs	1,150	Units	36	40,250
	Supporting 6 schools water access and sanitation facilities	5	Schools	3,500	17,500
	WASH Coordinator (1 Person x 36 Months x 50%)	36	Months	1,700	61,200
	WASH Officer (1 Person x 36 months x 70%)	36	Months	1,200	43,200
	Field Egineeer (1 Person x 12 months x 70%)	12	Months	1,200	14,400
	Construction Latrines Returnees & IDPs throuth CFW ins/als and tools	131	latrines	400	52,400
	Training and Capacity Building of the government on O&M	3	Trainings	6,000	18,000
	Training of the water management committees	1	Trainings	1,800	1,800
	Community Hygiene Promoters (6 x 9 Months x100%)	18	Months	700	12,600
	Government Monitoring	3	Times	700	2,100
	Sanitation kit for Latrines	1,200	kits	55	66,000
	Supply and fixing of waste collection Bins	50	Pc	40	2,000
	Water Quality Monitoring Cost and chlorination	6	times	500	3,000
	Support 6 School Clubs to promote Hygiene Promotions	6	LS	1,500	9,000
	Training of School Management committees on HP	6	Schools	1,000	6,000
	Contributions to WORLD WATER DAY/ GLOBAL HAND WASHING DA	3	Events	1,000	3,000
	HAP and visibility	1	LSM	1,000	1,000
	KAP Survey (Pre & Post)	6	LSM	500	3,000
	Excavation and fencing of garbage dumping pit	8	pit	950	7,600
	Supply of spareparts for water supply pumping unit/system	2	Units	3,000	6,000
	Construction of water kiosks and pipeline system	1	kiosk	6,356	6,356

1.7 Income Generation

16677592,03

			2018	
		No. of units	Units	Rate of unit	Total
1.7	Income Generation				2.647.257
	Baidoa				0
	Savings Groups (establishment/facilitation)	25	Groups	50	1.250
	Vocational Training with start kit	100	Trainees	750	75.000
	Life Skills Training	50	Trainees	140	7.000
	Literacy and Numeracy Training	100		100	10.000
	VSLA-(Micro Finance Mobile-pool)	100	HHs	1.000	100.000
	Business (training/capacity development)	100	HHs	40	4.000
	Return package	100	HHs	500	50.000
					0
	DOL				0
	Savings Groups (establishment/facilitation)	25	Groups	50	1.250
	Vocational Training with start kit	60	Trainees	750	45.000
	Life Skills Training	50	Trainees	140	7.000
	Literacy and Numeracy Training	100		100	10.000
	VSLA-(Micro Finance Mobile-pool)	100	HHs	1.000	100.000
	Business (training/capacity development)	100	HHs	40	4.000
	Return package	50	HHs	500	25.000
					0
	Savings Groups (establishment/facilitation)	25	Groups	50	1.250
	Vocational Training with start kit	150	Trainees	750	112.500
	Life Skills Training	50	Trainees	140	7.000
	Literacy and Numeracy Training	100		100	10.000
	VSLA-(Micro Finance Mobile-pool)	100	HHs	1.000	100.000
	Business (training/capacity development)	120	HHs	40	4.800
	Return package	50	HHs	500	25.000
					0
	MGQ				0
	Savings Groups (establishment/facilitation)	25	Groups	50	1.250
	Vocational Training with start kit	90	Trainees	750	67.500
	Life Skills Training	50	Trainees	140	7.000
	Literacy and Numeracy Training	100		100	10.000
	VSLA-(Micro Finance Mobile Solution-pool)	160	HHs	1.000	160.000
	Business (training/capacity development)	150	HHs	40	6.000
	Livelihoods x2	2	person	14.760	29.520
	Capacity building micro finance mobile Money	1	training	53.137	53.137
	Community mobilization/Registration/travel	3	Rounds	2.600	7.800
	PDM & Visibility	1	LSM	5.000	5.000
					0
	WYG Consultancy - Mogadishu	1	LS	300.000	300.000
	WYG Consultancy - Baidoa	1	LS	300.000	300.000
	WYG Consultancy - Kismayo	1	LS	300.000	300.000
	WYG Consultancy - Dollow	1	LS	300.000	300.000
					0
	Spatial assessment in Kismayo	1	LS	400.000	400.000
	.....				0

0

1.8 Community Infrastructure & Services

Note: To be filled at FO level in local currency (USD, exchange rate DKK/USD 6.299952)

		2018			
		No. of units	Units	Rate of unit	Total
1.8	Community Infrastruture & Services				0
	Community Infrastructure				0
	Roads (construction/rehabilitation)				0
	Bridges (construction/rehabilitation)				0
	Other Community Structures (construction/rehabilitation)				0
	Irrigation systems/channels (construction/rehabilitation)				0
	Disaster Risk Reduction (construction/provision)				0
	….				0
	….				0
	….				0
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	….				0
	….				0
	….				0
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	….				0
	Services				0
	Health (capacity building/training/information)				0
	Health Services (direct provision)				0
	Disaster Risk Reduction (training, capacity building/information)				0
	Community Authorities, General capacity development (non-thematic)				0
	Conflict Resolution/Prevention (facilitation/training/capacity building/information)				0
	Community Safety/Security (facilitation, training, capacity building)				0
	Community Development Plans (facilitation/coordination)				0
	Community Structure Management (capacity building/training)				0
	Grants for Community Authorities				0
	….				0
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1.9 Coordination & Operational Services

Note: To be filled at FO level in local currency (USD, exchange rate DKK/USD 6.299952)

	No. of units	Units	Rate of unit	2018 Total
1.9 Coordination & Operational Services				0
Coordination				0
....				0
....				0
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....				0
....				0
....				0
....				0
....				0
....				0
....				0
....				0
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....				0
....				0
Operational Services				0
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1.10 Education

			2018		
		No. of units	Units	Rate of unit	Total
1.10	Education				0
	Schools (construction/rehabilitation)				0
	School inputs (books, pencils, desks etc.)				0
	School Feeding				0
	Teacher training/support				0
	Education Grants (provision)				0
	Life Skills Training				0
	Literacy and Numeracy Training				0
	….				0
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2. Logistics and Safety   340.776   2146872,4

Note: To be filled at FO level in local currency (USD, exchange rate DKK/USD 6,299952)

2.		No. of units	Units	Share	Rate of unit	Total		Activity Related Cost Total	Support Cost Total
2.1	Running Costs Vehicles, total					158.040		0	158.040
2.1.1BIB	Rented vehicles	36	Months	0,4	3.600	51.840			51.840
2.1.2DOW	Rented vehicles	36	Months	0,4	3.600	51.840			51.840
2.1.3KIS	Rented vehicles	36	Months	0,4	1.800	25.920			25.920
2.1.4BIB	B6 vehicle maintenace, and services		Months	0,125	800	0			0
	....					0			0
MGQ	Vehicle Insurance MG	3	1	0,3	2.000	1.800			1.800
MGQ	Maintenance and repairs (incl. wash) MG	36	2	0,2	500	3.600			3.600
MGQ	Fuel and oils MG	36	2	0,3	300	3.240			3.240
MGQ	Vehicle Registration (trasmitale) MG	12	7	0,3	300	1.080			1.080
	....					0			0
	Fuel and oils RO	36	Months	0,4	1.000	14.400			14.400
	Vehicle Registration (trasmitale) RO	36		0,4	300	4.320			4.320
	....					0			0
	....					0			0
	....					0			0
	....					0			0
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	....					0			0
2.2	Freight, total					27.180		0	27.180
	Freight National(DOW/KIS/BIB)	36	Months	0,3	200	2.160			2.160
MGQ	Freight National	12	1	0,15	1.500	2.700			2.700
MGQ	Vehicle Rent MG x7	36	7	0,3	1.200	12.960			12.960
	....					0			0
	....					0			0
	....					0			0
	....					0			0
	....					0			0
2.2.2BIB	Contracted (rented) Transport, cars	36	Months	0,1	1.000	3.600			3.600
2.2.3DOW	Contracted (rented) Transport, Trucks	36	Months	0,2	500	3.600			3.600
2.2.4KIS	Contracted (rented) Transport, Others	36	Months	0,1	600	2.160			2.160
	....					0			0
	(multiple empty rows)					0			0
2.3	Warehouses, total					12.600		0	12.600
2.3.1	Ware house Rent during Shocks(BIB/DOW/KIS	36	months	0,1	1.500	5.400			5.400
2.3.2	Maintenance/repairs BIB/DOW/KIS	36	months	0,25	570	5.130			5.130
2.3.3	Loading/unloading (incl. Daily workers)	36	months	0,25	230	2.070			2.070
	....					0			0
	(multiple empty rows)					0			0
2.4	Safety Costs (non DRC staff), total					142.956		0	142.956
2.4.1BIB	Guards (not DRC staff)	36	Months	0,2	4.680	33.696			33.696
2.4.2DOW	Guards (not DRC staff)	36	Months	0,2	4.500	32.400			32.400
2.4.2KIS	Guards (not DRC staff)	36	Months	0,1	2.500	9.000			9.000
GEDO	Moss Improvement for 3 Offices	36	Months	0,15	3.500	18.900			18.900
MGQ	Guards (Statics) x16 MG	36	16	0,07	8.000	20.160			20.160
	Guard - RO	36		0,4	2.000	28.800			28.800
	....					0			0
	(multiple empty rows)					0			0

0

3. Investments

Investments: Items > DKK 1000. Please note that all items > DKK 1000 must be registered on inventory list and that all pur
Equipment only durable equipment (e.g. not pots, pans, tabels etc.).

Note: To be filled at FO level in local currency (USD, exchange rate DKK/USD 6.299952)

3.	Owner	No. of units	Units	Rate of unit	Total	
				2018		
3.1 Equipment, total		325	Items		94.850	597550,447
3.1.1 Computer and IT equipment		286	Items		76.700	
10 Laptops (lenva&thinkpad(3 Offices)		10	Items	1.780	17.800	
4 Printers(DOW/BIB/KIS)		4	Items	700	2.800	
3 Scanner(DOW/BIB/KIS)		3	Items	1.500	4.500	
Small USB devises(Portable internet,Har		4	Items	200	800	
Laptops x 5 MG		5	Items	1.500	7.500	
Scanner CANON x 2 MG		2	Items	1.450	2.900	
Printers HP MG		4	Items	600	2.400	
Anti-Virus 50pcs MG		40	Items	25	1.000	
Laptop - CO		10	Items	1.700	17.000	
Scanner - CO		1	Items	1.500	1.500	
USB Devises - CO		200	Items	70	14.000	
Printer - CO		3	Items	1.500	4.500	
….			Items		0	
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3.1.2 Communication equipment		18	Items		6.750	
Mobile phones - GEDO		3	Items	250	750	
Mobile Phone - CO		15	Items	400	6.000	
Satelite phones			Items		0	
Mobile phones			Items		0	
Cameras			Items		0	
….			Items		0	
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….			Items		0	
….			Items		0	
3.1.3 Vehicles		0	Items		0	
Cars			Items		0	

0

3. Investments

Investments: Items > DKK 1000. Please note that all items > DKK 1000 must be registered on inventory list and that all pur
Equipment only durable equipment (e.g. not pots, pans, tabels etc.).

Note: To be filled at FO level in local currency (USD, exchange rate DKK/USD 6.299952)

			2018		
3.	Owner	No. of units	Units	Rate of unit	Total
4x4's			Items		0
Trucks			Items		0
Motorcycles			Items		0
Specialiced vehicles			Items		0
….			Items		0
….			Items		0
….			Items		0
….			Items		0
….			Items		0
….			Items		0
3.1.4 Generators, pumps ect.		0	Items		0
….			Items		0
….			Items		0
….			Items		0
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….			Items		0
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….			Items		0
….			Items		0
….			Items		0
3.1.5 Safety equipment & investments		0	Items		0
….			Items		0
….			Items		0
….			Items		0
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3.1.6 Specialized Equipment		0	Items		0
Demining equipment			Items		0
Wat San equipment			Items		0
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3.1.7 Others		21	Items		11.400
Camera (GEDO)		3	Items	300	900
TV Set (GEDO)		3	Items	1.000	3.000
A/C (GEDO)		6	Items	500	3.000
A/C - MGQ		3	Items	500	1.500

0

3. Investments

Investments: Items > DKK 1000. Please note that all items > DKK 1000 must be registered on inventory list and that all pur
Equipment only durable equipment (e.g. not pots, pans, tabels etc.).

Note: To be filled at FO level in local currency (USD, exchange rate DKK/USD 6.299952)

3.	Owner	No. of units	Units	Rate of unit	Total
				2018	
A/C - CO		6	Items	500	3.000
….			Items		0
….			Items		0
….			Items		0
….			Items		0
….			Items		0
….			Items		0
3.2 Furnitures and fixtures, total		35			10.750
3.2.1 Furnitures/Fixtures - GEDO		20	Items	300	6.000
3.2.2 Furnitures/Fixtures - MGQ		5	Items	350	1.750
3.2.3 Furnitures/Fixtures - CO		10	Items	300	3.000
….			Items		0
….			Items		0
….			Items		0
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4. Expat Salary Calculations

Expat salary calculations sheet - Overview table

Note: To be filled at HQ and FO level (in DKK)

			2018					Activity Related Cost	Support Cost
4.		No. of units	Units	No. of units	Units	Share	Rate of unit	Total	Total	Total
	Expat Salary		Months		Position			6.260.881	2.485.620	2.485.638
4.1	A6_ManagementPositionCountryOperations_DRC_DDG	36	Months	1	Position	0	62.300	336.420		336.420
4.2	A9_ManagementPositionCountryOperations_DRC_DDG	36	Months	1	Position	0	51.600	278.640	278.640	0
4.3	A13_Specialist_Advisor_ProjectManager	36	Months	1	Position	0	43.350	234.090	234.090	0
4.4	A10_ManagementPositionCountryOperations_DRC_DDG	36	Months	1	Position	0	49.400	266.760	266.760	0
4.5	A8_ManagementPositionCountryOperations_DRC_DDG	36	Months	1	Position	0	52.300	282.420	282.420	0
4.6	A8_ManagementPositionCountryOperations_DRC_DDG	36	Months	1	Position	0	52.300	282.420	282.420	0
4.7	A15_Specialist_Advisor_ProjectManager	36	Months	1	Position	0	36.850	198.990	198.990	0
4.8	A15_Specialist_Advisor_ProjectManager	36	Months	1	Position	0	37.850	204.390	204.390	0
4.9	A13_Specialist_Advisor_ProjectManager	36	Months	1	Position	0	43.350	241.893		241.893
4.10	A3_RegionalManagementPosition_DRC_DDG	36	Months	1	Position	0	58.750	317.250		317.250
4..11	A12_Specialist_Advisor_ProjectManager	36	Months	1	Position	0	44.050	237.870	237.870	0
4.12	A15_Specialist_Advisor_ProjectManager	36	Months	1	Position	0	37.850	209.840		209.840
4.13	A14_Specialist_Advisor_ProjectManager	36	Months	1	Position	0	41.150	229.617		229.617
4.14	A12_Specialist_Advisor_ProjectManager	36	Months	1	Position	0	47.050	254.070	254.070	0
4.15	A12_Specialist_Advisor_ProjectManager	36	Months	1	Position	0	45.550	245.970	245.970	0
4.16	A8_ManagementPositionCountryOperations_DRC_DDG	36	Months	1	Position	0	49.800	224.100	224.100	0
4.17	A8_ManagementPositionCountryOperations_DRC_DDG	36	Months	1	Position	0	50.800	288.950	288.950	0
4.18	A14_Specialist_Advisor_ProjectManager	36	Months	1	Position	0	41.150	328.871	328.871	0
4.19	A12_Specialist_Advisor_ProjectManager	36	Months	1	Position	0	44.550	107.455	107.455	0
4.20	A8_ManagementPositionCountryOperations_DRC_DDG	36	Months	1	Position	0	52.800	229.997	229.997	0
4.21	A11_Specialist_Advisor_ProjectManager	36	Months	1	Position	0	43.750	110.250	110.250	0
4.22	A5_RegionalManagementPosition_DRC_DDG	36	Months	1	Position	0	51.750	465.750		465.750
4.23	A6_ManagementPositionCountryOperations_DRC_DDG	36	Months	1	Position	0	56.300	520.888		520.888
4.24	A12_Specialist_Advisor_ProjectManager	36	Months	1	Position	0	45.550	163.980		163.980
4.25	A12_Specialist_Advisor_ProjectManager		Months		Position		0	0		0

Note: If ECHO funded project the following costs are budgetted under 4.1 to 4.25

4.26	Total Recruitment costs							43.740	13.122	30.618
4.27	Total Expat staff Insurance							202.086	121.252	80.835
4.28	Total Travel, training, prep., R&R and relocation							972.432	291.730	680.702
4.29	Total Housing							536.296	160.889	375.407

Note: Danida funded project only

4.30	Induction fee			7	Position	1	3.720	26.040		26.040

| **Total Expat Salary** | | | | | | | | **8.041.475** | **3.072.612** | **4.968.862** |

Expat salary calculations sheet - monthly costs

Note: To be filled at HQ and FO level (in DKK)

Type of position (will total in row 10)	ManagementPositionCountryOperations_DRC_DDG	Type of position (will total in row 11)	tPositionCountryOperations_DRC_DDG	Type of position (will total in row 12)	Specialist_Advisor_ProjectManager	Type of position (will total in row 1	htPositionCountryOperations_DRC_DDG	Type of position (will total in row 1	tmentPositionCountryOperations_DRC_DDG
Experience level	>6 years experience; level A11 -A19 & B3-B4	Experience level	years experience; level A11-A19 & B3-B4	Experience level	experience; level A11-A19 & B3-B4	Experience level	years experience; level A11-A19 & B3-B4	Experience level	-6 years experience; level A11-A19 & B3-B4
Explosives Insurance		Explosives Insurance		Explosives Insurance		Explosives Insurance		Explosives Insurance	
Pension Allowance	Yes	Pension Allowance	Yes	Pension Allowance	Yes	Pension Allowance	Yes	Pension Allowance	Yes
Salary		**Salary**		**Salary**		**Salary**		**Salary**	
Basic Salary	38.000	Basic Salary	31.000	Basic Salary	23.500	Basic Salary	29.000	Basic Salary	33.000
Per diem/Exp. Allowance	13.500	Per diem/Exp. Allowance	13.500	Per diem/Exp. Allowance	13.500	Per diem/Exp. Allowance	13.500	Per diem/Exp. Allowance	13.500
Experience allowance	4.000	Experience allowance	1.000	Experience allowance	1.000	Experience allowance	1.000	Experience allowance	2.500
Explosives allowance	0	Explosives allowance	0	Explosives allowance	0	Explosives allowance	0	Explosives allowance	0
Pension Allowance	3.800	Pension Allowance	3.100	Pension Allowance	2.350	Pension Allowance	2.900	Pension Allowance	3.300
Insurances Expat	1.254	Other compulsary insurances	248	Insurances	1.254	Insurances	1.254	Insurances	1.254
Other compulsary insurances	248			Other compulsary insurances	248	Other compulsary insurances	248	Other compulsary insurances	248
Training /Annual meeting	1.000	Training /Annual meeting	1.000	Training /Annual meeting	1.000	Training /Annual meeting	1.000	Training /Annual meeting	1.000
Rent etc.	3.000	Rent etc.	3.000	Rent etc.	3.000	Rent etc.	3.000	Rent etc.	3.000
Travel to mission destination & return (incl lump		Travel to mission destination & return		Travel to mission destination & return		Travel to mission destination & retu		Travel to mission destination & retu	
Travel: Annual home leave	4.000	Travel: Annual home leave	4.000	Travel: Annual home leave	3.000	Travel: Annual home leave	3.000	Travel: Annual home leave	3.000
Moving Allowance		Moving Allowance	2.000	Moving Allowance	2.000	Moving Allowance	2.000	Moving Allowance	2.000
Total Salary	**68.802**	**Total Salary**	**60.102**	**Total Salary**	**50.852**	**Total Salary**	**56.902**	**Total Salary**	**62.802**
Donor pending		**Donor pending**		**Donor pending**		**Donor pending**		**Donor pending**	
Lump sum for any missing allowances		Lump sum for any missing allowances		Lump sum for any missing allowances		Lump sum for any missing allowan		Lump sum for any missing allowan	
Recruitment	0	Recruitment	0	Recruitment	0	Recruitment	0	Recruitment	5.000
Total Donor pending	**0**	**Total Donor pending**	**0**	**Total Donor pending**	**0**	**Total Donor pending**	**0**	**Total Donor pending**	**5.000**
Pending duty station		**Pending duty station**		**Pending duty station**		**Pending duty station**		**Pending duty station**	
Location Allowance	3.000	Location Allowance	3.000	Location Allowance	3.000	Location Allowance	3.000	Location Allowance	3.000
Local travel / R&R	3.000	Local travel / R&R	3.000	Local travel / R&R	3.000	Local travel / R&R	3.000	Local travel / R&R	3.000
Phone		Phone		Phone		Phone		Phone	
Total Pending duty station	**6.000**	**Total Pending duty station**	**6.000**	**Total Pending duty station**	**6.000**	**Total Pending duty station**	**6.000**	**Total Pending duty station**	**6.000**
Total	**74.802**	**Total**	**66.102**	**Total**	**56.852**	**Total**	**62.902**	**Total**	**73.802**

Type of position (will total in row 15)	ManagementPositionCountryOperations_DRC_DDG	Type of position (will total in row 16)	15_Specialist_Advisor_ProjectManager	Type of position (will total in row 17)	Specialist_Advisor_ProjectManager	Type of position (will total in row 1	A13_Specialist_Advisor_ProjectManager	Type of position (will total in row 1	_RegionalManagementPosition_DRC_DDG
Experience level	4-6 years experience; level A11-A19 & B3-B4	Experience level	years experice; level A11-A19 & B3-B4	Experience level	experience; level A11-A19 & B3-B4	Experience level	years experience; level A11-A19 & B3-B4	Experience level	-4 years experice; level A11-A19 & B3-B4
Explosives Insurance		Explosives Insurance		Explosives Insurance		Explosives Insurance		Explosives Insurance	
Pension Allowance	Yes	Pension Allowance		Pension Allowance	Yes	Pension Allowance	Yes	Pension Allowance	Yes
Salary		**Salary**		**Salary**		**Salary**		**Salary**	
Basic Salary	33.000	Basic Salary	18.500	Basic Salary	18.500	Basic Salary	23.500	Basic Salary	37.500
Per diem/Exp. Allowance	13.500	Per diem/Exp. Allowance	13.500	Per diem/Exp. Allowance	13.500	Per diem/Exp. Allowance	13.500	Per diem/Exp. Allowance	13.500
Experience allowance	2.500	Experience allowance	0	Experience allowance	1.000	Experience allowance	1.000	Experience allowance	1.000
Explosives allowance	0	Explosives allowance	0	Explosives allowance	0	Explosives allowance	0	Explosives allowance	0
Pension Allowance	3.300	Pension Allowance	1.850	Pension Allowance	1.850	Pension Allowance	2.350	Pension Allowance	3.750
Insurances	1.254	Insurances	1.254	Insurances	1.254	Insurances	1.254	Insurances	1.254
Other compulsary insurances	248	Other compulsary insurances	248	Other compulsary insurances	248	Other compulsary insurances	248	Other compulsary insurances	248
Training /Annual meeting	1.000	Training /Annual meeting	1.000	Training /Annual meeting	1.000	Training /Annual meeting	1.000	Training /Annual meeting	1.000
Rent etc.	3.000	Rent etc.	3.000	Rent etc.	3.000	Rent etc.	3.000	Rent etc.	3.000
Travel to mission destination & return		Travel to mission destination & return		Travel to mission destination & return		Travel to mission destination & retu		Travel to mission destination & retu	
Travel: Annual home leave	3.000	Travel: Annual home leave	3.000	Travel: Annual home leave	3.000	Travel: Annual home leave	3.000	Travel: Annual home leave	3.000
Moving Allowance	2.000	Moving Allowance	2.000	Moving Allowance	2.000	Moving Allowance	2.000	Moving Allowance	2.000
Total Salary	**62.802**	**Total Salary**	**44.352**	**Total Salary**	**45.352**	**Total Salary**	**50.852**	**Total Salary**	**66.252**
Donor pending		**Donor pending**		**Donor pending**		**Donor pending**		**Donor pending**	
Lump sum for any missing allowances		Lump sum for any missing allowances		Lump sum for any missing allowances		Lump sum for any missing allowan		Lump sum for any missing allowan	
Recruitment		Recruitment		Recruitment		Recruitment		Recruitment	
Total Donor pending	**0**	**Total Donor pending**	**0**	**Total Donor pending**	**0**	**Total Donor pending**	**0**	**Total Donor pending**	**0**
Pending duty station		**Pending duty station**		**Pending duty station**		**Pending duty station**		**Pending duty station**	
Location Allowance	3000	Location Allowance	3.000	Location Allowance	3.000	Location Allowance	3.000	Location Allowance	3.000
Local travel / R&R	3.000	Local travel / R&R	3.000	Local travel / R&R	3.000	Local travel / R&R	3.000	Local travel / R&R	3.000
		Phone		Phone		Phone		Phone	
Total Pending duty station	**6.000**	**Total Pending duty station**	**6.000**	**Total Pending duty station**	**6.000**	**Total Pending duty station**	**6.000**	**Total Pending duty station**	**6.000**
Total	**68.802**	**Total**	**50.352**	**Total**	**51.352**	**Total**	**56.852**	**Total**	**72.252**

0

5. Local staff

2.594.514 16345314,89

Note: To be filled at FO level in local currency (USD, exchange rate DKK/USD 6,299952)

5.		2018 No. of units	Units	No. of units	Units	Share	Rate of unit	Total
5.1	Salary, Local Management, total	792	Months	35	Position			722.581
5.1.1	Head of HR/Admin	36	Months	1	Position	0,2	5.400	38.880
5.1.2	WASH Coordinator-BIB	36	Months	1	Position	1	1.272	45.792
5.1.3	Program Manager-BIB	36	Months	1	Position	0,2	4.200	30.240
5.1.4	Protection Coordinator-BIB	36	Months	1	Position	0,3	1.272	13.738
5.1.5	Livelihood Coordinator - Dollow	36	Months	1	Position	0,2	1.400	10.080
5.1.6	Livelihood Coordinator - Baidoa	36	Months	1	Position	0,2	1.400	10.080
5.1.7	Program Coordnator -Dollow	36	Months	1	Position	0,28	1.800	18.144
5.1.8	Program Coordnator -Baidoa		Months	1	Position	0,28	1.800	0
5.1.9	Area Operators Manager - GEDO	36	Months	1	Position	0,2	5.000	36.000
5.1.10	HR/Admin Coordinator - GEDO	36	Months	1	Position	0,25	1.700	15.300
5.1.11	Procurement/Log Coodinator - GEDO	36	Months	1	Position	0,25	1.700	15.300
5.1.12	Finance Coordinator - GEDO	36	Months	1	Position	0,25	1.700	15.300
5.1.13	Safety Coordinator - GEDO	36	Months	1	Position	0,25	1.700	15.300
5.1.14	Area Operations Coordinators-KIS	36	Months	1	Position	0,15	2.500	13.500
5.1.15	Area Operations Manager - MGQ	36	Months	1	Position	0,1	6.800	24.480
5.1.16	Program Manager - MGQ	36	Months	1	Position	0,1	5.099	18.356
5.1.17	Area Finance Coordinator - MGQ	36	Months	1	Position	0,1	2.300	8.280
5.1.18	Procurement/Log Coodinator - MGQ	36	Months	1	Position	0,1	2.300	8.280
5.1.19	HR/Admin Coordinator - MGQ	36	Months	1	Position	0,12	2.401	10.372
5.1.20	M & E Coordinator - MGQ	36	Months	1	Position	0,122	2.401	10.545
5.1.21	FSL Coordinator - MGQ	36	Months	1	Position	0,15	2.401	12.965
5.1.22	Admin-HR/Proc-Log/Fin/Safety/IT Coordinato	36	Months	6	Position	0,26	3.300	185.328
5.1.23	WASH/M&E/FSL/GBV - CO	36	Months	4	Position	0,35	3.300	166.320
5.1.24			Months	1	Position			0
5.1.25			Months	1	Position			0
5.1.26			Months	1	Position			0
5.1.27			Months	1	Position			0
5.1.28			Months		Position	1		0
5.1.29			Months		Position	1		0
5.1.30			Months		Position	1		0
5.1.31			Months		Position	1		0
5.1.32			Months		Position	1		0
5.1.33			Months		Position	1		0
5.1.34			Months		Position	1		0
5.1.35			Months		Position	1		0
5.1.36			Months		Position	1		0
5.1.37			Months		Position	1		0
5.1.38			Months		Position	1		0
5.1.39			Months		Position	1		0
5.1.40			Months		Position	1		0
5.1.41			Months		Position	1		0
5.1.42			Months		Position	1		0
5.1.43			Months		Position	1		0
5.1.44			Months		Position	1		0
5.1.45			Months		Position	1		0
5.1.46			Months		Position	1		0
5.1.47			Months		Position	1		0
5.1.48			Months		Position	1		0
5.1.49			Months		Position	1		0
5.1.50			Months		Position	1		0
5.1.51			Months		Position	1		0
5.1.52			Months		Position	1		0
5.1.53			Months		Position	1		0
5.1.54			Months		Position	1		0
5.1.55			Months		Position	1		0
5.1.56			Months		Position	1		0
5.1.57			Months		Position	1		0
5.1.58			Months		Position	1		0
5.1.59			Months		Position	1		0
5.1.60			Months		Position	1		0
5.1.61			Months		Position	1		0
5.1.62			Months		Position	1		0
5.1.63			Months		Position	1		0
5.1.64			Months		Position	1		0
5.1.65			Months		Position	1		0
5.1.66			Months		Position	1		0
5.1.67			Months		Position	1		0
5.1.68			Months		Position	1		0
5.1.69			Months		Position	1		0
5.1.70			Months		Position	1		0
5.1.71			Months		Position	1		0
5.1.72			Months		Position	1		0
5.1.73			Months		Position	1		0
5.1.74			Months		Position	1		0
5.2	Salary, other local staff, total	1.722	Months	126	Position			1.614.153
5.2.1	Baidoa		Months		Position			0
5.2.2	Wash Officer - Kismayo/Baidoa	36	Months	2	Position	0,7	1.200	60.480
5.2.3	Field Engineer	36	Months	1	Position	0,7	1.200	30.240
5.2.4	Protection Officer	36	Months	1	Position	0,55	1.200	23.760
5.2.5	Case Workers	36	Months	5	Position	0,5	800	72.000
5.2.6	FSL Officer - BIB	36	Months	1	Position	1	1.300	46.800
5.2.7	FSL Officer - DOW	36	Months	1	Position	1	1.300	46.800
5.2.8	FSL Officer - Kismayo	36	Months	1	Position	1	1.300	46.800
5.2.9	Agro Assistant (Dollow/Baidoa/Kismayo)	36	Months	3	Position	0,5	800	43.200
5.2.10	Livelihood Assistant - BIB	36	Months	1	Position	0,513	800	14.774
5.2.11	Livelihood Assistant - DOW	36	Months	1	Position	0,513	800	14.774
5.2.12	Livelihood Assistant - Kismayo	36	Months	1	Position	0,513	800	14.774
5.2.13	Finance Officer - Dollow/Baidoa	36	Months	2	Position	0,3	1.400	30.240
5.2.14	Finance Assistant - DOW/BIB/KIS	36	Months	3	Position	0,16	1.400	24.192
5.2.15	HR/Admin Officer - DOW/BIB	36	Months	2	Position	0,2	1.400	20.160
5.2.16	HR/Admin Asst - DOW/BIB/KIS	36	Months	3	Position	0,2	2.100	45.360
5.2.17	Procurement/Log Officer - BIB	36	Months	1	Position	0,2	1.300	9.360
5.2.18	Procurement/Log Assistant - BIB	36	Months	1	Position	0,2	900	6.480
5.2.19	Procurement/Log Officer - DOW	36	Months	1	Position	0,2	1.300	9.360
5.2.20	Procurement/Log Assistant - DOW	36	Months	1	Position	0,2	900	6.480
5.2.21	Procurement/Log Assistant - KIS	36	Months	1	Position	0,25	900	8.100
5.2.22	Cook/Cleaners - BIB	36	Months	6	Position	0,09	700	13.608
5.2.23	Cook/Cleaners - GEDO	36	Months	6	Position	0,09	700	13.608
5.2.24	Cook/Cleaners - KIS	36	Months	2	Position	0,09	900	5.832
5.2.25	Driver - KIS		Months	1	Position	0,09	625	0
5.2.26	IT Officer/Asst - DOW/BIB/KIS	36	Months	3	Position	0,2	1.400	30.240
5.2.27	Security Guards - DOW/KIS/BIB	36	Months	6	Position	0,2	800	34.560
5.2.28	Genset Operator	36	Months	2	Position	0,2	900	12.960
5.2.29	Shelter Officer - Baidoa	36	Months	1	Position	0,7	1.200	30.240
5.2.30	Shelter Officer - Kismayo	36	Months	1	Position	0,7	1.200	30.240
5.2.31	Local Safety Officer-MGQ	36	Months	1	Position	0,1	1.683	6.059
5.2.32	Procurement Officer - MGQ	36	Months	1	Position	0,1	1.683	6.059
5.2.33	IT Officer - MGQ	36	Months	1	Position	0,1	1.683	6.059
5.2.34	Finance Officer - MGQ	36	Months	1	Position	0,1	1.683	6.059
5.2.35	Admin/HR Officer - MGQ	36	Months	1	Position	0,1	1.683	6.059
5.2.36	Finance Asst - MGQ	36	Months	2	Position	0,1	867	6.242
5.2.37	Guards - MGQ	36	Months	11	Position	0,09	701	24.984
5.2.38	Cook/Cleaners - MGQ	36	Months	6	Position	0,1204	720	18.725
5.2.39	Admin/HR Asst - MGQ	36	Months	1	Position	0,15	1.171	6.323
5.2.40	Driver - B6 MGQ	36	Months	2	Position	0,12	1.100	9.504
5.2.41	Log Officer - MGQ	36	Months	1	Position	0,15	1.683	9.088
5.2.42	Program Support Officer - CO	36	Months	1	Position	0,25	2.700	24.300
5.2.43	Finance Interns - CO	36	Months	3	Position	0,74869	1.200	97.030
5.2.44	Finance Coordinator	36	Months	1	Position	1	2.400	86.400
5.2.45	Staff - RO	36	Months	20	Position	0,0685	2.000	98.640
5.2.46			Months		Position			0
5.2.47	Program Officer - DDG/AVR	36	Months	4	Position	1	1.150	165.600
5.2.48	Program Officer - DDG/MRE	36	Months	4	Position	1	1.150	165.600
5.2.49			Months		Position			0
5.2.50	Program Manager	36	Months	1	Position	0,4	5.000	72.000
5.2.51	Deputy Conflict Analysis & Policy Advisor		Months	1	Position	1	2.600	0
5.2.52	M & E Coordinator - DDG	30	Months	1	Position	1	1.800	54.000
5.2.53		36	Months	1	Position			0
5.2.54			Months		Position			0
5.2.55			Months		Position			0
5.2.56			Months		Position			0
5.2.57			Months		Position			0
5.2.58			Months		Position			0
5.2.59			Months		Position			0
5.2.60			Months		Position			0
5.2.61			Months		Position			0
5.2.62			Months		Position			0
5.2.63			Months		Position			0
5.2.64			Months		Position			0
5.2.65			Months		Position			0
5.2.66			Months		Position			0
5.2.67			Months		Position			0
5.2.68			Months		Position			0
5.2.69			Months		Position			0
5.2.70			Months		Position			0
5.2.71			Months		Position			0
5.2.72			Months		Position			0
5.2.73			Months		Position			0
5.2.74			Months		Position			0
5.2.75			Months		Position			0
5.2.76			Months		Position			0
5.2.77			Months		Position			0
5.2.78			Months		Position			0
5.2.79			Months		Position			0
5.2.80			Months		Position			0
5.2.81			Months		Position			0
5.2.82			Months		Position			0
5.2.83			Months		Position			0
5.2.84			Months		Position			0
5.2.85			Months		Position			0
5.2.86			Months		Position			0
5.2.87			Months		Position			0
5.2.88			Months		Position			0
5.2.89			Months		Position			0
5.2.90			Months		Position			0
5.2.91			Months		Position			0
5.2.92			Months		Position			0
5.2.93			Months		Position			0
5.2.94			Months		Position			0
5.2.95			Months		Position			0
5.2.96			Months		Position			0
5.2.97			Months		Position			0
5.2.98			Months		Position			0
5.2.99			Months		Position			0
5.2.100			Months		Position			0
5.2.101			Months		Position			0
5.2.102			Months		Position			0
5.2.103			Months		Position			0
5.2.104			Months		Position			0
5.2.105			Months		Position			0
5.2.106			Months		Position			0
5.2.107			Months		Position			0
5.2.108			Months		Position			0
5.2.109			Months		Position			0
5.2.110			Months		Position			0
5.2.111			Months		Position			0
5.2.112			Months		Position			0
5.2.113			Months		Position			0
5.2.114			Months		Position			0
5.2.115			Months		Position			0
5.2.116			Months		Position			0
5.2.117			Months		Position			0
5.2.118			Months		Position			0
5.2.119			Months		Position			0
5.2.120			Months		Position			0
5.2.121			Months		Position			0
5.2.122			Months		Position			0
5.2.123			Months		Position			0
5.2.124			Months		Position			0
5.2.125			Months		Position			0
5.2.126			Months		Position			0
5.2.127			Months		Position			0
5.2.128			Months		Position			0
5.2.129			Months		Position			0
5.2.130			Months		Position			0
5.2.131			Months		Position			0
5.2.132			Months		Position			0
5.2.133			Months		Position			0
5.2.134			Months		Position			0
5.2.135			Months		Position			0
5.3	Local staff Capacity Building, total							40.700
	Training Focal Point	36	Months	10	Position	0,1	250	9.000
		1					2.700	2.700
		3					8.000	24.000
		1					5.000	5.000
								0
								0
								0
								0
								0
								0
								0
								0
								0
								0
								0
5.4	Other staff expenses, total	180		390				217.080
	Total allocation to termination pay		Months		Position			0
	Total Staff travel		Months		Position			0
	Total Per diem		Months		Position			0
	Total Induction Fee				Position		3.725	0
	Total Other salary-related expenses				Position			0
					Position			0
					Position			0
		36	Months	70	Position	0,02	1.500	75.600
		36	Months	70	Position	0,09	100	22.680
		36	Months	70	Position	0,1	100	25.200
		36	Months	20	Position	0,1	300	21.600
		36	Months	20	Position	0,2	500	72.000
					Position			0
					Position			0
					Position			0
					Position			0
			Months	70	Position			0
			Months	70	Position			0
					Position			0
					Position			0
					Position			0
					Position			0
					Position			0
					Position			0
					Position			0
					Position			0
					Position			0
					Position			0
					Position			0
					Position			0

6. Local administration

Note: To be filled at FO level in local currency (USD, exchange rate DKK/USD 6.299952)

6.	No. of units	Units	Share	Rate of unit	Total	Activity Related Cost Total	Support Cost Total
6.1 Office	1	Months	1,00	213.440	213.440	0	213.440
GEDO	1	Months	1,00		0		0
Rent BIB/DOW/KIS HG and Office	1	Months	1,00	65.000	65.000		65.000
All Maintenance costs of 3 offices	1	Months	1,00	7.560	7.560		7.560
Repair of equipement	1	Months	1,00	1.512	1.512		1.512
Meeting Costs and Representa.inclu refresh/perdi	1	Months	1,00	3.024	3.024		3.024
Software upgrading/License/IT repairs	1	Months	1,00	13.000	13.000		13.000
Office Rent MG	1	Months	1,00	21.000	21.000		21.000
Office/Gueshouse Maintenance MG	1	Months	1,00	6.000	6.000		6.000
Repair of equipement MG	1	Months	1,00	4.320	4.320		4.320
Meeting Costs and Representation MG	1	Months	1,00	1.440	1.440		1.440
Service contracts MG	1	Months	1,00	1.584	1.584		1.584
GH Improvement (Equipments &mantainance) CO	1	Months	1,00	10.000	10.000		10.000
Software upgrading/License/IT repairs - CO	1	Months	1,00	22.000	22.000		22.000
….	1	Months	1,00		0		0
Rent - RO	1	Months	1,00	45.000	45.000		45.000
Maintenance - RO	1	Months	1,00	12.000	12.000		12.000
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
6.2 Water, electricity and other utilities	1	Months	1	83.925	83.925	0	83.925
Water, Electricity and utilities - GEDO	1	Months	1,00	36.936	36.936		36.936
Water, Electricity and utilities - MGQ	1	Months	1,00	19.380	19.380		19.380
Fuel/Maintenance (Generator)-MGQ	1	Months	1,00	2.609	2.609		2.609
Water, Electricity and utilities - RO	1	Months	1,00	25.000	25.000		25.000
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
6.3 Office supplies	1	Months	1,00	49.962	49.962	0	49.962
Office Supplies/Stationaries - GEDO	1	Months	1,00	16.632	16.632		16.632
Office Supplies/Stationaries - MGQ	1	Months	1,00	10.080	10.080		10.080
Office Supplies/Stationaries - CO	1	Months	1,00	8.250	8.250		8.250
Office Supplies/Stationaries - RO	1	Months	1,00	15.000	15.000		15.000
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
6.4 Communication costs	1	Months	1,00	78.760	78.760	0	78.760
Communication, (internet/phone) - GEDO	1	Months	1,00	18.000	18.000		18.000
Communication, (internet/phone) - MGQ	1	Months	1,00	14.760	14.760		14.760
Communication, (internet/phone) CO	1	Months	1,00	20.000	20.000		20.000
Communication, (internet/phone) RO	1	Months	1,00	26.000	26.000		26.000
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0
….	1	Months	1,00		0		0

6. Local administration

Note: To be filled at FO level in local currency (USD, exchange rate DKK/USD 6.299952)

6.	No. of units	Units	Share	Rate of unit	Total	Activity Related Cost Total	Support Cost Total
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
6.5 Legal and administrative services/charges	1	Months	1,00	38.280	38.280	0	38.280
Administratiive/Legal service/charges - GEDO	1	Months	1,00	8.280	8.280		8.280
Administratiive/Legal service/charges - CO	1	Months	1,00	30.000	30.000		30.000
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
6.6 Bank fees & currency hedging costs	36	Months	1,00	5.500	198.000	0	198.000
Bank fees - GEDO	36	Months	1,00	4.000	144.000		144.000
Bank fees - MGQ	36	Months	1,00	1.500	54.000		54.000
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	36	Months	1,00		0		0
....	36	Months	1,00		0		0
....	36	Months	1,00		0		0
6.7 Insurance Costs (not vehicles, staff and liability)	1	Months	1,00	22.500	22.500	0	22.500
Insurance -Equipment/Assets -GEDO	1	Months	1,00	6.500	6.500		6.500
Insurance -Equipment/Assets -MGQ	1	Months	1,00	12.000	12.000		12.000
Insurance -Equipment/Assets -CO	1	Months	1,00	4.000	4.000		4.000
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0
....	1	Months	1,00		0		0

0

7. Visibility & Accountability

For Danida funded projects HAP Visibility is budgetted here

Note: To be filled at FO level in local currency (USD, exchange rate DKK/USD 6.299952)
For DANIDA do not Fill in 7.1 & 7.2

7.	No. of units	Units	Rate of unit	Total
			2018	
7.1 Items				135.000
Visibility material - CO	900	Items	150	135.000
Clothes		Items		0
Boards		Items		0
….		Items		0
….		Items		0
….		Items		0
….		Items		0
….		Items		0
….		Items		0
….		Items		0
….		Items		0
….		Items		0
….		Items		0
….		Items		0
7.2 Publications, media etc.				0
Newspapers				0
Leaflets				0
….				0
….				0
….				0
….				0
….				0
….				0
….				0
….				0
….				0
….				0
….				0
….				0
….				0
7.3 Core Humanitarian Standards				12.000
Core Humanitarian Standards - CO	3		4.000	12.000
….				0
….				0
….				0
….				0
….				0
….				0
….				0
….				0
….				0
….				0
….				0
….				0
7.4 Beneficiary Accountability Measures				15.000
SMS Feedback system	3		5.000	15.000
….				0
….				0
….				0
….				0
….				0
….				0
….				0
….				0
….				0
….				0
….				0
….				0

0

8. Project Supervision and monitoring

Supervision/Monitoring: Usually 3 or more trips per year, depending on programme size and complexity

Remember to budget for one regional meeting a year on top of the normal supervision

Note: To be filled at HQ and FO level (in DKK)

8.		No. of units	Units	Rate of unit	Total
				2018	
8. Supervision/monitoring					0
8.1	International flights		Flights		0
8.2 HQSA	Salary expenses		Days	4.000	0
8.3	Accommodation		Days		0
8.4	Per Diem		Days	492	0
8.5	Traveltime expenses		Overnight	592	0
8.6	Other, incl. local travel		Days		0

0

9. Evaluation

9.		No. of units	Units	Rate of unit	Total
				2018	
9.	Evaluation				2.275.000
9.1	International flights		Flights		0
9.2	Salary expenses		Days	4.000	0
9.3	Accommodation		Days		0
9.4	Per Diem		Days	492	0
9.5	Traveltime expenses		Overnight	592	0
9.6	Other, incl. local consultants and local travel	1		########	2.275.000

11. Liability insurance (only demining projects)

Note: Filled in automatically (in DKK)

11.	2018	Activity Related Cost	Support Cost
Total turnover excl. Audit and Administration in Denmark	145.419.773		145.419.773
Liability 0,003% of turnover	0	0	0

0

12. Audit

External audit only mandatory for Danida

Note: automatically filled in (in DKK)

12.1	Audit in Denmark	2018
	Total grant	70.000.000
	Share of regional grant	100%
	Audit in Denmark	23.227

Note: To be filled at FO level (in USD)

12.2	2018
Local Audit	

Annex E. Risk Mitigation Framework

External Risks	Potential impact	Likelihood	Mitigation actions
Programme locations cannot be accessed due to security concerns	Field-based activities may be disrupted or delayed, affecting programme timeframes	Medium	Programme locations are in both secure and potentially insecure areas to ensure continuous implementation of activities; the programme's wider activities includes possible back up areas of implementation; regularly review security status with local authorities
Insecurity, violent extremism, political violence		Medium	Partnership with local peace building and security organs, religious and traditional structures Strengthen/ facilitation of capacity of local institutions Apply Do No Harm principles to avoid exacerbating conflicts Appropriate targeting for most at risk population with relevant interventions
Natural disasters (floods, drought, disease) of extreme severity	Some of the programme interventions would be rendered insufficient, ineffective, or irrelevant	High	The programme is complemented by other interventions. In case of a disaster, the programme will shift focus towards humanitarian response, and scale up with support from other donors
Taxation by local authorities / power holders on distributed resources	Households lose part of their resources and productive assets	Medium	Work with local authorities and other stakeholders to create awareness that these resources and assets are not subject to taxation; monitor and take immediate action on reports of taxation through accountability and feedback mechanisms
Internal Risks	**Potential impact**	**Likelihood**	**Mitigation**
Influx of IDPs or refugees and returnees from neighbouring countries significantly increase	Current resources being over stretched	Medium	Identification of additional resources from other donors; activation of the contingency fund, re-programming of DANIDA funding
Internal diversion of funds, corruption, misappropriation of funds	Erosion of programme budget Loss of trust, accountability compromised	Low	Strong training, performance evaluation and monitoring of staff performance Consortium selects local NGO partners with strong financial systems and focus on transparency of reporting; field-level compliance checks undertaken and overseen by PMU finance coordinator; zero tolerance policy to fraud; communities provided with information regarding activities and resources they are entitled to and community representatives assist in verifying beneficiaries during implementation
Financial Risks Delays in disbursement,	Erosion of programme budget	Medium	Close working relationship with DANIDA

budget cuts Participation of private sector not guaranteed	Loss of trust Disappointed expectations amongst beneficiaries		Clarity on contract terms Careful training and management of expectations
The action's gender focus causes community tensions or problems for households or women	More income generating opportunities for women increases their workload in unsustainable ways; customary decision making fora resist women's participation	Low	Planning and activities targeting women include men in appropriate ways; male leaders engaged to support women's involvement in decision making; gender impact of programme (positive & negative) closely monitored

Annex F. List of supplementary materials available upon request

- ReDDS Somalia Bay Region Solutions Analysis
- ReDDS Somalia Benadir region Solutions Analysis
- ReDDS Somalia Lower Juba region Solutions Analysis
- Dadaab Returnee Conflict Assessment Report 2017
- Protection and Livelihoods Assessment Report 2017
- DRC/DDG Anti-Corruption Volume Version 1
- DRC/DDG Time line/action plan for implementation
- DRC/DDG Theory of Change

DRC Somalia Communications and Visibility Plan 2017

Contents

List of acronyms

AF	Accountability Framework
AVRR	Assisted Voluntary Return and Reintegration
BBC	British Broadcasting Corporation
CHS	Core Humanitarian Standard
DRC	Danish Refugee Council
CAP	Country Action Plan
CD	Country Director
CDRD	Community-Driven Recovery and Development
CVP	Communications & Visibility Plan
CO	Country Office
EC	European Commission
ECHO	European Commission Humanitarian Aid and Civil Protection
IDMC	Internal Displacement Monitoring Centre
IEC	Information Education Communication
HAP	Humanitarian Accountability Partnership
HoAY	Horn of Africa and Yemen
HQ	Headquarters (DRC)
OPSEC	Operational Security
PERSEC	Personal Security
RO	Regional Office
SMS	Short Messaging Service
SRC	Somalia Return Consortium
UDI	Norwegian Directorate of Immigration
UN	United Nations
VOA	Voice of America

Statement of purpose

Danish Refugee Council (DRC) Somalia is updating its Communications and Visibility Plan (CVP) at this time in order to support the objectives of the 2017 DRC/DDG Country Action Plan (CAP) which is in place until December 2017.

The CVP will chiefly support the components of the Accountability Improvement Plan[1] which are relevant for communications, primarily:

- Transparency and information sharing
- Participation and informed consent
- Impact monitoring

The CVP will also support to ensure DRC's compliance with the two commitments of the Core Humanitarian Standard (CHS) which relate to communication with beneficiaries:[2]

- **Commitment 4:** Communities and people affected by crisis know their rights and entitlements, have access to information and participate in decisions that affect them.
- **Commitment 5:** Communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints.

In line with the DRC/DDG CAP 2017, DRC's communications activities will also aim to achieve the following:

ACUTE CRISIS

- Rolling information gathering/sharing and constant monitoring of movement.
- Re-activate participation in logistics and procurement clusters
- Engage in timely assessments of crisis and plan response in coordination with other humanitarian actors to ensure a complementary approach
- Sharing of assessment results at strategic forums such as HCT and with key donors to highlight situations in crisis and call for timely response
- Assist displaced people and ensure that their basic needs are met through NFI distribution, cash transfers, food vouchers, tailored protection programmes and distribution of emergency shelter kits
- Create pre-defined multi-sector tool kits for assessments and coordination with different organization and stakeholders to ensure complementarity of actions

TRANSITIONAL/DURABLE SOLUTIONS

- Local empowerment and sustainable development of skills
- Sustainable (re) integration of displaced populations with host communities
- Enhancing security of tenure among IDPs, returnees, refugees and vulnerable host communities
- Programming and advocacy at country and regional level
- Return programming to be developed and implemented in conjunction with reintegration programming

ROOT CAUSES

- Empowerment of youth, women and other marginalised groups within their communities
- Strengthen the capacities of the different Civil Society Organisations (CSOs)

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[1] This is an internal DRC Somalia document which as of March 2016 is being developed by the DRC Somalia GHAP Coordinator.

[2] Core Humanitarian Standard Notes and Indicators http://www.corehumanitarianstandard.org/files/files/CHS-Guidance-Notes-and-Indicators.pdf

- Ensure all DRC-DDG actions are gender oriented by improving capacity and knowledge of staff and beneficiaries on GBV and gender mainstreaming
- Systematic conflict and context analysis prior to programme design and implementation
- Prevent movement of people by providing livelihoods alternatives and vocational training
- Expand activities to the educational sector
- Foster community-based alternative to security and justice systems

The implementation of this plan will be led by the Communications, Advocacy and Reporting Coordinator but with significant collaboration with and contribution from relevant members of the wider DRC Somalia program team, as well as the EAY RO and HQ where relevant.

Rather than being a long term strategic document, the CVP focuses on some short term 'wins' that DRC Somalia can achieve through creation and operationalisation of communications systems, standards and mechanisms (as well as building on existing ones previously created during 2016), also exploring how these have the potential to be further developed and improved going forward.

The external communications landscape in Somalia

Somalia ranks 176 out of 180 countries for press freedom[3] and remains one of the most dangerous countries in the world to be a journalist, with three media professionals killed during 2014.[4] Somali President Hassan Sheikh Mohamud has pledged to address the lack of convictions in journalist assassination cases with a special task force, but to date little has come of it, resulting in one conviction out of the 27 cases since 2005.[5] Journalists are also regularly subjected to harassment by authorities with such cases including raids, arrests and the suspension of licenses.[6]

Some media are widely used to spread incorrect information, hate speech and political propaganda and many outlets are closely linked to particular clans or political factions. Aid agencies are advised to treat them with caution to avoid becoming identified with any particular interest group.[7]

Radio is the dominant medium with around domestic 20 radio stations however many listeners tune to Somali-language media based abroad, in particular the BBC Somali service.[8] Audience survey research by the BBC in Somaliland and Puntland in 2011 showed that both the BBC and VOA Somali services commanded large audiences and were widely trusted.[9] However, the audience share of local radio and other media actors (including internet-based outlets) is growing and there is an associated if modest loss of audience share from the international broadcasters.[10]

Mogadishu hosts the largest concentration of radio stations in the country, with Bossaso hosting three major radio stations – as well as some smaller ones - and two TV stations, and Galkayo hosting several smaller stations. Most other large towns only have one or two radio stations and some have none. Phone in programs are extremely popular as they allow ordinary people to make their voices heard on issues that concern them.[11]

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[3] Reporters Without Borders World Press Freedom Index 2014 https://rsf.org/index2014/en-africa.php
[4] Human Rights Watch World Report 2015 http://www.hrw.org/world-report/2015/country-chapters/somalia
[5] Committee to Project Journalists (CPJ) Global Impunity Index 2014 https://cpj.org/reports/2014/04/impunity-index-getting-away-with-murder.php
[6] Human Rights Watch World Report 2015 http://www.hrw.org/world-report/2015/country-chapters/somalia
[7] Infoasaid Somalia Media and Telcoms Landscape Guide January 2012 http://www.internews.org/sites/default/files/resources/InfoAsAid_Somalia_MediaGuide.pdf
[8] BBC Somalia profile – media http://www.bbc.com/news/world-africa-14094550
[9] Infoasaid Somalia Media and Telcoms Landscape Guide January 2012
[10] BBC World Service Trust Policy Briefing November 2011: The media of Somalia – a force for moderation?
[11] Infoasaid Somalia Media and Telcoms Landscape Guide January 2012

The UN funded radio station Bar Kulan, which was launched in March 2010 and broadcasts to Mogadishu, Bossaso and Galkayo on FM and to the rest of Somalia on Short Wave, satellite and the internet, is generally sympathetic to the activities of international aid agencies. Some Somalis regard Bar Kulan as a mouthpiece of the United Nations and AMISOM, but the station has gained growing respect for the quality and range of programs that it broadcasts. Similarly, Nairobi-based Radio Ergo broadcasts news and humanitarian programming to Somalia for one hour per day, with its programs relayed by 11 Somali language FM stations.[12]

Many local radio and TV stations within Somalia have well established relationships with international aid organizations and local NGOs. They derive an important income from broadcasting public service announcements and sponsored humanitarian programs.[13]

As of 2011, there were nine TV stations operating across the three regions, two of which opened in 2011. Although the availability of electricity tends to restrict it to wealthy, it is increasingly popular, and increasingly fought over by political interests.[14] Several Somali language satellite TV channels have been launched over the past decade, with many of these founded in the diaspora and are usually receptive to the idea of broadcasting humanitarian programs. International satellite TV channels are popular wherever they are available, in particular the Arabic and English language channels of Al Jazeera. Very few towns and cities enjoy free to air terrestrial television[15] with Mogadishu, Hargeisa, Burao, Bosaso and Garowe notable exceptions.[16]

As recently as 2009, there were up to 25 newspapers circulating in Mogadishu and other parts of Southern Somalia. But rigorous control of the media by Al Shabaab (through attacks on journalists, attacks on newspaper office premises etc.) has stopped most newspapers from printing in South Central Somalia and by late 2011, only one daily newspaper was being published regularly in the capital.[17] In Somaliland, where the economy is much stronger, the print media is expanding more rapidly[18] however as of 2012, all the Somaliland papers normally sold less than 1,000 copies per issue.[19]

Internet access within Somalia is very limited, with only 500,000 users or 4.7per cent of the population having access, however when compared to the previous 2012 statistic of 163,000 users representing just 1.5 per cent of the population, this shows that the level of internet penetration is steadily rising.[20] There has been a proliferation of online news websites forming in recent years, which serve as an information gateway for the Somali diaspora however these have a reputation for producing unbalanced or unsubstantiated stories and cannot be held to account because they are untraceable.[21]

Social media use is on the rise with the most popular sites being Twitter and Facebook.[22] Facebook users are predominantly youthful and male,[23] making engagement with individuals who fall outside these demographics more difficult.

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[12] Infoasaid Somalia Media and Telcoms Landscape Guide January 2012
[13] Infoasaid Somalia Media and Telcoms Landscape Guide January 2012
[14] BBC World Service Trust Policy Briefing November 2011: The media of Somalia – a force for moderation?
[15] Terrestrial television or broadcast television is a type of television broadcasting in which the television signal is transmitted by radio waves to the TV receiver from a terrestrial (Earth based) transmitter, a television station, and received with an antenna.
[16] Infoasaid Somalia Media and Telcoms Landscape Guide January 2012
[17] Infoasaid Somalia Media and Telcoms Landscape Guide January 2012
[18] BBC World Service Trust Policy Briefing November 2011: The media of Somalia – a force for moderation?
[19] Infoasaid Somalia Media and Telcoms Landscape Guide January 2012
[20] Internetlivestats.com (2014) http://www.internetlivestats.com/internet-users-by-country/
[21] BBC World Service Trust Policy Briefing November 2011: The media of Somalia – a force for moderation?
[22] BBC Somalia profile – media http://www.bbc.com/news/world-africa-14094550
[23] Dubai School of Government - Arab Social Media Report (January 2011)

Mobile phone penetration is estimated at approximately 54 per cent,[24] which is perfectly adapted to Somalia's oral culture and the nomadic lifestyle of the majority of its inhabitants, however access is restricted amongst the very poor, especially displaced people and the inhabitants of remote rural areas. In addition, low literacy rates and the Somalis' preference for talking rather than reading and writing have limited the growth of SMS messages.[25] There are no reliable estimates of the current literacy rate, but it has undoubtedly fallen as a result of the disruption to education caused by two decades of civil war.[26] As everyone speaks Somali at all levels of society, it is the most effective language for transmitting messages to Somalis both inside the country and refugees in neighbouring states.[27]

In addition to the above, informal channels such as working with articulate local orators and announcers, clan elders and religious leaders, as well as using poetry and song to communicate with people at a local level all remain legitimate means of communication.[28]

Internal communications context analysis

Prior to 2015, communications had not operated as a strategic function within DRC Somalia and with no dedicated communications capacity, communications work was implemented on an ad hoc basis to support the delivery of specific initiatives/projects or where there is regional and/or international need, led by different members of staff and supported by the HOAY regional office. Staff were responsible for submitting visibility and communications budget lines, however this did not always take place. While DRC work (particularly in the area of protection) is highly reputable, both internal and external sharing of information was poor.

During the course of 2017, DRC's level of quality and quantity of communication has increased, mostly due in part to dedicated capacity being put in place, the increased correct application of DRC's brand guidelines to IEC/visibility materials and the creation of dedicated social media accounts (Facebook and Twitter) at the HoAY level.

Core Humanitarian Standard (CHS) – communication with beneficiaries

DRC moved from the Humanitarian Accountability Partnership (HAP) to CHS as of 1st January 2016, which will be followed by certification against CHS in 2016/17. The CHS combines the NGO Code of Conduct, Sphere Core Principles, HAP and People in Aid standards, but focuses more on practice and cost-effectiveness.

CHS consists of nine commitments, two of which are particularly pertinent for communications work.

- Commitment 4: Communities and people affected by crisis know their rights and entitlements, have access to information and participate in decisions that affect them.
- Commitment 5: Communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints.

In Q4 of 2015, DRC Somalia completed a policy compliance desk analysis for the nine commitments of CHS, scoring itself as 3 out of 5 against both commitments, which means that the CHS requirement (including sub indicators) is met.

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[24] Research and Markets - Somalia - Telecoms, Mobile and Broadband - Market Insights and Statistics (2015)
[25] Infoasaid Somalia Media and Telcoms Landscape Guide January 2012
[26] Infoasaid Somalia Media and Telcoms Landscape Guide January 2012
[27] Infoasaid Somalia Media and Telcoms Landscape Guide January 2012
[28] Infoasaid Somalia Media and Telcoms Landscape Guide January 2012

Some of the points made by DRC Somalia in the desk analysis related to communications against these two commitments include:

- During implementation of projects, billboards are erected stating the objective and activities of the project, partners and donors. A stakeholders' meeting is also held to inform the intended beneficiaries and stakeholders on the project information. A financial summary is also made available in public, which implementing partners do not have an issue with.
- Procedures for information sharing with the beneficiaries and stakeholders is well defined. These documents have the content of the project, activities to be implemented, beneficiaries targeted, criteria for selecting the beneficiaries, plan of implementation and other important information which may be contextualized.
- DRC continued to encourage communities affected by crisis to share feedback using different platforms including the SMS feedback; community help desks. DRC Somalia has a well-established and functional feedback mechanism. Communities are able to send and receive feedback.
- An organizational culture in which complaints are taken seriously and acted upon according to defined policies and processes remains functional. Although with some challenges, handling of complaints and feedback has been satisfactory.

IEC/visibility materials

In addition to the materials produced to ensure communication with beneficiaries which are fit for purpose and support DRC's compliance with CHS already mentioned above, DRC also produces visibility materials on an ad hoc basis as and when required, such as banners for public events and workshops, and sign boards for community areas (although these have proved challenging in some areas where illiteracy rates are high). Branded clothing (t shirts, shawls and caps) have also been produced for DRC staff to wear during implementation of activities such as at the Berbera and Bossaso reception centres and as part of the DANIDA SomReP project implemented in Dollow, so that staff can be easily identified by beneficiaries and other audiences, including external audiences viewing photos and film clips which capture activities. One pager messages on mixed migration and IDP/refugee returns have also been produced, as well as a land ownership summary and summaries of DRC's interventions in Digaale and Ayaha 4 IDP settlements in Hargeisa.

For infrastructure projects, engineers carry drawings and flyers which are shared with beneficiaries, however sharing the DRC infrastructure manual with the engineers and obtaining regular updates has been a challenge. A new Manual (Quality Control in Construction) was produced and edited for internal use.

In terms of materials which are produced solely by DRC, there has been feedback that DRC materials often were not produced to the same standard as those produced by some of our competitors. Challenges with producing high quality visibility materials have included lack of proper use of the DRC logo and donor logos, as well as inclusion of inappropriate photos. A lack of suitable templates and best practice examples to draw on was cited as one challenge. There have been occasions where final products have not been reviewed by the relevant manager or approved by the CD before being finalised, partly due to authorisation levels not being clear. Several steps have been taken to address these challenges such as the creation of a simplified 'brand toolkit' for use by field staff which included key resources including the DRC and DDG logos, signage template, colour palette and Blender Pro Bold font. In addition, an agreement was also put in place that the Communications and Reporting Coordinator would review all materials prior to finalisation and printing to ensure that they are in line with DRC's brand guidelines.

It has been challenging to use visibility materials as part of activities implemented in South Central Somalia due to security concerns as per PERSEC (personal security) and OPSEC (operational security), any visibility must not expose specific persons working with DRC to such risk. For OFDA and FFP funded projects, there is a waiver of a branding strategy and marking plan in place across all areas of Somalia where activities are being implemented, as marking/acknowledgement requirements would pose

compelling political, safety or security concerns and marking would have an adverse impact in the cooperating country.

Success stories and other communications content

Success stories (text and photos) are delivered by field staff as per donor reporting requirements, however generally not delivered when not explicitly requested by donors as part of reporting requirements (required annex etc.). Story and photo gathering guidelines and a template have been developed for use by field staff, however quality of delivered products can be poor due to weak story writing skills. Internet connection is not always available or strong enough within the field offices to enable staff to share materials (including high resolution photos) via email, however the internet connectivity can generally facilitate the delivery of high resolution photos via uploading to a shared OneDrive folder.

Collection of photos from the Area Managers as part of the Area Managers' Monthly Narrative Report for the CD have provided a useful mechanism to facilitate regular collection of photos, which allows DRC Somalia to consistently contribute updates to the recently launched HoAY social media platforms (Facebook and Twitter), as well as create a bank of photos for use going forward when required.

Photographers have been commissioned on occasion based on their expertise and experience, as well as knowledge of the HOAY regional context. Objectives behind recent commissioning has included need to update DRC's photo bank and in response to the Yemen refugee and returnee crisis, for which enhanced visibility was required.

In Puntland, compact cameras (Cannon and Nikon) are available to M&E staff and in Somaliland there are several models of camera available including Supershot DSC-HX200V, Sony, DSC-HX200V and 18.2MB, however there is a need for staff to be appropriately trained in the use of these. In Dollow, at least four compact cameras are available for use by staff.

A DSLR Nikon camera was purchased primarily for the use of the Communications and Reporting Coordinator for the purpose of collecting strong images for external sharing, however is also available for use by other staff as and when required where logistics permit.

In addition to collection of several written success stories and collections of high resolution photos, there are two film clips documenting DRC's interventions with the recently relocated community in Digaale, Somaliland and the response to the El Nino floods in Dollow.

Donor reports

Donor reports are compiled by Area Managers and Technical Managers as required, with feedback provided by the Program Development and Quality (PDQ) unit (and RO and/or HQ when required) in advance of the finalized reports being submitted to the donors, with around 80 per cent of these being delivered by the required deadline. Following the PDQ input process, the majority of these reports include good quality content and are formatted and branded correctly.

Engagement with traditional media[29]

The has been limited engagement to date with Somali journalists, due in part to the risk of them being associated with DRC and then potentially being targeted by the Government or Al Shabaab. In addition, NGOs are also wary of local journalists who may not be neutral and their insufficient capacity to produce good stories and provide information on their behalf.

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[29] Print media (newspapers, magazines, journals etc.), broadcast media (radio and television) and news websites.

In Puntland, a couple of broadcast journalists are invited to attend handover ceremonies and other public events. In Somaliland, there has been no engagement with media. In South Central areas such as Dollow, there has been engagement with the media although this has taken place in a low profile manner during events such as handover ceremonies if security permits. Another challenge noted in Dollow is that journalists are few in number and are not always readily available to cover such events.

SMS feedback system

DRC's SMS feedback system allows beneficiaries to use their mobile phone to communicate with DRC and advise them whether aid has been received as promised and whether anything is missing. The project utilizes innovative ways to gather feedback from beneficiaries using SMS via a local SIM card, posting the translated and uncensored feedback on webpage http://drc.onlinefeeds.org/, however there is a lack of information available on the webpage regarding the purpose of the system, as well as general information about DRC.

The previous webpage http://somcdrd.org/hif/ is still active - however has not been updated since 2013 - which may lead anyone who comes across the site to believe that the SMS feedback system is no longer being maintained by DRC. Findings should ideally be shared using social media – including Twitter, Facebook and through a blog -, however this has not been taking place.

Since the start of the project in September 2011, the beneficiary SMS feedback was originally implemented in 31 towns and villages in the North and East of Somalia, but the project has since been extended to all DRC operational areas. The majority of the feedback comes from DRC beneficiaries in camps for Somalis displaced by war and drought. At other times, messages come from Somalis arriving to areas where DRC works.

Challenges include telecom service providers charging beneficiaries for services (which are covered by DRC) a high level of illiteracy among the beneficiaries which limits the use of SMS, the roll out of the feedback mechanism especially in insecure areas, low utilisation of feedback in programming, limited capacity of CHS focal points due to competing tasks and capacity gaps due to staff turnover, delayed response from the programme team which delays the same to beneficiaries, varied levels of understanding among staff on the system which also affects both roll out and awareness at community levels, funding for services and contractor (Shagodoon) and a low level of feedback from beneficiaries. In some areas, the feedback boxes have proved to be a more popular choice than use of the SMS system as feedback can be responded to and dealt with more quickly at the local level.

Digital platforms and engagement

DRC recently launched dedicated digital platforms (Twitter account and Facebook page, which has provided DRC Somalia with the ability to post any updates directly and means we are no longer reliant on the HQ communications team to retweet updates posted via personal Twitter accounts, or post updates on the official DRC Facebook page. DRC Somalia has been posting updates on activities and achievements, with all updates first approved by the Country Director. The DRC HQ social media accounts are 'mentioned' as part of all updates so that they can potentially be retweeted/reposted in order to reach a wider audience and grow the number of followers/likes for the HoAY accounts. Relevant donors are also 'mentioned' as part of updates for the purpose of accountability and to enable them to potentially re post updates from their own accounts, again sharing them with a wider audience.

The DRC website was launched during 2015, with the URL amended from drc.dk to drc.ngo. The new version of the website has retained the static country information page on Somalia, which was updated towards the end of 2015 and now features more detailed information about DRC's activities in Somalia across different regions. However, this static page does not link to or feature any updates about interesting current activities or projects which are being implemented and their impact, and does not directly link to

success stories concerning DRC Somalia, however there are opportunities to share DRC successes via the HoAY social media accounts which have gone some way towards addressing this information gap.

In general, communications content is frequently shared with RO for information, and in case it is relevant for wider external sharing. The re-launched DRC Somalia Insite intranet also presents opportunities to share updates and information internally across all of DRC (please see 'Internal Communications' section below).

DRC Somalia continues to contribute to the 'Community Driven' [Twitter profile](#) and [website](#) through sharing of content from the field.

Newsletters (for external audiences)

DRC Somalia does not produce any externally-facing newsletters. However an opportunity exists to share stories in the global newsletter, which is aimed at donors and partner organizations, as well as DRC staff via distribution through regional offices. There has been previous discussion as to whether COs should have their own newsletter; as of now, Ethiopia and Kenya do produce their own newsletters but a concern has been raised on the need to harmonies the templates and branding of these newsletters. The HQ communications team is currently in the process of finalizing a number of branded templates (including newsletter template) which should assist with any newsletter initiatives going forward.

Research and publications

DRC conducts its own research at country level in Somalia depending on project requirements.

Interagency assessment reports completed jointly by partners may also be shared by Area Managers or the CD with external partners.

Internal communications

Remote communication within DRC Somalia primarily takes place through DRC email, Skype (instant messaging and voice calls) and telephone (mobile and landline). There are a number of scheduled face to face meetings which take place such as the quarterly meeting which takes place in Hargeisa (with SMT meetings often held on the fringes of these), field-level program quarterly meetings, and an annual planning meeting which takes place in September. Kick-off meetings are also held as and when new grants get the go-ahead.

Staff are able to make use of the free OneDrive service (accessed via the Office Mail365 Online portal), which has the functionality to create shared folders but currently this is not being heavily utilized, other than for PDQU initiatives such as sharing of the DRC brand toolkit, collection of high resolution photos etc.

Messaging

This messaging[30] must be taken into account and feed into as development of any communications products (particularly IEC and visibility materials) in order to create a coherent brand and identity.

Vision

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[30] From DRC Programme Handbook.

No refugee must be in want of help to find protection and durable solutions. And nobody who wishes to be integrated into Danish society must be in want of help to do so. We want to be the best problem-solver with regards to displacement and integration.

Mission

The Danish Refugee Council is a private independent organisation whose aim is to protect refugees and internally displaced persons from persecution and promote lasting solutions to refugee problems on the basis of humanitarian principles and human rights.

The DRC fulfils its mission through:

- *Advocacy: speaking the cause of conflict-affected people*
- *Capacity-building: supporting that authorities and conflict-affected people have the capacity to secure, respectively enjoy, the rights of conflict-affected people*
- *Substitution: providing assistance to conflict-affected people where their rights are not met*

Values

- *Humanitarian approach – people's right to a life of dignity takes precedence over politics and principles.*
- *Respect – for the equal rights of human beings.*
- *Independence and neutrality – in regard to our surroundings.*
- *Inclusion – of the people we work to help.*
- *Honesty and transparency – for all beneficiaries, donors, partners and others.*

The DRC brand

The below messaging[31] is not to be explicitly communicated externally (as with the vision, mission and values which are outlined above), but more guidance to help guide us when engaging in any kind of external communications work. We need to consider: Is the brand, identity, profile and image reflected?

- **Brand:** Our brand is based on the three values of enthusiasm (we are committed to the people we are here to help), perseverance (we have the will to continue where others might give up) and decency (we conduct ourselves in a proper and decent manner).
- **Identity:** We believe that the Danish Refugee Council is a competent organization. We find that we have reason for being proud of our professional competency, the results, which we have achieved through the years and the name, which we have made for ourselves. But we are also ambitious and we seek to do better with each passing year. We want to be the leaders in our field.
- **Profile:** We want to be looked upon as an effective and reliable organization that never gives up on a case. We want to be thought of as a dynamic and hardworking organization that operates on the basis of the best possible understanding and knowledge.
- **Image:** Through a focused and continuous process, we are working to align the image, which we seek to give the outside world and the actual image, which the outside world has of us. In other words, we want to make sure that our profile and our image are as identical as possible.

DRC's brand guidelines (with regard to correct application of colors, fonts, logo etc.) can be accessed here via Insite and must be consulted when producing any communications products. The DRC HQ communications team is currently in the process of revising DRC's design manual, the contents of which

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[31] From the DRC brand manual: https://insite.drc.dk/en/hq-support/communication-and-fundraising/brand-manual

will be reflected in a revised version of the DRC/DDG Somalia brand toolkit which will be circulated to all staff.

Measures to mitigate risks associated with visibility

DRC can request donors to waive the visibility component of agreements due to any security concerns regarding visibility. Each location has its own security plan pertinent to location and nature, in addition to assessments and recommendations in the form of SOPs and enhanced SOPs which serve as a guideline designed to cover several scenarios.

An indication of 'low profile' would mean that visibility should be minimized, with specific detail added in the case of an event which would possibly raise this level of visibility.

While there is little risk with promoting the visibility of DRC in Somaliland in Puntland, this has been cited as a security concern in South Central. As with any activities being implemented, risk can be mitigated by respecting the SOPs in place and engaging with and cooperating with local authorities in cases when it is conducive to do so without resulting in further risk.

As per PERSEC (personal security) and OPSEC (operational security), any visibility must not expose specific persons working with DRC to such risk, as well as clearly represent DRC's profile and objectives while not exposing sensitive operational procedures and information.

As earlier mentioned, for OFDA and FFP funded projects there is a waiver of a branding strategy and marking plan in place across all areas of Somalia where activities are being implemented, as marking/acknowledgement requirements would pose compelling political, safety or security concerns and marking would have an adverse impact in the cooperating country.

External audiences, messaging and channels

It is the DRC's policy to be as transparent as possible about itself and the assistance it is providing. This means that the DRC provides information to its stakeholders that is relevant, accurate and timely, and is in other words, an effective enabler of empowerment. Hence, 'relevant' indicates a selection of information which is directly relevant to the interests and capacity of its audience. Transparency enables the beneficiaries of the DRC's assistance, its stakeholders and the general public to hold the DRC accountable for the commitments that it has made to make quality assistance, as defined in the DRC's Accountability Framework. Transparency is therefore not only a means to promote accountability and empowerment but also a means to promote quality assurance.[32]

It is therefore vital for DRC Somalia to appropriately tailor its communication to the different audiences who it wants to reach, in order to empower them to hold the organisation accountable.

NOTE – sign off: All communications products (brochures, media statements etc.) mentioned below must be approved by the CD before finalisation and external dissemination.

There is need to ensure that DRC Somalia makes use of professional designers for production of IEC and visibility materials (for communication with all relevant audiences) so a budget line for professional designer costs should be included when planning for such products. The option of producing banners and other materials which do not include a specific date can also be considered, in order that updated materials do not need to be produced at a later date to support the delivery of the same event held on a different date.

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[32] DRC Programme Handbook section 6.5.7 – information sharing.

Donors

DRC aims to improve the areas that create obstacles to maintaining key donor relationships and has been steadily diversifying its donor portfolio over the past five years, with an average increase in diversity (as defined by number of donor per country) of about 15 per cent per year, with Danida, UNHCR HQ, ECHO, BPRM, EC HQ, SDC, Sida, OFDA, FFP being the top priority for the HOAY region. Maintaining accountability (through timely and comprehensive donor reporting and other initiatives such as facilitating donor field visits) is key to this.

Information about existing and completed DRC projects should be submitted to donors in the form of narrative and financial reporting (in line with agreed formats – including agreed branding) as defined by the agreed reporting schedule in order to ensure comprehensive and timely accountability as required. These should include at least one support success story, in order to communicate the impact that the story has had at the micro level.

Project fact sheets produced for every ongoing project should be shared during donor visits and communicate essential top line information about the project including objectives, geographical focus, key outcomes and life of the project.

The global newsletter produced by DRC HQ (shared with donors, partners and DRC ROs) also presents an opportunity to highlight some of DRC's interventions and impact.

In line with CHS commitments, DRC Somalia's HAF (which summarizes DRC's commitments to our stakeholders in Somalia) should appear on the DRC external website and be updated on an annual basis.

Beneficiary stories of impact/change (including beneficiary feedback stories) should be shared with individual donors as per their stipulated requirements within the format of the DRC Somalia success story template, accompanied by high resolution quality photos and must cover the '5 Ws' (who, what, where, when, why?) and include personal and family profile, the situation before DRC's support, project background, the situation following DRC support (how has the program changed someone's life?) and show the human angle.

These same stories captured via donor the reporting process should also be shared with HQ via RO for potential inclusion on the DRC website 'stories from the field' section and also can be shared with donors (who have a presence on social media) via DRC HoAY's Facebook and Twitter accounts, by including mention of donor (linking to their profile), link to story on website (if has been uploaded), engaging photo and top line details of story (5 Ws) in 140 characters or less for Twitter, or longer post in case of Facebook. Mention of relevant donors should also be included in any other communications initiatives concerning their projects, such as media statements, research reports etc.

DRC Somalia will work with RO and HQ going forward to standardize the collection of success stories across the HoAY region, so that there is an agreed process which can be put in place and can be applied across the board.

All communications activities (media work, production of IEC/visibility materials, gathering of multimedia content, organization of public events etc.) should follow agreements made with individual donors on their type, frequency, standard etc. For EU-funded projects, guidance available via the Communication and Visibility Manual for European Union External Actions and ECHO visibility website should be applied. Communications and visibility guidelines shared by individual donors can be accessed via the 'Brand Toolkit' OneDrive folder.

General public/supporters in Denmark

Communicating DRC's activities to current and potential supporters can potentially lead to a greater level of income and influence by raising profile, supporters and credibility, as well as changing attitudes and behaviours towards refugees.

As with donor engagement, impact stories (in the form of text, photos and video clips) should be regularly shared with HQ (via RO), for potential sharing via DRC's website. Updates should also be regularly shared with DRC through posting to the HoAY Twitter and Facebook accounts, ensuring that the main DRC HQ accounts are 'mentioned' so that the HQ communications team is aware of the updates. The potential also exists for sharing video clips (5-15 minutes in length) via DRC's Vimeo account, and high resolution photos via DRC's Flickr account, provided that the quality of the footage and photos are of high enough quality. All social media activities should be in line with the SOP – Use of Social Media at Regional, Country and or Field Level.

In order to allow the accessing of up to date topline information regarding DRC's activities in Somalia, the static Somalia country page on the DRC external website must also be regularly reviewed and updated as and when required with key information including geographical areas of operation and for how long DRC has been working there, number and location of field offices, details of programs being implemented and contact details.

It is essential that DRC is also able to support any fundraising pushes by HQ with the general public by providing stories and other communications content and information as and when required. HQ should also ensure that key DRC Somalia staff (particularly the Communications and Reporting Coordinator) are involved in any content gathering initiatives from the outset, to ensure proper coordination and provision of support.

Beneficiaries and host communities

The Core Humanitarian Standard guides our engagement with beneficiaries, which must be prioritized during all phases of the project/program. For communications, the following two commitments are particularly pertinent:[33]

Commitment 4: Communities and people affected by crisis know their rights and entitlements, have access to information and participate in decisions that affect them. Key actions:

- 4.1 Provide information to communities and people affected by crisis about the organization, the principles it adheres to, how it expects its staff to behave, the programs it is implementing and what they intend to deliver.
- 4.2 Communicate in languages, formats and media that are easily understood, respectful and culturally appropriate for different members of the community, especially vulnerable and marginalized groups.
- 4.3 Ensure representation is inclusive, involving the participation and engagement of communities and people affected by crisis at all stages of the work.
- 4.4 Encourage and facilitate communities and people affected by crisis to provide feedback on their level of satisfaction with the quality and effectiveness of the assistance received, paying particular attention to the gender, age and diversity of those giving feedback.

Commitment 5: Communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints. Key actions:

- 5.1 Consult with communities and people affected by crisis on the design, implementation and monitoring of complaints-handling processes.

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[33] Core Humanitarian Standard Notes and Indicators http://www.corehumanitarianstandard.org/files/files/CHS-Guidance-Notes-and-Indicators.pdf

- 5.2 Welcome and accept complaints, and communicate how the mechanism can be accessed and the scope of issues it can address.
- 5.3 Manage complaints in a timely, fair and appropriate manner that prioritizes the safety of the complainant and those affected at all stages.

To comply with these key actions, DRC should ensure that key information is provided in the format of the DRC brochure (which is distributed in the field by staff when entering any new community and is also made available in the DRC office). A laminated version of this should also appear on information boards at implementation sites for each long term intervention of six months or longer.

This brochure (in Somali language) should include background information about DRC Somalia, contextualised for each area (how long DRC has been working in respective area, objectives of DRC's assistance, DRC's approach, details of pending and planned projects, how to contact DRC and where to find DRC's AF). Written beneficiary selection criteria, the project plan, financial summary and progress reports should also be provided on information boards at community level, as well as illustrative posters which demonstrate beneficiary entitlements and the beneficiary complaints mechanism. Complaints mechanism brochures and HAP brochures should also be **a**vailable at any time in DRC office and distributed in the field whenever information about DRC or DRC programs is distributed.

Information about DRC and DRC projects should also be orally communicated during community meetings with DRC field staff during assessments, at the beginning of new project organisation and implementation. Information should also be disseminated through relevant groups such as traditional elders and women's and youth groups.

At the beginning of new projects this should include the general background, objectives, timeframe, and criteria for beneficiary selection/location, beneficiary entitlements, type of inputs/services/assistance, how to give and receive feedback, how to make use of complaint response mechanism and who the funding agency is. Since publishing information about beneficiary entitlements might sometimes be highly sensitive (e.g. cash programming) then this visibility should be implemented only when security allows.

The end of project meeting should include feedback from stakeholders regarding the process (beneficiary criteria selection, activity objectives, transparency & accountability, stakeholder participation, understanding of DRC , understanding of donor, understanding of complaints mechanism), feedback on impact and quality and provision of information on DRC (Inc. AF) and complains mechanism.

DRC can also consider utilizing opportunities to engage with communities through Radio Ergo (for projects which have a DRR component). This can include the sharing of advice and information by DRC's experts in the field in Somali language regarding access, prevention, and support etc., linked to relevant projects which DRC is implementing. When engaging with beneficiaries in order to collect information which may be shared externally via DRC's external communications platforms and/or by media, it is important that the beneficiaries are made aware of how their words and images may be used, and that they sign a consent form. Guidance on obtaining consent and the consent forms (in English and Somali language) are available here.

Local authorities and Government

Strategic engagement with local institutions needs to be increasingly considered in all programming in order to create understanding and ensure a mutually beneficial relationship, which allows DRC to implement the required activities in relevant areas (geographical and thematic).

Meetings with relevant authorities should be held when establishing new relations with authorities, when beginning new projects, and when state action is needed for – or is interfering with – DRC operations or beneficiary well-being. Relevant documentation includes the written global and local AF handed out (which

includes mention of beneficiary complaints handling procedures). When beginning new projects, beneficiary selection criteria at project level should be included in the plan and financial summary.

The DRC brochure shared during coordination meeting when establishing new relations. The complaints mechanism brochure should also be shared during the coordination meetings when establishing new relations with authorities.

Routine communication on 'day to day' issues (security, logistics etc.) between Government and DRC Somalia sits with the respective Area Manager, however in cases where information or clarification is needed regarding Government policy which may have an impact on programming (issuance of visas to staff, permitting entry of returnees etc.) the DRC Somalia Country Director or Regional Director may intervene as and when required.

Implementing partners

Most of DRC International's activities are implemented by DRC programme structures set up locally for the purpose of working with beneficiaries, local authorities and other stakeholders. However, DRC also implements through local partners when this is the best way to meet DRC's mandate and values. In such cases, DRC is committed to assisting the implementing partner strengthen its accountability and capacity. Strong internal communications is key to this.

During meetings with partner staff and management during the first acquaintance, the written global and local AF should be handed out, which includes mention of beneficiary complaints handling procedures. In addition, the DRC brochure should also be shared. An opportunity also exists to communicate with partners through the DRC global newsletter. Project brief sheets/proposals should also be shared during the first coordination meeting with the partners, and during meetings with partner staff and management necessary for the planning, execution and/or evaluation of programs, beneficiary selection criteria, the objectives, expected timeframe and cost of direct input at project level should also be communicated, along with progress reports.

In addition, partners should be trained in how to manage accountability to beneficiaries at the beginning of every new partnership.

Non-partner NGOs and other agencies

Positioning DRC to be visible in key, relevant fora and to ensure that we focus efforts and resources on key initiatives and platforms that result in DRC maintaining influence and visibility on relevant issues is key. While DRC does participate in many forums, we should focus our efforts to get the maximum influence from limited resources.

The DRC brochure should be shared when meetings are held on first acquaintance. As part of coordinating activities together, the complaints mechanism brochures should be shared and explained.

Media

Engaging with media is a vital way to raise awareness and generate further understanding about DRC's activities within and outside Somalia, however the resources that the DRC has for communication activities are limited. This means that the organization relies on the free options and possibilities in its effort to reach its communication goals, including presenting DRC as a serious and professional NGO, whose information can be trusted and whose statements are well founded and relevant.

Due to the context of the long-running conflict in Somalia and the mushrooming of other conflicts in recent years (particularly in the MENA region) it can prove difficult to sell in stories about the situation and DRC's

activities within Somalia as these are perceived as less 'newsworthy' than others. Another challenge is that many media outlets have strict policies on sending journalists to Somalia to cover stories, due to previous security incidents. DRC also does not regularly react to external events with advocacy messages as the organization does not (compared to many of its competitors) have a focus on advocacy and campaigning.

However, opportunities still exist to capture the attention of the media. DRC aims to respond externally with advocacy messages on escalating or deteriorating situations (due to security, natural hazards etc.) experienced by beneficiaries and/or DRC staff, which are likely to constrain or have a severe impact on humanitarian operations, with the current drought situation in Puntland and Somaliland and potential closure of Dadaab during 2015 being key examples. Such communications are most likely to take place at RO level in collaboration with other similar agencies, due to the probable political nature of the statement and given situation.

However, at the national level DRC will still seek to identify opportunities for compelling story leads which most likely tie into the current news agenda and could potentially be of interest to journalists due to their compelling content (advancing of women's rights etc.). Any stories shared externally must aim to clearly communicate DRC's brand values of enthusiasm, perseverance and decency.

Media statements when produced should be shared via email with local media, and regional media based in Somalia or Nairobi if the story in question is likely to be newsworthy enough to be of interest to international correspondents. Key outlets should also be followed up with on the phone to ensure that they have received the information and to allow the opportunity to enquire whether any further information is required.

Whatever the story in question, it must meet as many of the conditions for news as possible, meaning that it must have news value, be meaningful, identify an issue, and have an element of human interest. It must also cover the '5 Ws' (who, what, where, when why), and also demonstrate why DRC is a credible 'go to' voice on the topic or issue. It must also incorporate DRC's brand values. The RO and HQ communications units must also be kept in the loop on such statements, to ensure consistency of messaging on issues and both internal and external coordination.

If a media statement has international relevance, it can be posted on and shared via the DRC website DRC website 'news' section, with the link tweeted from the DRC HoAY's official Twitter handle.

When a policy paper or research paper is released to media at any level (national, RO or HQ), it should be accompanied by a media statement, which is shared as outlined above. Such publications should also appear on the DRC website 'publications' section, and can be shared via a press briefing if security situation allows. Such press briefings should include a briefing (and potential Q&A) with a relevant spokesperson who is also able to participate in follow up interviews with individual media outlets and copies of the report should be available to take away, as well as other general DRC IEC materials. Any briefing (or other event) should always feature DRC branding and visibility in the form of signage.

Media interviews with approved spokespeople at national level (the Country Director only), RO or HQ level should also take place upon request from journalists, depending on the request. (See section on spokespeople). The aims of the interview should be to communicate key information/ideas on an issue (incorporating DRC's key messages), to persuade the audience to understand and agree with DRC's point of view and to represent DRC and ultimately show it is doing a good job.

As with media statements, these must cover the '5 Ws', use simple and clear language avoiding jargon, bringing the issue to life by showing the human side of the situation or adding 'colour'. For tricky situations, the 'ABC' technique (Acknowledge, Bridge and Communicate) should be applied.

Press trips in theory can also be facilitated through briefings and field visits, with the communications output dependent on the type of media outlet. Components would include briefing at the relevant DRC office by DRC staff on the broader context of situation and how DRC's activities are contributing towards addressing

it, capturing of context (through capturing of photos, filming etc.) within the affected community/area, as well as interviews with beneficiaries or affected individuals, with a view of capturing stories at the micro level.

However, this is bearing in mind that as per the context analysis all individuals related to press or media sources are at very high risk in Somalia and the rate of assassinations and attacks against journalists working in the field is extremely high. It is important to note that any filming or photographing without invite or permission can be subjected to arrest and/or seen as a criminal offense. Spreading of information about a press event needs to be controlled to and limited to designated participants only. Each trip must be assessed individually due to area, situation, profile and timing. Only after that it can be determined if said press trip/even is safe to proceed with.

DRC Somalia should also ensure that any media representative which the organization is trying to engage with are sensitized on relevant issues and briefed on DRC's interventions, to enable them to understand and cover them as part of their work.

Spokespeople

In line with the spokesperson SoP, at national level only the Country Director (or individual nominated by them in their absence) is authorized to speak to the media. Alternatively, interview requests may be responded to by a spokesperson at RO or HQ level on a case by case basis as per the below.

- **Level 1 (Operational/Field level):** Statements on the operations and humanitarian perspectives at field level: CD only (or someone nominated by them in they are unavailable/unable to comment).
- **Level 2 (Country/Political level):** Statements of principle political or operational concern at country or regional level: RD, CD or someone directly approved/ assigned by RD/CD.
- **Level 3 (Head office):** Statements on overall strategy or general policies of DRC: Head of International Department or someone approved/assigned by Head of International Department.

The Communications, Advocacy & Reporting Coordinator should be kept informed of any media interview requests concerning DRC in the context of Somalia, regardless of spokesperson. If any member of staff within DRC Somalia receives a request from a media outlet, these should be directed towards the CD, keeping the Communications & Reporting Coordinator in copy.

A guideline for field staff on engaging with the media as part of regular programme activities will be developed during 2017 in close collaboration with DRC Somalia management and the EAY RO Communications and Advocacy Officer.

Identifying and managing reputational risks

NOTE: Regarding issues of safety or security, the [safety risk management system response, reporting and analysis procedure](#) should be followed.

DRC lives by its reputation. With the internet and global media, risk can travel fast. Damage to DRC's reputation affects us all. It can affect our ability to work, affect our funding from donors, undermine our authority and credibility and we could face legal action.

Potential risk issues:
- Security or safety of staff or partners.
- Financial irregularity, misuse of funds.
- A negative or critical story appearing in the media.
- Lapse in duty of care towards beneficiaries.
- Staff issues – allegations of unfair dismissal etc.

- Accusations of libel.
- Procurement, fundraising and investment

We can do a lot to prepare for risks before they occur by creating a risk folder which outlines any past and potential issues, and creating a scenario plan for different types of risk.

Spotting risks can sometimes be difficult. Media monitoring is crucial, which can be done through setting up a Google Alert with relevant search criteria. It is also important to monitor social media, to see what other individuals/groups/organizations are saying about DRC.

If any member of staff spots a reputation risk, they should immediately contact the DRC Somalia Country Director, EAY Regional Director, EAY Deputy Regional Director, copying in DRC Somalia Communications and Reporting Coordinator and EAY Regional Communications and Advocacy Officer.

This group will work together (bringing in other colleagues as required) to:

- Clarify facts
- Prepare a reactive line or holding statement
- Establish a contact point for enquiries
- Alert other staff as appropriate.
- Design a reactive or proactive strategy as required.

Reactive strategy: This is the most common strategy in managing risk. It involves putting together material and statements in case any enquiries are received from journalists. Reactive lines and a fuller Q&A (if required) are agreed, which cover all potential angles and answer all allegations and are shared with other staff (i.e. HQ comms) as appropriate. A spokesperson (normally someone senior) is also agreed upon.

Proactive strategy: More likely when the risk becomes public or crisis. This involves writing and agreeing a media and social media strategy to counter criticisms, preparing a press release or statement correcting the story, seek the right to reply by meeting with an editor or producer, as well as informing donors, government, UN, and other agencies as required.

Communications calendar – internal

It can prove difficult to put specific dates against upcoming communications opportunities as these do not often fall on a set date and are often planned once the need for them becomes apparent, however events which should be considered as entailing communications work (producing branded materials, capturing photos and stories etc.) include workshops and handover ceremonies. The communications component for such events should be recognized and planned for as early on in the process as possible, enlisting the support of the DRC Somalia Communications and Reporting Coordinator.

As per the DRC Somalia CAP objectives of strengthening communication with donors and government counterparts on DRC's mandate, success stories and programmes and scaling up advocacy efforts with key stakeholders, DRC Somalia will seek opportunities to promote its interventions in response to the drought emergency, as this has received some attention from external audiences including media, and can also play an important part in advocacy initiatives linked to discussions regarding the successor of the Somali compact. As this is likely to be replaced by the Somalia National Development Plan it is important that a humanitarian sector/pillar is included where humanitarian needs are caused by protracted conflict and recurrent drought is discussed.

DRC Somalia will also especially seek to identify internal opportunities in order to promote its agenda of transitional/durable solutions, by seeking to profile its activities in the areas of response to displacement

needs, return and local reintegration, as well as linking return assistance to its development initiatives and resilience programming and the mainstreaming of durable solutions across other sectors.

Capacity building

Supported by the CD, DCD, PDQ Manager and other technical managers, the Communications, Advocacy and Reporting Coordinator will seek to identify opportunities to build the capacity of DRC Somalia staff with a focus on national staff in different areas of communication, with an emphasis on correct application of the DRC brand guidelines to IEC materials and visibility items, and gathering of strong and quality communications content (stories and photos).

This will take place both in the form of formal workshops (i.e. organizing a session at quarterly meetings), delivering practical sessions (i.e. working together to gather content in the field) and ongoing mentoring (via email, Skype, etc.), through the continuous identifying of a focal people for each area, usually M&E representatives.

Monitoring and learning

The success of the objectives and activities outlined in this communications plan will be monitored and evaluated as follows:

- Number of quality posts (interesting stories, high resolution quality photos) shared via the DRC HoAY Facebook and Twitter accounts.
- Number of 'likes' and 'follows' of DRC HoAY Facebook and Twitter accounts.
- Percentage of quality stories and photos delivered on time as per donor requirements, with positive feedback received from donors and utilization of materials on their own communications platforms
- Number of quality stories, photos and video clips utilized on DRC HQ's external communications platforms (social media and website).
- Number of media hits with a DRC mention (in the context of Somalia).
- Percentage of IEC/visibility materials produced which are in line with the DRC brand guidelines.
- Level of positive feedback from beneficiaries and host communities (via SMS, complaints boxes etc.) regarding their understanding of DRC activities, including how they can access complaints mechanism.
- High quality correctly branded donor reports shared on time, with positive feedback received from donors.
- Level of engagement by staff on exploring possibilities for and implementing systems to facilitate effective sharing and collaboration using the new Insite platform.

Next steps

The success of implementation of the CVP to date will be reviewed at the end of 2017 and updated in line with the 2018 Country Action Plan and any developments which have taken place within the communications context (both external and within DRC Somalia).

A revised plan will be developed at the end of 2017, with an updated version approved and available by January 2018. In light of the merger of DRC and DDG globally and within Somalia, it is planned that this updated CVP will also incorporate both DRC and DDG communications objectives and activities.

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Annex 1

Communication definition and objectives[34]

In an organisation like the DRC, communication can be defined as all linguistic activities between a sender and a receiver or group of receivers, whose goal is to pursue the vision, mandate and interests of the organisation. Good communication promotes these goals, while bad communication obstructs these. Communication can be either internal or external, it can be close or distant, one-way or multiple and finally it can be either public or private. A different, but very useful way of determining the concept of communication is to begin with what we want our communication to do, i.e. what is the purpose of the communication.

Any form of external communication in the DRC can be defined according to three overall purposes:

- **Mission-driven communication:** Primary aim is to achieve results that will benefit displacement affected populations such as increasing the knowledge, awareness and acceptance of certain

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[34] From DRC communication manual: https://insite.drc.dk/en/hq-support/communication-and-fundraising/brand-manual/communication

circumstances of a case within a selection of target groups. In the case of DRC Somalia, these target groups include refugees themselves, host communities, local authorities and local media.

- **Brand-driven communication:** Brand-driven communication is defined as communication activities, for which the purpose is to profile DRC as an organization. This type of communication will primarily present DRC as a proficient, trustworthy and commendable NGO that deserves funding and support. This form of external communication is relevant for DRC Somalia's engagement with donors, as we need to be perceived as having been fully accountable for the funds that we have already received, and seek to receive further funding in the future. DRC Somalia also seeks to profile its activities with Danish supporters (current and potential) and international media, in order to seek support for DRC as a whole through a wider audience.
- **Income-driven communication:** Income-driven communication is defined as communication activities, for which the purpose is to secure as large a financial profit as possible. DRC Somalia supports this by submitting comprehensive and timely donor reports, as well as supporting HQ with fundraising initiatives by providing information, stories etc. where requested.

All communication from the DRC helps to brand the organization to a larger or lesser degree, since we brand ourselves through the totality of our activities and our conduct. However, an increasing awareness of when and how we use these three types of communication ensures a more focused and effective communication – in development, planning and implementation.

Annex 2

Communications calendar – external

There are a number of <u>international days currently observed by the United Nations</u>, and several external report launches which DRC Somalia could potentially utilize (in coordination with RO and HQ) to engage in media and other communications work with the objective of profile raising and being accountable to our various audiences.

Approaches/activities/stories which could be seen as particularly innovative, have a link to the current news agenda or a strong human interest angle are ones which will most likely be utilized as part of this. It is the responsibility of DRC Somalia Communications and Reporting Coordinator to maintain a 'watching brief' over this calendar and liaise with DRC Somalia staff in order to scope and identify potential opportunities, ensuring that RO and HQ communications are briefed on any planned activities from the outset.

It is important to note that DRC Somalia will not restrict itself to engaging in communications work on the below moments only, but also in line with our own planned activities (handover ceremonies, receiving of refugees and IDPs etc.). We will also actively seek to react where relevant - and in instances when we can add value – to events in the news.

- **13th February:** World Radio Day – opportunity to highlight any participatory radio activities which DRC Somalia has been engaging in.
- **8th March:** International Women's Day – opportunity to highlight some examples of the empowerment of women, which have been facilitated through DRC's activities. Training in livelihood activities etc.
- **22nd March:** World Water Day – opportunity to highlight some examples of how DRC's WASH activities have provided water to beneficiaries.
- **4 April :** International Day for Mine Awareness and Assistance in Mine Action
- **7 April:** World Health Day
- **19th June:** International Day for the Elimination of Sexual Violence in Conflict
- **20th June:** World Refugee Day – opportunity to profile some of the activities, which DRC Somalia is currently implementing. (Broad theme which relates to all of DRC's interventions, so messaging/focus can be tailored as required in line with current activities and news agenda).
- **12th August:** International Youth Day – opportunity to profile any youth-focused initiatives.
- **19th August:** World Humanitarian Day – opportunity to profile the work of DRC employees in the field. (Again, this is a broad theme which relates to all of DRC's interventions, so messaging/focus can be tailored as required in line with current activities and news agenda).
- **8th September:** International Literacy Day – opportunity to profile the activities with DRC is currently implementing with the objective of improving literacy levels amongst IDPs/refugees (child and/or adult).
- **11th October:** International Day of the Girl Child – opportunity to profile DRC's activities with the objective of promoting and enhancing girl's rights. Protection, education etc.
- **15th October:** International Day of Rural Women - opportunity to highlight some examples of the empowerment of rural women, which have been facilitated through DRC's activities. Training in livelihood activities etc.
- **16th October:** World Food Day – opportunity to profile some of DRC's activities with the objective of providing food items for displaced communities.
- **25th November:** International Day for Elimination of Violence Against Women – opportunity to highlight some of DRC's protection activities related to VAW. (In line with this, 16 Days of Activism also runs from 25th November to 10th December).
- **18th December:** International Migrants Day – opportunity to highlight the positive impact that migrants (supported by DRC) have had in their host communities.

Annex 3 Programme Logical Framework

Outcome	Outputs and Activities	Indicators	Baseline (inception)	Target	Means of Verification	Assumptions
Outcome 1: returnees and IDPs are better protected from violence and conflict - Percentage of targeted returnees and IDPs who have suffered violence or safety incidents including GBV (compared to local rates of reporting) in the course of the past six months - Number of reported incidents of discriminatory restriction of movement among returnee and IDP populations compared to the host population - Number of refugees who report that they feel safe, welcome, and do not experience stigmatization (as compared to baseline) in their host communities % increase in beneficiaries expressing a change in what they themselves can do to enhance safety and security in their community% increase in surveyed police officers who express a positive change in the community's attitude and actions towards them - Number of referral cases recorded/registered						
	Output 1.1: Police, courts, leadership and communities can better protect the most vulnerable, including women and children, from conflict and violence	Number of police, judges, elders and community members who have been through training and can describe the change in their own (professional) capacity and approach to violence and conflict Number of refugees reporting improved active protection from law enforcement and judiciary and their own community members	Baseline surveys to be conducted during inception		Baseline survey and follow up interviews Monitoring reports	Continued good relations with law enforcement officials and other agents of the state at local level Continued access to IDP/returnee communities for monitoring
Activities	**Conflict sensitivity training for staff:** DRC and DDG staff re recognize both the level of power of our team members when engaging with vulnerable groups as well as the ethnically diverse backgrounds of or team members. Training will focus on recognition of difference and inclusive and accountable targeting and programming. **Community mobilization:** Using the CDRS model, community dialogues on community identified issues and mitigating strategies **Participatory in Action Research (PAR) with specific target groups (women/young people/IDPs/Returnees):** Participatory Assessments for Research and Action are an alternative paradigm for knowledge production, in which the community affected by an issue define it, its challenges and potential solutions, retaining control of the process while external organisations play a collaborative/supportive role only Quality case management and psychosocial support services for GBV survivors	Number of DRC and DDG staff members successfully trained Number of communities where CDRS is conducted Number of youth and women participating in sessions Number of communities in which PAR is carried out	As above		Training reports Performance reports of DRC/DDG staff CDRS reports Community monitoring visits Discussion with community	Continued access to displacement-affected communities Community wide inclusion and participation Community interest and inclusion of all groups

	Post-incident referrals and safety response for GBV survivors in traditional and secular systems. Support to unaccompanied minors inclusive of family tracing and unification.		As above		leadership and participants	Sensitive handling of issues of stigma
	Law enforcement training (rights-based approach): trainings to raise awareness and facilitate cooperation on topical security and human rights components.	Number of cases referred to services Number of GBV survivors identified and referred for pss and other services Number of UAMs supported and reunified with family			PAR reports Community monitoring visits Discussion with community	Best Interest of UAMs to be part of family reunification
	Sensitisation of Court officials, judges and Somali Legal Aid network members on Returnees/IDPs rights: Sensitisation sessions for court officials, judges and legal aid network members in the target locations in order to raise public awareness and support for returnees/IDPs legal rights protection	Number of individuals trained	As above		leadership and participants PAR reports Case mgmt reports	Somali Federal Government retains control of judiciary
	Community-Police Dialogue and Cooperation forums: DRC/DDG will facilitate dialogue fora with the district authority, police, IDPs/Returnees and community representatives jointly to build initial trust and understanding. The group will then develop an agreed one-year action plan. We will support and monitor the implementation of this plan.	Number of judiciary officials participating in sessions Number of judiciary officials who were involved in resolving a dispute regarding returnee rights Number of fora participants Number of action plans Number of plan actions implemented			Protection reports Training reports Session reports Feedback from officials	Continued access to both displacement-affected communities and to local authorities
	Creating awareness of the Guurtis+ on Returnees/IDPs rights: DRC/DDG will sensitise Guurti members on migration and human rights issues. Specific attention will be paid to GBV issues, and the need for the Guurti to follow already existing legislation and policy and start referring such matters to legal aid and women's networks.	Number of Guurti members sensitized Number of GBV and other cases referred			Forum reports Programme reports on implemtn of plans	Continued goodwill of the Guurtis Existence of effective women's networks and organizations
	Training sessions on conflict prevention, management and resolution with local authorities and key stakeholders (Including Guurti +): Context-specific trainings on conflict prevention, management and resolution with local authorities, with a focus on those present and active in the target IDP and returnee areas	Number of training participants Number of conflicts managed by local authorities			Interviews the community Instances of Guurti involvement in GBV and other cases	
	Expansion and consolidation of the Guurtis+ model (inclusion of young people, women and minority groups in the elders' assemblies): Guurti+ members will act as a custodian for the customary agreements and work closely with the Ministry of Justice at the Federal and Regional level to bridge the gap between the state and society.	Number of women, minority members and returnees/IDPs included in Guurtis			Training reports Feedback from members of the Guurti and	Acceptance from the existing Guurti membership to diversify
	Participatory conflict analysis development by targeted taskforces/Guurtis+ and community groups: Understanding the context, root causes and drivers of conflict is essential for conflict resolution. DRC and DDG will therefore train selected community members, particularly those that are part		One 2017 Somalia conflict analysis report complete		from the community (as against baseline)	

	of the Guurit+, on how to use basic conflict analysis tools such as conflict mapping, conflict trees and stages of conflicts. This will strengthen their capacity to identify and analyse conflicts. **Thematic briefs and research carried out in the targeted locations:** Throughout the project, targeted research will be carried out in the locations resulting in thematic briefs with policy and programmatic interest to be shared with the wider policy, implementing and academic community. One significant assessment is a Kismayo spatial plan, which will unlock economic growth and foster social cohesion. The plan will provide a platform for the effective reintegration of returnees, IDPs and host communities by mapping out equitably where resources are required. **Knowledge Management Platform and Community of Practice for Somalia:** At present, there are various different actors working on borderlands and peacebuilding in Somalia, and while several coordination mechanisms exist at different levels, the level of coordination amongst these different actors is limited. **Mine Risk Education in four locations;** MRE to be done in four locations		Baseline during inception phase Several coordination fora for information and data		Conflict analysis report itself Feedback from donor, partners and REDSS	Continued tolerance of data collection processes by communities
	Output 1.2: IDPs and returnees experiencing challenges in gaining documentation and security of land tenure are referred to trained authorities for resolution	Number of fairly resolved referred land or housing dispute cases in which IDPs and returnees to authorities	Baseline surveys to be conducted during inception			
Activities	**Conflict sensitivity training for staff;** Staff provided with conflict awareness **Housing, Land and Property (HLP):** DRC will conduct HLP trainings to key stakeholders and support to returnees with obtaining legal documents for land and housing. **Civil documentation:** DRC will provide support to people who do not have any documentation by referring them to local authorities and organizations, and providing information and sensitization on Human Rights, and documentation concerns. Legal as assistance on documentation of land and property is being provided to identify returnees, and referrals are made through DRC's case workers and protection staff.	Number of individuals trained Number of people provided with legal assistance			Training reports Feedback from trainees Legal Assistance reports Feedback from community members	

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Outcome 2: Returnees and IDPs have improved access to shelter, clean water, adequate nutrition • % of targeted returnees and IDPs with access to potable water • Number of communities making use of CLTS sanitation practices • Percentage of IDP s remaining without adequate housing • % of targeted returnees and IDP households with improved diet diversity score						
	Output 2.1 Water, nutrition, shelter services in returnee areas are maintained and improved	Number of households able to demonstrate that they have adequate access to water, nutrition and shelter compared to baseline				
Activities	**Water Supply:** Rehabilitation/construction of water supply points and networks either directly or through linkages and referrals, Introduction of Operation and Maintenance (O&M) models using a market systems approach, particularly with regard to spare parts**.** **Sustainable Sanitation:** Introduction of the Community Lead Total Sanitation (CLTS) to facilitate behaviour change with regard to positive sanitation practices**.** Piloting sanitation marketing techniques to improve access to sanitation infrastructure **Shelter:** Provision of locally available shelter materials to returning refugees and IDPs as required. **Rental subsidy programs:** DRC will support access to shelter through the implementation of a rental subsidy programs for returnees in urban areas. **Integration of complementary behaviour change and nutrition messaging:** Promote hygiene, sanitation and nutrition messages within community structures (VSLAs, Early Warning Committees, etc.) using common messages. **Cash Transfers:** Unconditional cash provided to the most vulnerable HHs based on community established criteria (HHs unable to participate in CFW—especially those outside clan social safety nets)	Number of water points or networks rehabilitated Number of individuals/ groups providing spare parts No. of community members reached with CLTS messages Number of returning refugees and IDPs receiving shelter kits Number of returnees receiving rental subsidy Number of community members who can speak about hygiene, sanitation learning Number of HHs receiving cash transfers Number of instances of successful referral Number of returnees supported to repatriate voluntarily (information, programme inclusion, cash grants)				
	Output 2.2 IDPs and returnees make use of referral mechanisms to a range of services	Number of service providers working in returnee/IDP areas				
Activities	**Capacity building;** Staff training on GBV and child protection monitoring. **Linkage and Referral mechanism:** A detailed referral mechanism will be designed based on the results of Intention Surveys and stakeholder mapping with regard to provision of services.	Number of IDP/returnee referrals made				

	Referral services that will cater for GBV victims in targeted areas (Men, women, boys and girls). To facilitate GBV services, rehabilitation of existing infrastructures such as clinics and hospitals will be done. To pilot the introduction of referral pathways, DRC/DDG will link with partners with whom we have formal and inform cooperative agreements with regarding data sharing and collaborative programming e.g. SomReP. The referral process will be managed at an individual level tracking the continuum from relief to recovery. The referral process will also be utilized to link target households who require humanitarian assistance with safety net programmes.					
	Output 2.3 Returnees make the journey home in safety and dignity	Number of returnees who report that experienced a safe journey home				
Activities	**Voluntary repatriation:** Work with repatriation and migration fora to support voluntary return in the form of packages of services made available at way stations i.e. water, cash and information.	Number of returnees provided with basic package of assistance by DRC on their way home				
Outcome 3: Returnees, IDPs and host communities are better trained, self-reliant, employed, and/or accessing loans and savings • % of targeted refugees, IDPs and host communities with increased HH income • % of targeted refugees, IDPs and host communities with functional business or other non-business related income generating enterprises. • % of targeted refugees, IDPS and host communities who are able to meet their household food requirements • % of targeted refugees, IDPs and host communities with diversified sources of income and food						
	Output 3 Returnees and IDPs (esp. women and young people) have access to skills training, apprenticeships, savings and loans and opportunities for employment	Number of IDPs/ returnees (disaggregated by age and sex) wo have taken up employment opportunities or financial services	Baseline to be conducted during inception phase		Household interviews	Returnees/ IDPs need new sources of income
Activities	**Market assessments and value chain mapping:** This will identify gaps in the market for employment and business opportunities. DRC/DDG will map existing value chains for agriculture production and sale including sources of agriculture inputs and opportunities for sale as well as secondary services such as transport. In an urban setting, employment markets will be assessed with specific reference to need/gaps in available labour and skills. Consumer surveys on commodity preference and price points will be conducted to identify opportunities for small and medium term enterprises. **Skills training and employment opportunities:** Facilitate vocational skills and mentorship/job placement programmes for target groups and in particular women and young people based on market	Completed market assessment Completed value chain mapping Completed consumer surveys Opportunities for SME mapped Number of young people and other individuals provided with vocation skills training			Completed market assessment Quarterly programme reports Interviews with individuals	Continued access to markets in returnees areas Individuals need income to supplement

	assessments and value chain mapping Small and medium –sized enterprises (SMEs): Business grants and support for design of business strategies will be made available to target people based on the outcome of market assessments and consumer surveys.	Number of individuals placed in jobs				their life on return Young people and women are able and willing to take up opportunities
	Improved Agriculture practices and farming as a business: Access to agricultural inputs including promotion of drought resistant and high yielding seed varieties and establishment of farmer groups such as associations or cooperatives with a view to accessing inputs at wholesale process and aggregating produce to facilitate ease of purchase on the point of the buyer. To coincide with aggregation of produce, farmer groups will be linked directly with buyers to eliminate purchase by 'middlemen' at the 'farm gate' thus increasing the price offered to farmers for their produce. In this regard, contracts for production and sale will be facilitated with buyers and farmer groups. Gender sensitive farmer/pastoral field schools to improve agricultural and pastoral practices, including animal health and extension services.	Number of seed kits distributed to farmers groups Number of farmers linked to buyers Number of women farmers supported			Agriculture sector reports Feedback from farmers Programme reports Monitoring reports	Women are able willing to be farmers
	Improve farming/pastoral infrastructure: Improve feeder roads, canals, fodder production, market shelters with sustainable designs through Cash for Work.	Number of individuals working on CfW infrastructure programmes			CfW reports Actual infrastructure once complete	Cash is not diverted CfW do not pose risks to participants
	Village Savings and Loans (VSLA) and financial Services: Support establishment of VSLA groups, building on traditional Hagbad system, to empower women to manage and invest resources.	Number of VSLAs set up Number of individuals in VSLAs			Monitoring reports	
	Access to Agricultural Land: Facilitation of agreements between IDP, Returnee and host community on land sharing for agriculture and tenure purposes.	Number of agreements established Number of beneficiaries who benefit from land use agreements			Land Agreement Feedback from participants	
	Livestock replenishing: Through direct provision or via the linkage and referral mechanisms, extremely vulnerable target households (including female headed-households and host community) will receive livestock replenishing as well as linkage to associated veterinary services and capacity building on fodder production.	Number of returnee/IDP households (disaggregated by sex of HHH) benefiting from livestock support Number of host community households benefiting from livestock support			Monitoring reports Feedback from communities Vet reports	
	Diaspora engagement DRC will work with the diaspora community to leverage remittances in the form of impact investment, organizing the diaspora movement to create legal entities to act as impact capital vehicles	Number of diaspora community pledges on investment made and delivered ??			Programme reports	

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Outcome 4: Demand for and supply of government services, including social protection mechanisms, are strengthened • % of government resources allocations to basic services provisioning including social protection as a proportion of the overall (local) government expenditure • % of IDPs and refugee returnees aware of and taking up (local) government basic services and social protection mechanisms (reported in household surveys against baseline) • Levels of trust in government entities amongst host communities, returnees and IDPs (reported in household surveys against baseline) • Number of community groups taking part in effective lobbying for improved services and access to services • Proportion of returnees and IDPs on social protection/safety net lists (once systems are in place)						
	Output 4.1: Government accountability and capacity for service delivery is measurably strengthened	Number of IDPs/returnees who are making use of government and other services compared to baseline				
Activities	**Introduction of Social Accountability:** Emphasis will be placed on civic education regarding rights and responsibilities. Dialogue will be facilitated with local government structures based on the provision of basic services outlined in the NDP and commitments made under the Nairobi Declaration regarding return and re-integration for displaced communities. **National Advisory Group (NAG):** The NAG will be formed of government representatives across relevant government departments to provide input and oversight of the programme activities. The NAG will also serve as an accountability mechanism for agreements reached via the social accountability model as well as commitments made in line with the Nairobi Declaration and NDP.	Number of dialogues facilitated with local government NAG established			Monitoring reports Feedback from local government members Programme reports	Government willingness to be part of the programme Government transparency Transparency of NAG members
	Output 4.2 The relevant ministries/structures of Somali national government are working to ensure national policy and practice towards returnees and IDPs conforms with the IGAD National Plan of Action and the CRRF	Minimum of three actions/steps taken by the Somali national government towards implementation of a policy for durable solutions for IDPs or returnees	National Forum on Durable Solutions for IDPs and Returnees convened; draft National Policy on Refugee Returnees and IDP exists	Robust and conducive legal/policy framework for returnees/ IDPs	Media reports Programme team discussions with ministers, department heads Meetings IGAD reports	IGAD process continues Government goodwill towards return process
Activities	DRC leadership at CO and RO level with IGAD Nairobi Plan of Action process: DRC (in close collaboration with REDSS) will convene INGOs around the civil society engagement with IGAD and with the Somali government; this will take the form of Mogadishu-based advocacy, technical support workshops and other assistance to ministries and departments of government to deliver concrete results on policy pledges for returnees and IDPs	Number of policy dialogue workshops/meetings in which evidence and recommendations from REDSS and DRC research is deployed to influence policy towards a conducive environment for return Number of field visits undertaken in conjunction with government staff	DRC relationship with national government positive but no specific engagement on CRRF or IGAD so far (is this fair?)		Programme reports	

Outcome 5: This programme has a strong evidence base, and pre-return decision-making for refugees is better informed

- Number and nature of policies, strategies and programmatic decisions and documents by Government, donors, INGOs and other actors that have been informed or influenced , directly or indirectly with evidence emanating from the Program interventions
- % of refugee and IDP returnees whose decisions on return was significantly influenced by evidence emanating from the research activities undertaken
- Categories of stakeholders that expressly acknowledge that evidence emanating from the project activities has made a positive contribution/impact in terms of improving knowledge and understanding of the returnee and re-integration processes dynamics in targeted areas of Somalia.

	Output 5: Real time data on area-based security, social and economic conditions is shared with policy makers, agencies and refugees	No. of stakeholders(agencies, government) that report having received or accessed real time data Number of refugees who report receiving information in countries of asylum No. of stakeholders who report having utilized shared data for decision making	Systems of data collection and sharing (such as SCOPE) running Collective awareness that data sharing at field level must improve		Coordination meetings with refugee agencies Feedback from Dadaab (DRC Kenya and others)	Continued excellent relations with REDSS agencies
	Data management: There will be continuous collection, verification and dissemination of reliable and timely area of origin primary data on monthly and quarterly basis. Reports will address critical humanitarian concerns related to returns in safety and dignity such as conflict, drought, housing land and property and disease outbreak. It will also address more permanent and development issues such as road infrastructure, health, education, livelihoods among others.	No. and frequency of reports	REDSS established and highly functional At least two solutions analysis reports completed Two area based reports complete Existing durable solutions framework			Continued tolerance of data collection processes by communities Accountable feedback to communities on data gathered and its uses
	Intention surveys (IS): IS will verify overall intention of the IDP communities. Return intentions will be part of the solutions options provided. Information available will give a base to advocate for alternative durable solutions, if requested by part of the target community. In addition the IS will identify the potential areas of return. This will also guide further assessments in the areas of return on complimentary projects to enhance livelihood and coexistence mechanisms.	No. of intention surveys conducted			Intention surveys themselves Programme reports	
	Longitudinal Study: Undertaking of a longitudinal study on refugee and IDP returnees in Somalia. A key finding from the solutions analyses that ReDSS has conducted in Somalia is that IDPs are facing challenges when assessed against the majority of the solution framework indicators. However, there is not sufficient data on returnees and whenever it is available, it presents limitations in terms of representativeness. The objective of this study would be to determine the movement patterns of a sample	No. of rounds of data collection undertaken	Conclusions and recommendations of the Solutions study		Longitudinal studies Programme reports	Continued tolerance of data collection processes by communities Accountable feedback to communities on data

		No. of publications produced			Publications themselves Programme reports Feedback from REDSS agencies and others	gathered and its uses Continued access to displacement-affected communities
	population of refugee returnees within the South West State over a period of 3 years. The study will seek to identify any correlation between further displacement, on the one side, and absence of further displacement, on the other side, and the socio-economic characteristics of returnees. The study will also support tracking of the relief to recovery continuum noting successes, gaps (to inform advocacy efforts) and requirements for linkage to safety nets. **Publications:** Development and publication of key briefing papers and policy briefs based on evidence. ReDSS and DRC/DDG will be keen to develop short briefing papers and one pagers on various topical issues related to solutions and displacement within Somalia. Some of the topical issues would include: urban solutions for drought displaced populations; early solutions planning; contingency planning and preparedness in context of anticipated displacement; analysis on impact of length of displacement and targeted programming. These briefing papers will be disseminated to a varied range of stakeholders including policy makers, humanitarian and development actors, academia and private sector. **Capacity development of Somalia policy makers on durable solutions.** ReDSS will use its basic training package on durable solutions and target to train various policy makers within Somalia especially the new Federal and regional state officials under NCRI, Directorate of Durable Solutions under the Ministry of Humanitarian Affairs and Disaster Management. As the objective is not to have a one-off training but to support a conducive learning approach through mentorship, ReDSS in collaboration with other stakeholders will focus on a long-term capacity development support of mentorship, coaching and peer learning for the policy makers. **Investing into local capacities to sustain solutions locally and nationally:** ReDSS is keen to strengthen local NGOs' capacities around solutions and as part of advancing the localization agenda. Part of this capacity development would include conducting solutions trainings to local NGO staff; offering mentorship and peer to peer coaching on solutions programming. Such investments will strengthen national institutions and partnerships that can sustain locally owned solutions.					

Policy Development: Continue with proactive engagement in policy development processes in Somalia and the region such as the development of a National Policy on Durable Solutions for Refugee Returnees and IDPs; development of a National Action Plan in line with the IGAD Nairobi Plan of Action process and the Comprehensive Refugee Response Framework (CRRF). The lessons that will be learned from this engagement, especially the IGAD process in Somalia will be used to influence the outcomes in the development of the global compact on refugees.	No. of policy makers trained on Durable solutions Number of trainings to local NGO staff conducted Number of individuals provided with mentorship or coaching Number of meetings/workshops etc at which policy development is discussed and advice provided No. of policy engagement fora conducted					Continued interest in capacity development and training processes by policy makers

Annex I: PAP for finalisation of Durable Solutions Somalia programme

Time line	Programme	Documentation
16th of October 2017	Documents submitted to KFU for submission to UPR for presentation	Programme document a. DRC Programme document b. Results framework c. Partner description d. Budget e. Risk Management Matrix f. List of supplementary materials. g. Communication plan h. DRC DDG Logframe i. PAP
31st of October	Presentation to UPR	As above and presentation by Embassy
After UPR meeting	The minister approves the programme	Minutes from UPR
1st of November	DRC programme documents shared with TAS and HMC, for minor editorial comments and the Third Party Monitoring Unit contracted under the Somalia Country Programme for comments by 14th of November. Budget revision by CFO at Embassy.	Documents submitted to UPR
1st-14th of November	M&E expert from the Third Party Monitoring Unit works with the Embassy to define what indicators to be particularly monitored by the Embassy. These will be included in the agreement with DRC.	DRC/DDG logframe and M&E plan
14th-30 of November	DRC and DDG edits and finalises programme documents	All documents
First week of December	Signing of legally binding agreements (commitments) with partner(s)	Cooperation agreement including the programme document approved by UPR
8th of December	Register commitment in MFA's financial systems within budgeted quarter	
End of December	First instalment disbursed	
1st of January	Implementation commence	
March	Inception review and possible modification of key documents	All documents