Workshop background note

Walk the talk: Steps to increasing coherence between resilience, durable solutions and Somali-led processes in Somalia

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Important additional workshop background documents on durable solutions, resilience and localisation in Somalia can be found here

1. Why do we need a workshop on resilience, durable solutions and Somali-led interventions?

This workshop comes at a time when organisations are engaged in strategic planning regarding multi-year resilience and durable solutions work in Somalia between 2018 and 2020.

Despite increasing recognition of the strategic linkages between resilience and durable solutions, there is limited experience and understanding of how to link these in practice in Somalia. In many instances, different parts of the same organisations have been engaged in resilience and durable solutions work, but have pursued these separately. The agendas share many strategic issues and challenges, but possible solutions and learning are not sought collectively. These issues include:

- How to ensure work is more **Somali-led and owned**, and how to increase this progressively over 2018-2020?
- How to work effectively with, and across, **rural and urban populations** and take account of mobility across different locations?
- How to target appropriately in a context of high levels of **exclusion and marginalisation?**
- How to ensure more **collaborative approaches and multi-stakeholder engagement** across development, humanitarian, governance and political actors?
- How to increase evidence-based programming through **collective data and information management**, and to increase collective learning?

Following on from previous RVI/ReDSS learning events, several organisations have reached out to us to facilitate a multi-stakeholder discussion. This workshop will focus on increasing coherence between resilience-building and durable solutions efforts, and on increasing Somali leadership and ownership. We aim to continue the schedule of learning events, which will focus on additional issues in the future.

This event is hosted by the Centre for Humanitarian Change; the Regional Durable Solutions Secretariat (ReDSS); the Rift Valley Institute and the Somalia NGO Consortium. Each organisation is committed to collective learning, and together we aim for the workshop to be a forum for candid and participatory discussions, which draw on the perspectives and experiences of diverse stakeholders. Its purpose is to move beyond the mandates of individual organisations to contribute to collective strategic development, collaborative approaches and more effective programming.

As the workshop will draw together different stakeholders, this background note sets out some key concepts and current developments to assist broad participation and background reading. We recognise that there are many different definitions – the terms used are simply working concepts for the meeting.

2. Collective impact and outcomes

Key concepts

The concept of **"collective outcomes"** have emerged from **social impact theory** which states that complex social problems – which are challenging to identify clearly and to solve - are beyond the capacity of any one organisation or sector to respond to effectively. The approach calls for multiple organisations or entities from different sectors to abandon their own agenda in favour of a common agenda, shared measurement and alignment of effort to achieve greater collective impact.

First articulated in 2011 in Stanford, **collective impact** is thought to contain five key elements:

1. All participants have a common agenda for change including a shared understanding of the problem and a joint approach to solving it through agreed upon actions.
2. Collecting data and measuring results consistently across all the participants ensures shared measurement for alignment and accountability.
3. A plan of action that outlines and coordinates mutually reinforcing activities for each participant.
4. Open and continuous communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
5. A backbone organisation(s) with staff and specific set of skills to serve the entire initiative and coordinate participating organisations and agencies.

Collective impact requires all participants to have a shared vision for change, one that includes a common understanding of the problem and a joint approach to solving it through agreed upon actions. The 'common agenda' model for collaborative approaches is outlined below.



The cyclical nature of many disasters, increasing protracted duration of many crises and the resulting escalating humanitarian financing costs has prompted a review of how humanitarian actors are working. At the same time, the 2030 Sustainable Development Goals set out to reduce risk, vulnerability and overall levels of need, providing a framework for both humanitarian and development actors to work more collectively and to contribute to the collective outcome of "no one left behind"; resulting in the most serious efforts in decades to bridge humanitarian-development divides.

"Collective outcomes" has been placed at the centre of the commitment to the **"New Way of Working",** which has been endorsed by UN agencies at the World Humanitarian Summit, and later the World Bank and IOM. The New Way of Working frames the work of development and humanitarian actors, along with national and local counter-parts, in support of collective

outcomes that are under-taken over multi-year timeframes to reduce risk and vulnerability and serve as steps toward the achievement of the SDGs.

According to UN OCHA, a **collective outcome** is a commonly agreed quantifiable and measureable result or impact in reducing people's needs, risks and vulnerabilities and increasing their resilience, requiring the combined effort of different actors. A **multi-year timeframe** refers to analysing, strategising, planning and financing operations that build over several years to achieve context-specific and, at times, dynamic targets. These collective outcomes will act as the target which all actors work towards, and shape their plans and programmes coherently based on what is required to achieve the outcome and who has which capacity to contribute to its achievement.

Current developments in Somalia

The New Way of Working is increasingly considered in the Somalia context, and a recent meeting of the UNCT discussed how to apply it. **Area based approaches** – where assistance is provided on the basis of needs and vulnerabilities in a specific geographic area, rather than within a sector or target group – are examples of collective outcomes that are being increasingly employed in Somalia.

New research by Walter Kaelin's for OCHA on addressing protracted displacement, who is also the Special Advisor to the DSRSG/RC/HC on Internally Displaced Persons, has highlighted that displaced populations that should not have to wait until the resolution of crises to move towards durable solutions. It recommends **using National Development Plans as the platform for the development of collective outcomes to address displacement affected populations' access to livelihood opportunities, adequate housing with security of tenure and basic services using, where possible, area-based approaches.** Collective outcomes should form the central approach to durable solutions efforts (see below).

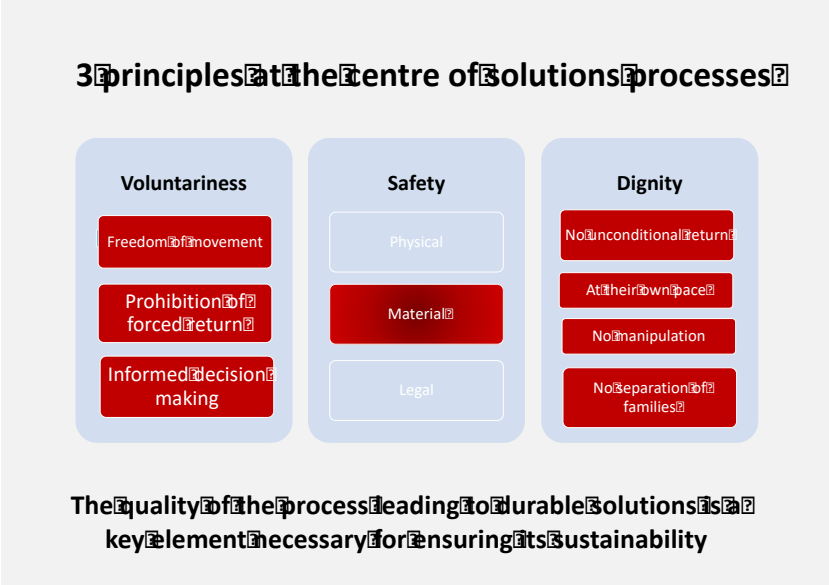
3. Durable solutions: key terms and current developments in Somalia

Key concepts

A durable solution to displacement is achieved when displaced populations no longer have any specific assistance and protection needs that are linked to their displacement and can enjoy their rights without discrimination on account of their displacement. It can be achieved through return, local integration and resettlement (see ReDSS Durable Solutions in Somalia briefing note in workshop pack).

Creating durable solutions requires a multi-stakeholder and sectoral, rights and needs based programming approach in order to address the physical, material and legal safety of displaced people. Achieving durable solutions is a process that is first and foremost determined by receiving governments and societies. However, the creation of conditions conducive to durable solutions requires the collective action of multiple political, humanitarian, development, governance and peace-building actors.

The following two slides set out the durable solutions process. They highlight how the conditions or quality of the process are central to its sustainability, and that there are a number of criteria which can assist in ensuring the safety of displacement-affected populations. The **ReDSS durable solutions theory of change that incorporates collective outcomes** can be found here.



Criteria	Sub criteria (IASC)	Indicators
PHYSICAL SAFETY	1. SAFETY & SECURITY/ PROTECTION/ SOCIAL COHESION	6 Indicators
MATERIAL SAFETY	2. ACCESS TO BASIC SERVICES	7 indicators
	3. ACCESS TO JOB CREATION/ ECONOMIC OPPORTUNITIES	4 indicators
	4. RESTORATION OF HOUSING, LAND & PROPERTY	3 Indicators
LEGAL SAFETY	5. ACCESS TO DOCUMENTATION	3 Indicators
	6. FAMILY REUNIFICATION	3 Indicators
	7. PARTICIPATION IN PUBLIC AFFAIRS	2 Indicators
	8. ACCESS TO EFFECTIVE REMEDIES AND JUSTICE	2 Indicators

Current developments in Somalia

There is significant momentum and support for the achievement of durable solutions for IDPs, refugee returnees and host communities in Somalia currently. It has received significant political and policy support within the region.

Achieving durable solutions is a key government priority as reflected in the Somali **National Development Plan (NDP),** where it is featured under the **resilience** pillar, and mainstreamed into other sections. This aims to "reverse the trend of protracted displacement and substantially reduce the number of IDPs in such displacement by facilitating and supporting durable solutions that bring them back into mainstream life and address underlying causes of their displacement and its protracted nature." It seeks to "systematically enhance the absorption capacity of basic services for IDPs and returning refugees, enhance access to

affordable housing and land as well as to vocational skill and professional development and facilitate and diversify access to employment sectors and labour market."

The durable solutions process is a shared responsibility between the Federal Government (FGS), Member States and the international community. In support of these objectives, the FGS and the Deputy Special Representative of the Secretary General, Resident and Humanitarian Coordinator (DSRSG/RC/HC) have been spearheading a collective initiative in Somalia since 2016 with all concerned actors – the DSI, "**Durable Solutions Initiative**" (see brief in workshop pack and Walter Kaelin mission reports). UN and NGOs have developed joint analyses to inform durable solutions programing and are working with authorities to strengthen their capacities. International donors – including Danida, DFID, the EU and SIDA – have indicated, or contributed, significant multi-year, multi - sectoral funding.

In addition, the Nairobi Declaration on Durable Solutions for Somali Refugees and Reintegration of Returnees in Somalia, signed by IGAD in March 2017, demonstrated the commitment of regional governments to deliver durable solutions for Somali refugees in the region.

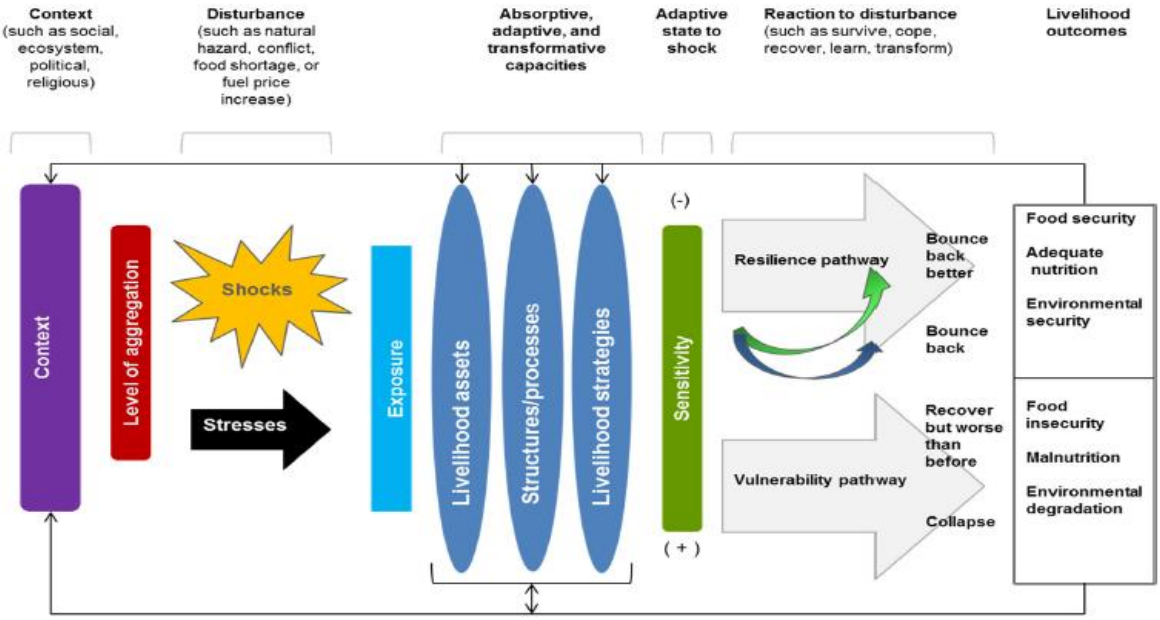
This momentum comes at a time of considerable **global policy developments**, which have increased interest in, and support for, Somali durable solutions. This includes the New York Declaration for Refugees and Migrants and the Comprehensive Refugee Response Framework (CRRF) which is being applied in the Somali context. DSI is the CRRF application within Somalia while the Nairobi Action Plan is the CRRF application to the regional Somali situation.

4. Resilience: key terms and current developments in Somalia

Key concepts

There are many definitions of resilience. One commonly used one is "resilience is the ability of countries, communities and households to manage change, by maintaining or transforming living standards in the face of shocks or stresses - such as earthquakes, drought or violent conflict – without compromising their long-term prospects." (DFID).

Resilience conceptual framework (Frankenberger et al, 2014 – see workshop briefing pack)



The Resilience Working Group – comprised of a number of NGOs working on resilience in Somalia – has set out **key principles for making resilience-building more achievable in Somalia** (see Resilience Key Principles in workshop briefing pack)**.** The first sets of principles include ensuring long term, context specific, non-sectoral planning and funding that is informed by in-depth context analysis and supported by adaptive management. This can help ensure flexibility to adapt to create increased impact at times of greater capacity, and include crisis modifiers when major shocks occur. Secondly, the principles involve strengthening local ability to self-organize and act inclusively in recognition of the importance of resilience efforts building upon existing formal and informal governance structures and promoting their ability to function as inclusive decision-making bodies. Finally, the principles set out that resilience-building efforts in Somalia must utilise a diverse set of approaches that connect with markets and resource-flows in crisis-hit areas and that draw upon a range of different approaches, including disaster risk reduction, emergency response, sustainable livelihoods and social protection.

Current developments

The famine in 2011 prompted significant interest and engagement in resilience-building in Somalia due to a broad recognition of the need to shift from repeated, short-term, emergency-based responses and to move towards more longer-term investments at the community level.

Pillar 5 of the Somali National Development Plan is dedicated to resilience. It aims to promote equitable growth and reduce the impacts of conflict, drought, foods and disease outbreaks. Key aspects of the Plan include ensuring food and nutrition security and access to basic services; social protection in order mitigate the effects of shocks and to assist marginalised populations to access social services and economic development opportunities and ensuring durable solutions for displaced populations; and natural resource management, including climate change solutions.

A large number of donors – including DFID, Danida, EU, SIDA, USAID, World Bank – have supported resilience-building efforts in Somalia with significant, multi-year, funding in the past five years. This investment has resulted in the creation of a number of consortia dedicated to resilience-building across Somalia and Somaliland. These include BRICiS (Building Resilient Communities in Somalia), comprised of five international NGOs; SomReP (Somalia Resilience Programme) involving seven international NGOs; Stream (Somalia Resilience Action Consortium) in which three Somalia NGOs participate; and the Somalia Joint Resilience Strategy, which involves three UN agencies.

5. Somali-led approaches: key terms and current developments in Somalia

Key concepts

The primary role and responsibility of national governments in managing crisis response within their territories is broadly recognised and enshrined in international law. National institutions and organisations have significant and increasing capacities to manage the risk and impact of humanitarian emergencies in their contexts. However, despite these roles and responsibilities, the international humanitarian system has, in many contexts, under-utilised and undermined these capacities.

The World Humanitarian Summit and its resulting Grand Bargain – a commitment on the part of 25 international aid organisations and donors to enhance the quality, timeliness and cost-effectiveness of humanitarian response – focused significant attention on 'localisation'. The aim is to reset humanitarian action so that international assistance supports, rather than replaces, local capacity, and that national and local organisations have predictable resources that will enable them to prepare for, and respond to, emergencies through increasing multi-year investment in national capacity; promoting more effective partnership approaches; and supporting national coordination mechanisms. A central commitment in the Grand Bargain was to ensure 25 per cent of humanitarian funding to local and national responders as directly as possible. Less attention was paid to ensuring that national government's leadership role was respected and supported, or to the roles of non-NGO aspects of civil society. Underpinning these commitments is the role of power – localisation requires a shift in power relations between different actors, so that national and local actors lead and drive assistance in their contexts.

Current developments

After decades of being in the frontline of humanitarian action in Somalia, international organisations and donors are increasingly recognising the need for a Somali-led approach (see workshop briefing papers).

There have been significant developments in relation to the Federal government's role. **Somalia's first National Development Plan (NDP) was agreed in 201**6, setting out objectives for 2017-2019. The Somalia Development and Reconstruction Facility (SDRF) was set up as part of the New Deal, and deals with multilateral funding and coordination. It has established coordination bodies under the NDP, including the SDRF Resilience Pillar Working Group; under which there are plans to establish a working group on durable solutions.

International donors are also making steps towards Somali leadership. One of the more significant examples is the multi-donor Somalia Humanitarian Fund (SHF) which in 2016 channelled 16% of its USD 26.1 million to national actors. By September 2017, **38% of the USD 48 million disbursed had been distributed directly to national organisations.** Other direct sources of funding for national NGOs have also been important, including from non-traditional donors, the diaspora and Somali-based fundraising.

There have been a number of learning events in 2017 dedicated to promoting Somali-led approaches. Despite the progress, these events have highlighted continuing frustrations and difficulties faced by Somalis. National responders have played an indispensable role in reaching the most vulnerable populations in locations often inaccessible to international actors. However, many report continued marginalisation and being engaged only on a short-term, unstrategic and unsustainable basis. They continue to face difficulties in accessing funding, onerous reporting requirements and high levels of risk arising from both insecurity and fiduciary responsibilities. On the other hand, the stricter risk management policies on the part of donors, increasing demands for accountability and transparency and the move towards larger funding grants all serve to reduce the flexibility of international actors to increase leadership on the part of Somali NGOs.

6. Glossary of key terms

Area-Based Approach: An approach that defines an area, rather than a sector or target group, as the main entry point. All stakeholders, services and needs are mapped and assessed and relevant actors mobilized and coordinated with. (IRC)

Collective outcome: A collective outcome is a commonly agreed quantifiable and measureable result or impact in reducing people's needs, risks and vulnerabilities and increasing their resilience, requiring the combined effort of different actors. Collective outcomes will act as the target which all actors work towards, and shape their plans and programmes coherently based on what is required to achieve the outcome and who has which capacity to contribute to its achievement. (OCHA)

Durable Solutions: A durable solution is achieved when the displaced no longer have any specific assistance and protection needs that are linked to their displacement and can enjoy their rights without discrimination on account of their displacement. It can be achieved through return, local integration and resettlement (ReDSS).

Livelihoods: A combination of the resources used and the activities undertaken in order to live. Resources include individual skills (human capital), land (natural capital), savings (financial capital), equipment (physical capital), as well as formal support groups and informal networks (social capital). (DfID).

Local integration: Local integration as a durable solution combines three dimensions. Firstly, it is a legal process, whereby refugees attain a wider range of rights in the host state. Secondly, it is an economic process of establishing sustainable livelihoods and a standard of living comparable to the host community. Thirdly, it is a social and cultural process of adaptation and acceptance that enables the refugees to contribute to the social life of the host country and live without fear of discrimination (UNHCR).

Resettlement: The transfer of refugees from an asylum country to another State that has agreed to admit them and ultimately grant them permanent settlement. (UNHCR).

Resilience: Resilience is the ability of countries, communities and households to manage change, by maintaining or transforming living standards in the face of shocks or stresses - such as earthquakes, drought or violent conflict – without compromising their long-term prospects. (DFID).

Reintegration: The achievement of a sustainable return to country of origin i.e. the ability of returnees to secure the political, economic and social conditions to maintain their life, livelihood and dignity. (UNHCR).

Self- reliance: self-reliance refers to the ability of individuals, households or communities to meet their essential needs and enjoy their human rights in a sustainable manner and to live with dignity. Self-reliant persons of concern lead independent and productive lives and are better able to enjoy their rights, while also contributing to their host societies.

Voluntary repatriation: Voluntary repatriation is a process whereby a refugee returns to his or her country of origin. Returning to one's country of origin is a basic human right. Any decision to return should be voluntary; based on an assessment of security conditions in the area of return and upheld by the principle of human dignity. It is considered to be one of the main durable solutions promoted by UNHCR. (UNHCR).