



# NATIONAL DISPLACEMENT & REFUGEE AGENCY



## NDRA 5 years Strategic Plan

**2022-2026** 



## Contents

|   |           |
|---|-----------|
| <b>ACRONYMS</b> .....   | <b>3</b>  |
| <b>FORWARD</b> .....  | <b>4</b>  |
| <b>1. Executive Summary</b> .....   | <b>5</b>  |
| <b>2. NDRA PRIORITIES</b> .....   | <b>7</b>  |
| <b>3. STRATEGIC OBJECTIVES OF NDRA:</b> .....   | <b>8</b>  |
| <b>4. BACKGROUND DESCRIPTION OF THE ORGANIZATION</b> .....  | <b>9</b>  |
| <b>5. NDRA KEY RECENT ACHIEVEMENTS</b> .....  | <b>10</b> |
| <b>5.1. Coordination with relevant organizations and clusters</b> .....                           | <b>10</b> |
| <b>6. MIGRATION RESPONSE CENTER (MRC)</b> .....   | <b>11</b> |
| <b>7. CRUCIAL GUIDING POLICIES, PRINCIPLES, AND NATIONAL PLANS IN THIS STRATEGY</b> .....         | <b>14</b> |
| <b>7.1. THE SOMALILAND NATIONAL VISION 2030:</b> .....  | <b>14</b> |
| <b>7.2. THE NATIONAL DEVELOPMENT PLAN II</b> .....  | <b>14</b> |
| <b>7.3. SOMALILAND IDP POLICY FRAMEWORK</b> .....   | <b>14</b> |
| <b>7.4. THE GUIDING PRINCIPLES ON INTERNAL DISPLACEMENT</b> .....                                 | <b>15</b> |
| <b>8. DISPLACEMENT CRISES</b> .....   | <b>15</b> |
| <b>9. ENVIRONMENTAL SCANNING</b> .....  | <b>17</b> |
| <b>10. POLITICAL, ECONOMIC, SOCIAL, AND TECHNOLOGICAL ANALYSIS.</b> .....                         | <b>20</b> |
| <b>11. STAKEHOLDER ANALYSIS</b> .....   | <b>22</b> |
| <b>12. ALIGNMENT TO NATIONAL DEVELOPMENT PLAN (NDP II) AND SUSTAINABLE DEVELOPMENT GOALS</b> .... | <b>26</b> |
| <b>13. STRATEGIC PRIORITIES</b> .....   | <b>27</b> |
| <b>13.1. Strategic Objectives of NDRA:</b> .....  | <b>27</b> |
| <b>13.1.1. Strategic Objective 1</b> .....  | <b>27</b> |
| <b>13.1.2. Strategic Objective 2</b> .....  | <b>28</b> |
| <b>13.1.3. Strategic Objective 3:</b> .....   | <b>30</b> |
| <b>13.1.4. Strategic Objective 4:</b> .....   | <b>30</b> |
| <b>13.1.5. Strategic Objective 5:</b> .....   | <b>30</b> |
| <b>13.1.6. Strategic Objective 6</b> .....  | <b>33</b> |
| <b>14. RESULT BASED FRAMEWORK</b> .....   | <b>34</b> |

## ACRONYMS

|                 |   |
|-----------------|---|
| <b>SWOT:</b>    | <b>Strength, Weakness, Opportunity, Threat</b>            |
| <b>PEST:</b>    | <b>Political, Economy, Social, Technology</b>             |
| <b>NDRA:</b>    | <b>NATIONAL DISPLACEMENT AND REFUGEE AGENCY</b>           |
| <b>MESAF:</b>   | <b>Ministry of Employment, Social Affairs and Family,</b> |
| <b>MOI:</b>     | <b>Ministry of Interior</b>                               |
| <b>MoJ:</b>     | <b>Ministry of JUSTICE</b>                                |
| <b>UNHCR:</b>   | <b>UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES</b>      |
| <b>RBA:</b>     | <b>RIGHT BASED APPROACH</b>                               |
| <b>IDPs:</b>    | <b>INTERNALLY DISPLACED PEOPLE</b>                        |
| <b>PoC:</b>     | <b>PEOPLE OF CONCERN</b>                                  |
| <b>IOM:</b>     | <b>International Organization for Migration</b>           |
| <b>NRC:</b>     | <b>Norwegian Refugee Council</b>                          |
| <b>MRC:</b>     | <b>MIGRATION RESPONSE CENTRE</b>                          |
| <b>NFI:</b>     | <b>NON FOOD ITEMS</b>                                     |
| <b>ACTED:</b>   | <b>Agency for Technical Cooperation and Development</b>   |
| <b>WVI:</b>     | <b>WORLD VISION INTERNATIONAL</b>                         |
| <b>RBC:</b>     | <b>RESOURCE-BASED CONFLICT</b>                            |
| <b>SGBV:</b>    | <b>Sexual Gender-Based Violence</b>                       |
| <b>NDP II:</b>  | <b>National Development Plan II</b>                       |
| <b>M&amp;E:</b> | <b>Monitoring and Evaluation</b>                          |
| <b>HR:</b>      | <b>HUMAN RESOURCE</b>                                     |

## FORWARD

It gives me great pleasure to present to you the second National Displacement and Refugee Agency (NDRA) Strategic Plan (2022-2026). This document guides our vision to help Refugees, returnees, asylum-seekers, and Internally Displaced People (IDPs) realize a better future and attain durable solutions. The plan is based on the Somaliland national development plan, Somaliland IDP Policy, national and international human rights, and other international guiding principles. This strategic plan sets out the priorities of NDRA for the coming five years (2022-2026).

The displacement crises in this region are in an increasing trend due to conflicts, wars, and man-made and climate change negative effects, these factors have all played a significant part in driving displacement. Currently, the number of internally displaced people is 60,6018 persons, while the country hosts 12,543 persons of refugees and asylum seekers.

We believe that Protection and solutions can only be achieved when those affected by a crisis, and in particular, the internally displaced, are included and can participate directly in decision-making processes.

We realize that some of the strategic objectives we have set ourselves are ambitious. However, we believe they are justified considering the plight of refugees and displaced people and their ever-increasing number.

Primarily, we wish to highlight the importance of the stakeholder's support and collaboration in achieving our objectives. UNHCR and other international organizations working in the country have a central role because of their commitment, presence, and daily work directly with refugees, IDPs, and migrants at different levels. The viewpoints and involvement of our target groups of IDPs, refugees, and other people of concern as well as host communities are essential to keep NDRA informed of realities, needs, and expectations which will further influence the political agendas or partnership responses. This support combined with the continued financial support will no doubt create durable solutions and a better future for Refugees, returnees, asylum-seekers, and Internally Displaced People (IDPs) as NDRA envisioned.

Finally, I would like to thank all NDRA staff and other stakeholders who took an active part in the development of this document. I would also like to extend special thanks to the consultant who is a program development specialist Mr. Abdikarim Mohamoud Diriye who developed this strategic plan.

Mr. Abdikarim Ahmed Mohamed  
Chairman of the National Displacement and Refugee Agency,  
Somaliland.

## 1. Executive Summary

The national Displacement and Refugees Agency of Somaliland provides leadership and direction to protect, support, and safeguard the rights of IDPs, Refugees, Returnees, and Asylum seekers in Somaliland. In accomplishing its responsibilities, a strategic planning process was initiated in early November 2021. This resulting Strategic Plan (2022-2026) provides the framework for the NDRA's continuing progress toward developing and maintaining internal and state-wide capabilities to protect, support and find durable solutions for IDPs, Refugees, Returnees, and Asylum seekers. This plan builds on and capitalizes on the achievements of the previous strategic plan (2019-2021).

This plan represents the shared agenda, opinions, and ideas of all NDRA teams in a participatory and comprehensive manner with an exhaustive strategic planning effort. The document establishes core values and guiding principles to direct behaviors and decisions while identifying goals and objectives toward fulfilling the NDRA's vision and mission. This Plan sets out the priorities of NDRA for the coming five years. It is the strategy that NDRA will use to guide resources, programs, policies, and how it operates. This strategic plan is based and aligned to the national development plan of Somaliland (NDP), sustainable development goals (SDG), national policy on IDPs, displacement guiding principles, Somaliland, and international laws.

In the recent past and since its establishment, NDRA has managed in a close working relationship with all its stakeholders in achieving milestones in instigating support, and protection for displaced, people, refugees, and other people of concern. The organization implemented many projects and interventions to improve the living conditions, improve rights and access to justice, an initiative that is part of durable solutions such as relocation of IDPs or resettling in other parts of the country.

Despite its achievements, NDRA is working in a region (horn of Africa) where disasters, conflicts, and violence continue to cause immense suffering throughout the region. Major conflicts are currently going on in the neighboring countries that drive instability, triggering forced displacement and long-term disruption within societies and creating massive humanitarian needs. In addition to the negative effects of climate change such as recurrent droughts and aforementioned conflicts are creating human suffering and massive humanitarian needs. In light of this situation, NDRA in its current strategic plan will strengthen its collaboration with all stakeholders to prevent human suffering and to respond collectively to this plight. As a result of the disruptive effects of disasters, conflict, and violence, a much broader range of vulnerabilities may begin to emerge, giving rise to additional needs. Such scenarios have been greatly discussed during the formulation of this plan and hence this strategic plan will try to address and come up with strategies and approaches to deal with the current and emerging situations.

The process of developing this plan was participatory and hence, this strategic plan is a product of an extensive review and consultation process within NDRA departments and its stakeholders analyzing the internal and external environment to formulate the goals and objectives and use it as a framework for planning and allocation of resources to achieve its vision and mission. For the development of this strategic plan, NDRA has convened a four days' workshop from 6th – 9th of November 2021. It has fully participated by NDRA leaders and staff and its stakeholders and was facilitated by the Independent Consultant who was hired by the NDRA to write up the Strategic Plan. The workshop reviewed the results of the consultation process, discussed the strategic direction, the vision and mission, and the formulation of the goals, objectives, and outcomes.

This strategic plan sets out NDRA's direction, strategic objectives, and key outcomes in the coming five years to reach the desired results. The strategy also highlights the principles that guide NDRA's work and how these are reflected in our programming.

As a result of analysis, vision, mission, core values, and strategic priorities were set out for the coming five years. In addition to that result-based framework was developed to guide projects and plans of NDRA departments. These strategic priorities set a clear direction of strategic objectives and expected outcomes to address the current and future challenges, and opportunities identified during this strategic analysis exercise. The process included developing vision, mission, core values, assessing the internal and external environment of the organization, formulating priority strategies, and a result-based framework with an action plan.

Based on its vision, mission, and core values, NDRA will focus on the coming five years (2022-2026) the following strategic objectives: -

**VISION:** Our vision is to help Refugees, returnees, asylum-seekers, and Internally Displaced People (IDPs) realize a better future and attain durable solutions.

**MISSION:** NDRA will provide protection assistance and will safeguard the rights of refugees, asylum-seekers, internally displaced people, and migrants. NDRA in collaboration with others will strive to achieve durable solutions through developing policies, coordination, and responding to humanitarian crises.

**Core Values:** NDRA employees will build public trust and confidence through performance and partnerships. Employees will achieve this by demonstrating a commitment to excellence reflected in the services, skills, collaborations, timeliness, and understanding we provide to those we support, and to those we garner support from. As representatives of state government, and as individuals, we value Integrity, equality, honesty, transparency, commitment, mutual respect, innovation, personal excellence, mutual respect, and teamwork. We hold ourselves accountable to our partners, beneficiaries, and host communities by honoring commitments, focusing on outcomes, and striving for the highest quality of service. We are committed to our mandate and believe that the services we provide are essential.

Finally, we wish to highlight the importance of the stakeholder's support and collaboration in achieving our objectives. UNHCR and other international organizations working in the country have a central role because of their commitment, presence, and daily work directly with refugees, IDPs, and migrants at different levels. The viewpoints and involvement of our target groups of IDPs, refugees, and other people of concern as well as host communities are essential to keep NDRA informed of realities, needs, and expectations which will further influence the political agendas or partnership responses. This support combined with the continued financial support will no doubt create durable solutions and a better future for Refugees, returnees, asylum-seekers, and Internally Displaced People (IDPs) as NDRA envisioned.

## 2. NDRA PRIORITIES

Based on the mandate and its strategic objectives, the National Displacement and Refugee Agency (NDRA) provides support and assistance to the refugees/asylum seeker, IDPs, returnees, and migrants in Somaliland for durable solutions and protections. The Agency will focus on the following:

- Identifying and pursuing durable solutions for internally displaced people (IDPs), Refugees other persons of
- Developing of comprehensive Urban strategy and policies for Durable Solutions for its target people
- Facilitation of voluntary repatriation of refugees and sustainable local return in IDPs, Returnees, and stranded migrants to their areas of origin
- Safeguard protection of refugees, returnees, Migrants, and IDPs
- Support access to legal assistance and legal remedies for people of concern.
- Ensuring equitable access to public services and sustainable livelihoods to IDPs, Returnees, and Refugees.
- Assist in getting quality integrated health services, Education, and WASH for IDPs and refugee-hosting areas are enhanced.
- Enhancing coordination, cooperation, and monitoring of all activities related to NDRA's mandate and activities with all partners and stakeholders.

Building the capacity of the organization includes enhancing staff capacity and the organization in general.

### 3. STRATEGIC OBJECTIVES OF NDRA:

Strategic  
Objective 1:

**Work towards durable solutions for internally displaced people (IDPs) and other persons of concern in attaining sustainable safe return, local integration, and resettlement in another part of the country**

Strategic  
Objective 2:

**Strengthening protection assistance for refugees, returnees, migrants and IDPs including prevention and mitigation of rights to reduce vulnerability.**

Strategic  
Objective 3:

**Increase the resilience and self-reliance of IDPs, Returnees, and Refugees by ensuring equitable access to public services, and sustainable livelihoods**

Strategic  
Objective 4:

**Strengthen coordination, cooperation, and monitoring of all activities related to IDPs, Refugees, Returnees, Migrants and asylum-seeker/Refugees with all relevant stakeholders for better service delivery.**

Strategic  
Objective 5:

**Strengthen organizational capacity and sustainability of the National Displacement and Refugees Agency (NDRA) to deliver effective services for better service delivery**

#### 4. BACKGROUND DESCRIPTION OF THE ORGANIZATION

National Displacement and Refugee Agency (NDRA) is a governmental agency that was founded on the 3<sup>rd</sup> of January 2018 by a presidential decree to provide support in terms of protection and durable solutions for refugees/asylum seekers, IDPs, returnees, and migrants in Somaliland. Over the years, NDRA has developed to address the protection needs and other basic needs of all persons of concern including IDPs, returnees, refugees, asylum seekers, and migrants. The agency operates and functions in all regions of Somaliland.

The agency, according to its mandate, will provide support to the refugees/asylum seeker, IDPs, returnees, and migrants in Somaliland for durable solutions and protections. The roles and responsibilities of the former Ministry of Reconstruction, Returnees, and Rehabilitation has been transferred to National Displacement and Refugee Agency, without changing the mandate the roles and responsibilities of the agency are as follows:

- To develop laws, policies, plans, and projects of the IDPs, refugees, returnees, and migrants in collaboration with government institutions and other concerned agencies.
- To initiate and implement the durable solution projects for the IDPs, returnees from the abroad countries
- To implement all basic social service projects for IDPs, Refugees, and returnees such as security, water, health, education, etc.
- To coordinate aid and donations from the government agencies, local community, and international aid organizations for the IDPs.
- To evaluate and monitor the resettlement projects to returnees in line with agreements and concerning national laws (Somaliland law).
- To lead help the IDPs in getting their assistance and support.
- To make sure the resettlement of the returnees and IDPs.
- To register refugees and asylum seekers in the country in collaboration with Somaliland immigration and border control agency and other concerned institutions in line with the national policies and laws
- To apply other national laws in line with the agency's roles and responsibilities

The number of NDRA staff in 2021 was 2110(82 female, 128 male), the percentage of males is 61% while the female percentage is 39%. NDRA coordinators are 12(2 female, 10 male), the organization has 6 offices in all Somaliland regions, 5 of them are owned by NDRA; only the office of MRC is a rent. The operational vehicles are 17(10 land cruisers, 7 Noah, and one Parado).

## 5. NDRA KEY RECENT ACHIEVEMENTS

The NDRA's Strategy (2019–2021) has helped the organization to sustain the implementation of its strategic objectives as well as most of its planned activities in line with national development plan II and other guiding policies. NDRA has managed to strengthen its ability to protect and assist people and to establish stronger synergies between legal, operational, and policy activities throughout the organization. The mandate of NDRA and its reputation have enabled to further establish a strong partnership with the UN and other international organizations working in Somaliland establish. Despite many challenges such as shortage of funds and increased number of displaced and refugees, NDRA has effectively managed to respond to many of the growing needs of its targeted populations of IDPs, returnees, refugees, and asylum seekers. Below are some of the achievements:

- Since the establishment of NDRA in 2018, the agency has assisted voluntary return and reintegration of a total of 5056 persons (2878 female, 2178 male) voluntary returnees.
- Facilitated Cash transfer to 12753 households of internally displaced people (IDPs) and food aid to 26703 IDPs households across the country
- Completed Comprehensive verification using biometrics of a total of 12,543 refugees and asylum seekers as recorded on August 2021 and that is the registered and authenticated number of refugees and Asylum seekers in the whole of Somaliland.
- The organization with relentless effort has made possible the initiating and drafting of Refugee that has been passed by the cabinet of ministries council of Somaliland.
- NDRA has effectively established well-equipped offices with a good logistics operation in all regions of Somaliland.
- The organization has specialized departments for refugees, returnees, and Asylum seekers
- Effectively coordinated and made possible provision of land properties to 5,705 IDP households.
- NDRA introduced official ID cards for recognized refugees
- NDRA has developed the refugee act to be shortly approved by the council of ministries of Somaliland to be passed as a bill in the parliament
- Took an active role in the establishment of refugee's status determination committee national at national level by the government of Somaliland known in Somali as (*Guddiga Go'aan ka gaadhista Qaxootiga*)
- Made possible a total of 5056 returnees to come back home with support and assistance.
- 1270 refugees and asylum seekers were registered Up to 31<sup>st</sup> October 2021
- A comprehensive functioning feedback mechanism is in place for all people of concern with a known

### 5.1. Coordination with relevant organizations and clusters

Since its establishment in 2018, NDRA is partaking active role in cluster coordination system, the organization effectively leads the following coordination mechanism in Somaliland:

- The protection cluster: the lead agency is NDRA while UNHCR is the Co-chair

- Shelter/NFI cluster and Camp Coordination management: NDRA is the lead agency while UNHCR is the Co-chair
- Sub-sector of housing, land, and property: NDRA is the lead agency, while NRC is the Co-chair.

Besides all these coordination meetings, NDRA also coordinates a high-level inter-governmental coordination meeting every quarter in which many government institutions and police and military officers attend to discuss issues related to people on the move and immigration and security issues.

## 6. MIGRATION RESPONSE CENTER (MRC)

Migration Response Center (MRC) is a leading agency under the control and the instruction of the National Displacement and Refugee Agency (NDRA). The MRC was formed to assist mixed migrants in Somaliland and provide them with emergency provisions such as advice on immigration and legal documents returnee to their home, medical care, and referral, psychosocial counseling, registration, Child protection, providing dignity kits, hotline service, counter-trafficking and assisted Voluntary Return and Reintegration, awareness-raising campaign against (Tahrib) Irregular migration facilitation of temporary shelters and basic non-food items. In addition to these services, the MRC coordinates national advocacy campaigns on the risks of migrating irregular, also known as “Tahriib” in Somali. In the other cases, MRC provided migrants information of relevant agencies. The MRC office in Hargeisa (Somaliland) was established in July 2009 in response to the escalating number of irregular migrations to the region. The MRC’s work is mainly focused on the assistance and the protection of mixed migrants coming from South Somalia, Ethiopia, and Yemen providing them with advisory services, to protect and support them. There severalr of factors that have fueled and motivated these migrants to undertake risky migratory routes such as internal conflicts, lack of economic livelihood, droughts, local crop production failure, and the consequences of climate change. Since MRC’s inception in 2009, it has developed a strong working partnership with the International Organization for Migration (IOM), which has a regional office in the office in Somaliland Hargeisa. The IOM is the only organization funding towards the day-to-day running costs of the MRC. Through this funding, the MRC has managed to assist over 15,240 individuals of mixed

immigrants from 2009 to 2021. The MRC has collaborated with the Mixed Migration Task Force (MMTF). MMTF is a cooperation working group of government institutions like IOM mainly funding agencies in the irregular migrants in the country.

The MRC wants to address area gaps within its services taking into account potential mixed migrants, population growth, financial constraints, potential resources, and sustainability. The identification of these gaps will further strengthen the role of the MRC as the leading national agency for the protection of mixed migrants in Somaliland.

JAMHUURIYADDA SOMALILAND  
HAY'ADDA QAXOONTIGA IYO BARAKACAYAASHA QARANKA  
(HQBQ)



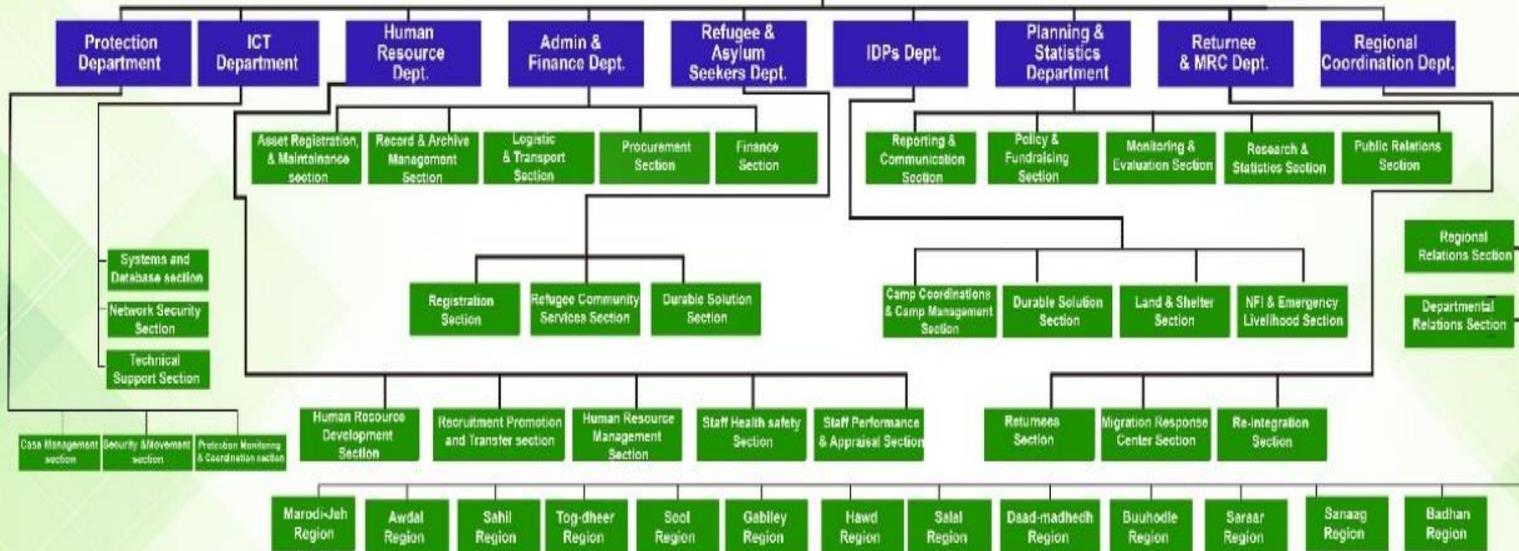
REPUBLIC OF SOMALILAND  
NATIONAL DISPLACEMENT & REFUGEE AGENCY  
(NDRA)

QAAB-DHISMEEDKA HAY'ADDA  
AGENCY STRUCTURE

**CHAIRMAN**

Vice Chairman

Technical  
Advisors



## 7. CRUCIAL GUIDING POLICIES, PRINCIPLES, AND NATIONAL PLANS IN THIS STRATEGY

This strategic plan is aligned and based on the following, policies, principles, and national vision 2030 and the national development plan II:

### 7.1. THE SOMALILAND NATIONAL VISION 2030:

“A Stable, Democratic and Prosperous Country where people enjoy a high quality of life” is the road map for the country’s long-term development aspirations and goals. It poses several key questions to us: *Where are we coming from? Where are we today? Where are we going to? And what kind of society do we want to become by 2030?*

This is the foundation upon which the National Development Plan (NDP) is based. Vision 2030 of Somaliland highlights the structural challenges we face and is based on five key pillars: *Economic Development, Infrastructure Development, Governance and Rule of Law, Social Development, and Environmental Protection.*

### 7.2. THE NATIONAL DEVELOPMENT PLAN II

This strategic plan is aligned to the Somaliland NDPII as approved and endorsed through the Somaliland National Planning Commission. Expanding upon the 5 Pillars of the National Vision 2030, the NDPII is strategically centered on the nine development Sectors of Health, Education, Environment, Production, Governance, Energy and Extractives, WASH, Economy, and Infrastructure. Each Sector has its vision, objectives, outcomes, and interventions which collectively contribute towards the achievement of the Somaliland National Vision 2030 and NDPII Goals. In particular, this strategic plan is suited to sectors of Governance, Environment, Economy, Education, and of course the WASH sector.

In 2016, a decision was also made to incorporate UN-led Humanitarian Clusters into Somaliland’s Aid Architecture’ aligning specific Clusters into related Sectors. While Humanitarian Clusters will still have an important role to play within individual Sectors, this alignment signifies an important move in Somaliland’s future development. By completing the transition from a humanitarian-based development context to one more focused on traditional development. The Sector Based Approach applied to the NDPII will strengthen the functionality of the existing Coordination Architecture in Somaliland and provide direction for future coordination, monitoring, evaluation, and reporting over the NDPII implementation period (2017-2021).

### 7.3. SOMALILAND IDP POLICY FRAMEWORK

The Government of Somaliland (hereinafter Government) commits itself to this Policy Framework on Internal Displacement to secure a predictable, systematic, coordinated, and principled approach to displacement and common guidance, improving living conditions and asserting the rights of the internally displaced persons (hereinafter IDPs), and creating conditions conducive to durable solutions. 1

This Policy Framework draws from applicable rules of international law and is based on the UN Guiding Principles on Internal Displacement. It will enable the Government and its partners to be prepared to deal with displacement and to protect and support IDPs. The Policy Framework is further governed by national laws including the Constitution of Somaliland (hereinafter the Constitution), Shari'a law, Customary Law, and other applicable policies.

The Policy Framework aims to re-affirm the *responsibility* of the government towards IDPs and other displacement-affected communities, provide *guiding principles and strategies* for the assistance and protection of IDPs, and to establish a clear framework for coordination, planning, management, evaluation, and monitoring of the response to internal displacement; clarify *notions, definitions, and key concepts* of IDP protection to ensure a common understanding by all stakeholders. It also aims to provide guidance and ensure protection and prevention from displacement and put in place *mitigation and contingency measures* for effective emergency preparedness and response, *minimize* the effects of internal displacement by providing an enabling environment for upholding the *rights and entitlements* of IDPs during all phases of displacement and to find and create conditions conducive to achieving *durable solutions* for IDPs

#### 7.4. THE GUIDING PRINCIPLES ON INTERNAL DISPLACEMENT

The [Guiding Principles on Internal Displacement](#) set forth 30 principles that outline the rights of internally displaced people (IDPs) and the responsibilities of national governments to protect and assist them. They detail the guarantees relevant to the protection of and assistance to IDPs during displacement until they achieve durable solutions through return, reintegration, or settlement elsewhere in the country. They also cover protections against arbitrary displacement. The Principles emphasize the primary responsibility of national authorities for protecting and assisting all IDPs, regardless of the cause of their displacement.

The 30 Guiding Principles are structured around the phases of displacement. They address protection against displacement (principles 5 to 9), protection during displacement (principles 10 to 23), the framework for humanitarian assistance (principles 24 to 27) and protection during return, local integration in the locations where the persons have been displaced, and resettlement in another part of the country (principles 28 to 30).

The principles guide all relevant actors: the UN Special Rapporteur in carrying out his or her mandate; states when faced with the phenomenon of internal displacement; all other authorities (including de facto authorities): groups and persons in their relations with IDPs; and inter-governmental and non-governmental organizations and their property and possessions

## 8. DISPLACEMENT CRISES

Since 1991, Somaliland has seen internally displaced people (IDPs), refugee returnees from Ethiopia and elsewhere, refugees, and other economic migrants in many parts of Somaliland cities; the majority join communities residing in government-recognized settlements, while others mingle with the host populations across the cities.

## Internally Displaced People (IDPs)

According to the last official assessment conducted by the National Displacement and Refugee Agency (NDRA) of Somaliland in July 2019, the number of IDPs in all regions of Somaliland is 60,6018. On the other hand, the number of refugees and asylum-seekers in Somaliland by 31<sup>st</sup> October 2021 is 15,248 whereby 7,078 individuals are asylum seekers while 8170 individuals are refugees. In Somaliland, the main causes of displacement were as a result of war/conflict, insecurity, and drought. In general, a total of 103 IDPs camps are existing in Somaliland that hosts 100103 households (601860 persons). The number of IDPs with special needs living in all camps is 1,132 persons. Specifically, 63 IDPs camps have education facilities, 63 camps have a health facility, and 18 camps share with the health facilities existing in the cities where the camps are located.

Common features of displaced populations in Somaliland<sup>1</sup>:

- Uprooted nature of community due to the displacement i.e. disruption of clan protection, loss of access to livelihood, and material household assets.
- Prevalence of split households with some members residing permanently or temporarily in the place of origin or other IDP settlements
- Express need for a durable solution or intention to return
- Ability to access services, assistance, and markets
- Seasonal travel to rural areas for planting and harvesting season or to maintain the security of tenure of land.
- Forced movement to a place of refuge

For the Guiding Principles, the term “internal displacement” describes situations in which individuals and groups are (1) forced or obliged to leave and remain away from their homes, but (2) remain within the borders of their own countries. The second element distinguishes them from refugees, who are also involuntarily displaced but across internationally recognized state borders. Internal displacement occurs typically in response to armed conflict, persecution, situations of widespread violence, natural and human-made disasters, and, more recently, large-scale development projects. However, both the scale of the problem and the nature of the response have become far more significant in the last two decades<sup>2</sup>

As a matter of, IDPs usually become dependent on others for basic needs such as shelter, food, and water. The longer the displacement period protracts the greater is the vulnerability of IDPs and their problems be complicated. And subsequently, the traditional family and social structures will break down, leaving IDPs dependent on outside aid and vulnerable to economic and sexual exploitation. Such dependency, in turn, reduces the chances of durable solutions and sustainable reintegration into society once political and security conditions have changed to enable such solutions to take place.

<sup>1</sup> Somaliland IDPs Policy Framework

<sup>2</sup> Guiding Principles on Internal Displacement, Introduction, paragraph 2.

IDPs, as citizens and residents of Somaliland, are entitled to all rights accorded to all citizens/residents by the Constitution and other applicable laws and policies. The Government shall take affirmative action, where required, to ensure that IDPs enjoy their rights in equality with non-displaced citizens. Ensure that vulnerable groups including women and children are equipped with knowledge about their rights and can engage in decision-making processes. This policy framework does not bestow IDPs with any legal or administrative status as they are citizens or habitual residents of Somaliland<sup>3</sup>.

#### Refugees and Asylum seekers

The last comprehensive verification using biometrics of refugees and asylum seekers conducted by NDRA on August 2021 revealed that the number of registered refugees and Asylum seekers in Somaliland is 12,543 persons.

### **Somaliland as a route and destination for mixed movements in East Africa**

Somaliland became due to its strategic location a route and departure, transit and destination for people moving in mixed movements through the East Africa region. Every year, tens of thousands of refugees and migrants travel to Somaliland to look for safety and better opportunities, and many (including Somalis) transit through Somaliland on their way to other destinations within the region or further afield. Due to its geographical location, Somaliland is positioned along two primary routes for mixed movements: (a) the northern route towards North Africa through Ethiopia and often Sudan and Libya; and (b) the eastern route to the Arabian Peninsula, via Bosaaso or Djibouti to Yemen. Since 2015, Somaliland's coastal town of Berbera has also served as a port of entry for (largely) Yemeni refugees and Somali and Ethiopian returnees fleeing conflict in Yemen.<sup>6</sup> In January 2021, UNHCR estimated that the total number of registered refugees and asylum-seekers in Somaliland was 13,634, the majority are Ethiopian (9,735) and Yemeni (3,125) nationals.<sup>7</sup> IOM further estimates that 44,188 migrants entered Somaliland between February and December 2020, through crossing points at Buhoodle, Harvard, and Lowyadde<sup>4</sup>.

<sup>3</sup> Somaliland IDPs Policy Framework

<sup>4</sup> MMC Research Report, June 2021

## 9. ENVIRONMENTAL SCANNING

### A. SWOT analysis of NDRA

#### PURPOSE

To identify your internal Strengths and Weaknesses and external Opportunities and Threats. The analysis helps you see the current state of your organization, and then make informed goals and strategic plans for future success

| S INTERNAL STRENGTHS |   | W WEAKNESSES |  |
|----------------------|---|--------------|--|
| 1                    | NDRA has three years' strategic plan                              | 1            | .There are no ToR or good JD for the staff                                       |
| 2                    | NDRA has functional offices in all regions of Somaliland          | 2            | The monitoring and coordination mechanisms of NDRA is limited                    |
| 3                    | NDRA has a government mandate and clear structure and departments | 3            | Gaps in some policies ( returnees and migrants)                                  |
| 4                    | Policies and laws in place(e.g. Refugee law- draft, IDPs policy)  | 4            | Limited communication and interaction between NDRA and other humanitarian actors |
| 5                    | It has a good reputation  | 5            | Training   |
| 6                    | Leads exiting Coordination mechanisms in the country              | 6            | Limited functionality of strategies and policies(shelved)                        |
| 7                    | Strong implementation of projects/activities                      | 7            | Shortage of premises of the NDRA regional offices (Buildings)                    |
| 7                    | Good human resources including consultants                        | 7            | Lack of fundraising strategy   |

| O EXTERNAL OPPORTUNITIES |  | T EXTERNAL THREATS |  |
|--------------------------|--|--------------------|--|
| 1                        | Possibility of getting new partners                                      |                    | Conflicting of government' agencies mandates (MESAF, NADFOR, ) that creates competitiveness        |
| 2                        | Possibility of getting developmental projects from the government budget |                    | Shortage of funding  |
| 3                        | New possible funders (Islamic foundations, ILO, SDF)                     |                    | Somaliland government is not encouraging Emergencies projects (Mins. National planning directive)  |
| 4                        | Possibility of owning land   |                    | Scarcity of external funding due to various factors such as global economic crisis, COVID.19, etc. |
| 5                        | Government working budget  |                    | Natural disasters such as Drought in increasing Displacement                                       |
| 6                        | Support of stakeholders  |                    | Conflicts in neighboring countries   |
| 7                        | The desire for a durable solution by all actors                          | 7                  | Resource and clan-based conflicts  |

The SWOT exercise reveals that the organization has well-established offices, qualified human resources, and government allocated funds, all these factors indicate that the organization is sustainable and has a strong base. This helps the organization to manage and enables them to effectively implement projects and activities.

On the other hand, NDRA's clear mandate, existing policies, strategic plans, and its ability in sustaining effective coordination mechanisms for all stakeholders enable it to pursue achieving its goals.

However, there are internal weaknesses of the organization that needs to be addressed to improve its efficiency. As mentioned in the SWOT exercise these weaknesses include lack of monitoring framework, limited communication, and interaction with donors, the limited functionality of policies and strategies, and lack of fundraising strategy.

Nevertheless, externally there are opportunities to be capitalized on and threats to be mitigated. The Opportunities included the availability of partnerships, emerging new Islamic donors, and the desire for a durable solution of IDPs for many actors. On the contrary, external threats included natural disasters, conflicting mandates of several government institutions, scarcity of external funds, conflict in the neighboring countries, Covid 19, and resource/clan-based conflicts that may increase displacement. The outcome of the SWOT analysis will be addressed and reflected in the strategic plan.

## 10. POLITICAL, ECONOMIC, SOCIAL, AND TECHNOLOGICAL ANALYSIS.

### PEST Analysis

|                  | Factor   | Opportunity  | Threat  |
|------------------|--|--|---|
| <b>Political</b> | <ul style="list-style-type: none"> <li>➤ Civil war in Ethiopia</li> <li>➤ Relation with Taiwan</li> <li>➤ 2022 Elections</li> </ul>  | <ul style="list-style-type: none"> <li>• Skilled and professional workforce such as doctors</li> <li>• Increase in export of food/goods from Berbera port</li> <li>• More emergency response funds for refugees/IDPs</li> <li>• Somaliland may be recognized</li> <li>• More scholarships</li> <li>• Transfer of technology in Agriculture and ITC</li> <li>• More stability and democracy</li> </ul>                          | <ul style="list-style-type: none"> <li>• Influx of refugees/migrants</li> <li>• Armed groups infiltration</li> <li>• Increase of contraband goods</li> <li>• Illegal cash transfers across the border</li> <li>• Weapons crossing border into Somaliland</li> <li>• Political tensions as a result of election and campaign process</li> </ul>  |
| <b>Economic</b>  | <ul style="list-style-type: none"> <li>➤ Crises in Ethiopia</li> <li>➤ DP World/Berbera port expansion</li> <li>➤ Drought</li> </ul> | <ul style="list-style-type: none"> <li>• Loose of the Ethiopian taxation system</li> <li>• Easy access to traveling</li> <li>• Berbera port could be booming.</li> <li>• Expansion of Berbera port.</li> <li>• Increase in employment</li> <li>• Opportunity for transportation companies</li> <li>• Increase in trade/small and medium business</li> <li>• Relocation and re-integration policies may be developed</li> </ul> | <ul style="list-style-type: none"> <li>• Reduce imports from Ethiopia particularly cereals, vegetables/fruits, and milk</li> <li>• Ill legal entry of commercialized items</li> <li>• Fluctuation of Ethiopian currency can affect our business</li> <li>• inflation</li> <li>• High right of unemployment</li> <li>• Competition on local labor</li> <li>• More destitution, more IDPs, increase in poverty</li> </ul> |

|                              |  |  |   |
|------------------------------|--|--|---|
| <p><b>Socio-Cultural</b></p> | <p>➤ <b>Mass influx of Ethiopians</b></p>  | <ul style="list-style-type: none"> <li>• Getting new skills/professions.</li> <li>• Cultural diversity.</li> <li>• New creative ideas</li> </ul>   | <ul style="list-style-type: none"> <li>• Potential crime rises</li> <li>• Encouraging of negative abuses among the youth</li> <li>• Increase in drug abuse</li> <li>• Insecurity</li> <li>• Religious sensitivity /clash</li> <li>• Health problems</li> <li>• New communicable diseases</li> </ul>                         |
| <p><b>Technological</b></p>  | <p>➤ <b>ICT of Government</b><br/>                 ➤ <b>Social Media</b><br/>                 ➤ <b>ICT improvement</b></p> | <ul style="list-style-type: none"> <li>• Somaliland E-Government will enhance good governance</li> <li>• E-Government will enhance country data management</li> <li>• Increase in employment</li> <li>• ICT will improve Information sharing in security, economy/climate change, education, etc.</li> <li>• Use of virtual communication technology in meetings due to COVID 19</li> <li>• Somaliland government is not encouraging Emergencies projects (Mins. National planning Sacad’s period)</li> <li>• Medical scanners</li> <li>• Knowledge of hydroelectric power.</li> <li>• Harvesting irrigation system</li> </ul> | <ul style="list-style-type: none"> <li>• Increase in cyber crimes</li> <li>• Negative use of social media may increase</li> <li>• Loss of time in social media</li> <li>• Decrease of telecommunication capacity(as a result of Ethiopia crises)</li> <li>• Overcrowd of communication channels (roads, flights)</li> </ul> |

## 11. STAKEHOLDER ANALYSIS

### Stakeholder Assessment: NDRA

| No | Stakeholder                    | What would they say your organization's strengths are?   | How does your organization help them meet their goals?   | What reservations do they have about your organization?  | What action are you hoping for this stakeholder to take?  | Why should this stakeholder choose your organization over others?  |
|----|--------------------------------|--|--|--|---|--|
| 1  | Ministry of justice            | Government-mandated in IDPs and Refugees   | Provide data and information<br>Seek advice on legal issues  |  | Support IDPs, Refugees access to rights and justice<br>Support in Refugee law   |  |
| 2  | Immigration and border control | Government-mandated in IDPs and Refugees   | Provide data and information<br>Work closely   |  | Monitoring and surveillance of mixed migration  |  |
| 1  | UNHCR                          | <ul style="list-style-type: none"> <li>• Clusters Coordination (shelter, protection, and CCCM)</li> <li>• Strong leadership</li> <li>• Commitment</li> <li>• Compatible working offices</li> </ul> | <ul style="list-style-type: none"> <li>• Government Facilitation</li> <li>• Activity Joint Monitoring</li> </ul> | <ul style="list-style-type: none"> <li>• Reluctant to some solution suggestions.</li> <li>• Allocation of SDF –no emergencies</li> </ul> | <ul style="list-style-type: none"> <li>• Appeals of Durable Solution funds</li> <li>• Capacity Building</li> <li>• Cluster Fundraising (Protection, Shelter, CCCM, and HLP)</li> <li>• Host community Projects</li> <li>• Increasing POCs activities</li> </ul> | <ul style="list-style-type: none"> <li>• Government-Mandated Agency</li> <li>• Well established institution</li> </ul> |

|   |                |   |  |   |   |  |
|---|----------------|---|--|---|---|--|
| 2 | IOM            | <ul style="list-style-type: none"> <li>• Resourceful</li> <li>• Strong leadership</li> <li>• Commitment</li> <li>• Compatible working offices</li> </ul>  | <ul style="list-style-type: none"> <li>• Provide Data and information</li> <li>• Reports</li> </ul>  | <ul style="list-style-type: none"> <li>• Government Funding</li> </ul>  | <ul style="list-style-type: none"> <li>• Host Community Funding</li> <li>• Permanent center for MRC</li> </ul>  | <ul style="list-style-type: none"> <li>• Government-Mandated Agency</li> <li>• Well established institution</li> </ul> |
| 3 | NRC            | <ul style="list-style-type: none"> <li>• Clusters Coordination</li> <li>• Strong leadership</li> <li>• Commitment</li> <li>• Compatible working offices</li> <li>• Regional Capacity</li> </ul> | <ul style="list-style-type: none"> <li>• Government Facilitation</li> <li>• Cluster Chairing</li> <li>• Implementation of interventions</li> <li>• Processing of Ownership Certificates</li> </ul> | <ul style="list-style-type: none"> <li>• Government Funding</li> </ul>  | <ul style="list-style-type: none"> <li>• Increase title deeds funds</li> <li>• Shelter Funds</li> <li>• Self Help Groups</li> <li>• Vocational Skills Trainings</li> </ul>  | <ul style="list-style-type: none"> <li>• Government-Mandated Agency</li> </ul>   |
| 4 | ACTED          | <ul style="list-style-type: none"> <li>• Stronger CCCM Coordination</li> <li>• Strong leadership</li> <li>• Commitment</li> <li>• Compatible working offices</li> </ul>                         | <ul style="list-style-type: none"> <li>• Facilitating election of Camp Management Committees (CMCs)</li> <li>• Support/facilitate Beneficiaries selection procedure</li> </ul>                     | <ul style="list-style-type: none"> <li>• Limited Capacity of</li> <li>• Regional coordinators</li> <li>• Poor communication between NDRA and municipalities to avoid evictions</li> </ul> | <ul style="list-style-type: none"> <li>• Enhancement of CMCs training</li> <li>• Installation of street solar lights for IDP camps</li> <li>• Distribution of Emergency Shelter Kits (ESK)</li> <li>• Increase safety Audit Activities</li> </ul> | <ul style="list-style-type: none"> <li>• Government-Mandated Agency</li> </ul>   |
| 5 | SOS-Somaliland | <ul style="list-style-type: none"> <li>• Strong leadership</li> <li>• Commitment</li> <li>• Compatible working offices</li> </ul>   | <ul style="list-style-type: none"> <li>• Prioritization of vulnerable IDPs camps.</li> <li>• Beneficiaries selection</li> <li>• Participation in Joint monitoring</li> </ul>                       | <ul style="list-style-type: none"> <li>• Lack of monitoring tools</li> </ul>  | <ul style="list-style-type: none"> <li>• Increase livelihood projects</li> <li>• Enhancement of Self Help Groups</li> <li>• Promotion of hygiene kits to prevent Covid 19</li> </ul>  | <ul style="list-style-type: none"> <li>• Government-Mandated Agency</li> <li>•</li> </ul>                              |

|   |          |   |  |  |   |  |
|---|----------|---|--|--|---|--|
| 6 | WVI      | <ul style="list-style-type: none"> <li>• Strong leadership</li> <li>• Commitment</li> <li>• Compatible working offices</li> </ul>   | <ul style="list-style-type: none"> <li>• Government engagement</li> <li>• Beneficiaries selection</li> <li>• Prioritization of activities</li> </ul>   | <ul style="list-style-type: none"> <li>• Poor monitoring tools</li> <li>• Conflict of mandate with other government institutions</li> </ul>  | <ul style="list-style-type: none"> <li>• Participation in project proposals development to help priorities</li> <li>• Increase of livelihood projects</li> </ul>  | <ul style="list-style-type: none"> <li>• Government-Mandated Agency</li> <li>• Well established institution</li> </ul> |
| 7 | Refugees | <ul style="list-style-type: none"> <li>• Legal Documentation</li> <li>• Protecting their rights</li> <li>• Respond to their complaints</li> <li>• Easy access of electing their community leaders</li> <li>•</li> </ul>   | <ul style="list-style-type: none"> <li>• Basic Community Services</li> <li>• Registration</li> <li>• Refugee/ Asylum seeker ID cards</li> <li>• Easy movement</li> <li>• Protection</li> <li>• Referral of services</li> </ul>   | <ul style="list-style-type: none"> <li>• Insufficient of basic services</li> <li>• Expiration of refugee ID cards limited to 3 years</li> <li>•</li> </ul>                                 | <ul style="list-style-type: none"> <li>• Respect the rules and regulations of Somaliland</li> <li>• Follow the NDRA guidelines</li> <li>• Improve the Hygiene and sanitation during Covid 19</li> </ul> | <ul style="list-style-type: none"> <li>• Government-Mandated Agency Well established institution</li> </ul>            |
| 8 | IDPs     | <ul style="list-style-type: none"> <li>• Providing title deeds</li> <li>• Distribution of emergency assistance</li> <li>• Construction of latrines, schools, health, etc.</li> <li>• Distribution of water tanks</li> <li>• Durable solution projects</li> <li>• Creation of Self Help Groups</li> <li>• Vocational skills</li> </ul> | <ul style="list-style-type: none"> <li>• Providing title deeds</li> <li>• Distribution of emergency assistance</li> <li>• Construction of latrines</li> <li>• Distribution of water tanks</li> <li>• Durable solution projects</li> <li>• Creation of Self Help Groups</li> <li>• Vocational skills</li> </ul> | <ul style="list-style-type: none"> <li>• Availability of public land to relocate</li> <li>• Limited of housing and shelter projects</li> <li>• Lack dissemination of IDP policy</li> </ul> | <ul style="list-style-type: none"> <li>• To reintegrate the host community</li> <li>• Free from dependency</li> <li>• To follow the IDP policy</li> <li>• Resilient of disasters</li> </ul>             | <ul style="list-style-type: none"> <li>• Government-Mandated Agency</li> </ul>   |



## 12.ALIGNMENT TO NATIONAL DEVELOPMENT PLAN (NDP II) AND SUSTAINABLE DEVELOPMENT GOALS

| NDRA STRATEGIC PLAN 2022-2026    |  | SOMALILAND NATIONAL DEVELOPMENT PLAN –NDP II                       | SUSTAINABLE DEVELOPMENT GOALS-SDG |
|----------------------------------|--|--|-----------------------------------|
| <b>Strategic Objective: SO 1</b> | Work towards durable solutions for internally displaced people (IDPs)and other persons of concern in attaining sustainable safe return, local integration, and resettlement in another part of the country | Pillar 3<br>Good Governance<br>PILLAR 4<br>SOCIAL DEVELOPMENT      | SDG3, SDG6, SDG6, SDG8, SDG11     |
| <b>Strategic Objective: SO 2</b> | Strengthening protection assistance for refugees, returnees, Migrants, and IDPs including prevention and mitigation of rights to reduce vulnerability.   | Pillar 3<br>Good Governance  | SDG1,SDG2,SDG3,SDG5,SDG16         |
| <b>Strategic Objective: SO 3</b> | Increase the resilience and self-reliance of IDPs, Returnees, and Refugees by ensuring equitable access to public services, and sustainable livelihoods  | PILLAR 1<br>ECONOMIC DEVELOPMENT<br>PILLAR 4<br>SOCIAL DEVELOPMENT | SDG1,SDG2,SDG3,SDG5,SDG11,SDG16   |
| <b>Strategic Objective: SO 4</b> | Strengthen coordination, cooperation, and monitoring of all activities related to IDPs, Refugees, Returnees, and asylum-seeker with all relevant stakeholders for better service delivery                  | Pillar 3<br>Good Governance  | SDG17, SDG1,SDG2,SDG3             |
| <b>Strategic Objective: SO 5</b> | Strengthen organizational capacity and sustainability of the National Displacement and Refugees Agency (NDRA) to deliver effective services  | Pillar 3<br>Good Governance  | SDG4, SDG8, SDG9,                 |

## 13. STRATEGIC PRIORITIES

To fulfill our mission, we will focus on the following strategic priorities for the five years (2022-2026)

### 13.1. Strategic Objectives of NDRA:

#### 13.1.1. Strategic Objective 1

**SO 1:** Work towards durable solutions for internally displaced people (IDPs) and other persons of concern in attaining sustainable safe return, local integration and resettlement in another part of the Country

As articulated in principle 28 of the Guiding Principles on Internal Displacement, IDPs have a right to a durable solution and often need assistance in their efforts. Guiding Principles 28-30 set out the rights of IDPs to durable solutions, the responsibilities of national authorities, and the role of humanitarian and development actors to assist durable solutions.<sup>5</sup> NDRA representing the government of Somaliland will strive to work with all stakeholders including the IDPs to find lasting and durable solutions for the plight of IDPs. A durable solution is achieved when internally displaced persons no longer have any specific assistance and protection needs that are linked to their displacement and can enjoy their human rights without discrimination on account of their displacement. It can be achieved through<sup>6</sup>:

- Sustainable reintegration at the place of origin (hereinafter referred to as “return”);
- Sustainable local integration in areas where internally displaced persons take refuge (local integration);
- Sustainable integration in another part of the country (settlement elsewhere in the country or relocation)

Moreover, the durable solutions are not limited to IDPs but NDRA will also work with UNHCR, donors, and others to strengthen the traditional “three durable solutions” for refugees, and in the search for other sustainable solutions.

As stated in the Somaliland internal displacement policy, the Government of Somaliland and all stakeholders shall:

<sup>5</sup> IASC on Durable solutions for IDPs 2010

<sup>6</sup> IASC on Durable solutions for IDPs 2010

- a. Take the necessary measures to create conditions conducive to achieving durable solutions to internal displacement to ensure that displacement does not last longer than required by the circumstances;
- b. Recognize that a durable solution may be achieved through (1) return and reintegration, (2) settlement and integration elsewhere in Somaliland, (3) local integration in the place IDPs settle.
- c. Respect the right of internally displaced persons to make a voluntary and informed decision about their future, including the right to return, to settle elsewhere in Somaliland, or locally integrate.
- d. Provide relevant and accurate information to internally displaced persons and communities on the situation in their home areas and facilitate free go and see visits to inform their voluntary decision to return.
- e. Abstains from directly or indirectly compelling, undertaking, promoting, or encouraging return or relocation to areas where the life, safety, liberty, or health of IDPs would be at risk.
- f. Recognize that a durable solution is achieved when internally displaced persons no longer have specific needs for assistance and protection that are linked to their displacement and enjoy their constitutional and human rights as all other Somali citizens.
- g. Acknowledge that finding durable solutions is a gradual process during which IDPs' needs diminish while they can re-establish their own lives and (re-)integrate. In particular, this requires the recovery and establishment of sustainable livelihoods.
- h. Recognize that the process of finding a durable solution requires coordinated and concerted efforts of human rights, humanitarian, development, and peace-building actors.<sup>7</sup>

### 13.1.2. Strategic Objective 2

#### SO 2: Strengthening protection assistance for refugees, returnees, Migrants, and IDPs including prevention and mitigation of rights to reduce vulnerability

The purpose of this strategic objective is to ensure full and equal respect for the rights of all people of concern (PoCs), regardless of age, gender, ethnicity, social, religion, or background. This requires a common understanding of protection and how it is achieved. This is one of the purposes that NDRA was founded and it is part and parcel of its existence. Primarily, the rights of PoCs are protected and respected by Somaliland laws, human rights law international humanitarian law, and refugee law. Our common understanding is that protection is not limited to survival and physical security but intended the full range of rights, including freedom of movement, right to education, right to basic amenities, civil and political rights, and economic,

<sup>7</sup> Somaliland internal displacement policy

social, and cultural rights, including the health rights. NDRA will closely work with all relevant stakeholders to be responsive to prevent or stop violations of rights; ensure a remedy to violations, including through access to justice and reparations; and generally promote respect for rights and the rule of the law of Somaliland. NDRA, particularly its protection department will strengthen the protection of the targeted people in regularly taking the following actions:

- Protecting of targeted groups through Right Based Approach (RBA)
- Evaluating and observing the vulnerable groups of Refugees, Returnees, and IDPs living in Somaliland.
- Providing counseling and advice related to their current situation.
- Close monitoring and observing for security and the free movements of the persons of concern.
- Good cooperation and coordination with relevant stakeholders.
- Advocating for the GBV survivors particularly those who come under the mandate of NDRA.
- Supporting and giving special consideration for unaccompanied children, people with disabilities, and other vulnerable groups in the IDPs, Returnees, Refugee/asylum seekers and to re-build their lives.
- Ensuring that the PoCs have proper documentation and registration after accepting their refugee status, and hence registration becomes a protection tool from arbitrary arrest, detention, and refolement.
- Provision of orientation to the PoCs on National policies and other policies related to their status
- Developing effective case management through referring, recording, supporting, and follow-up.
- Ensuring mainstreaming protection principles in all NDRA programs and offices
- Identifying legal gaps and developing policies and legal frameworks.

NDRA will focus on life-saving assistance to vulnerable people including IDPs, refugees, returnees, and vulnerable host communities particularly to the newly displaced and newcomers of refugees and asylum seekers. In addressing life-threatening conditions, NDRA and its partners will provide emergency life-saving water, food, non-food items, health and protection assistance, and psychosocial support. With the rising levels of food insecurity due to a combination of factors including the drought and economic crisis, concerted efforts will be made to scale-up operations to mitigate the likelihood of people adopting negative coping mechanisms. NDRA and its partners will, at the same time, work to sustain the response in those localities with ongoing activities to avoid any further deterioration.

### 13.1.3. Strategic Objective 3:

**SO 3:** Increase the resilience and self-reliance of IDPs, Returnees, and Refugees by ensuring equitable access to public services, and sustainable livelihoods.

This strategy seeks to improve food and livelihood sufficiency, harmonize social service delivery, provide life skills capacity building, and advocate support to local authorities' capacity to deliver essential services. Many IDPs in Somaliland are in a protracted situation in which they were living in IDPs for more than two decades. However, their needs in terms of basic rights and essential economic, social, and psychological needs remain unfulfilled. Due to many factors, many IDPs are often unable to achieve self-reliance and hence remain dependent on humanitarian support and aid.

For protracted displacement, there is a need to address the short-term and current problems in which the lives of vulnerable IDPs become difficult to sustain if not tackled these problems. Eventually, long-term sustainable solutions must not be forgotten and it needs the efforts and willingness of all stakeholders including the government. Addressing the needs of IDPs particularly in situations of protracted displacement needs commitment, cooperation, and closer coordination of the NDRA and the development actors in the country. Existing cooperation and such efforts should be strengthened and streamlined. In all these efforts on strengthening the resilience of IDPs, host communities should be included in all initiatives because they are living in similar situations.

NDRA to achieve this objective will plan to perform the following interventions in collaboration with existing stakeholders to enhance the resilience and self-reliance of IDPs.

- Provide marketable skills training to girls and boys in IDPs
- Empower economically through supporting in the development of small business
- Provision of quality business development training
- Support inclusion of IDPs youth in national job creation programs
- Advocate IDPs in the local and national level budgets
- Provide cash transfers to the most vulnerable households
- Ensure access to basic services such as health, education, water and hygiene and sanitation

#### 13.1.4. Strategic Objective 4:

**SO 4: Strengthen coordination, cooperation and monitoring of all activities related to IDPs, Refugees, Returnees and asylum seeker with all relevant stakeholders for better service delivery**

NDRA Commits to strengthen coordination and cooperation to provide efficient services to refugees, IDPs, returnees, and asylum seekers as well as effective information sharing, and improve decision-making. It is the mandate of NDRA to lead effective coordination at different levels for all issues concerning displacement, refugees, and displacements.

The organization will lead a coordination mechanism with all relevant actors and make measures to arrive at a stronger, more coherent work and to make a positive impact on the lives of vulnerable target beneficiaries. NDRA will take advantage of high-level meetings and forums with UN and international agencies to promote and solicit commitments to improve the services and wellbeing of IDPs, refugees, and other persons of concern. It is also an opportunity to appeal for better response and raise funds for the cause of the needy target groups. Moreover, NDRA according to its mandate monitors all activities related under its jurisdiction to ensure that all interventions are carried out according to the plan. There are many benefits of coordination with stakeholders; to mention some; it gives a chance for different stakeholders to voice their opinions, it ensures that an organization has greater clarity and a shared vision amongst its key influencers, it brings people together to pool knowledge, experience, and expertise to co-create solutions, It helps build collaborative partnerships and new relationships that generate value and most importantly it minimizes duplication of efforts. To achieve this strategic objective, The National Displacement and Refugee Agency (NDRA) on behalf of the government of Somaliland will be responsible for the coordination, monitoring, supervision, and evaluation of all matters related to the management of refugee-returnees and internal displacement in Somaliland.

**NDRA will ensure the following:**

- Strengthen the existing coordination for issues related to IDPs, refugees, returnees, and asylum seekers and ensure its success.
- Will lead and chair protection cluster coordination in the country as it represents the government of Somaliland as mandated. NDRA will closely work with UNHCR and other stakeholders for effective coordination at the national level.
- Will direct and lead cluster coordination meetings of shelter and NFI to improve services delivery to IDPs
- Will take a leading(co-chairing) role in the camp coordination and camp management(CCCM) cluster in Somaliland to improve the living conditions and protection of IDPs in sites and settlements and ensure equitable access to services and the assistance of all persons in need in close working with NRC and another stakeholder
- Will take an active role in leading the inter-governmental coordination meetings every quarter with key relevant government ministries and other bodies such ministry of interior, immigration, military, and other police departments. This coordination meeting is high level in which UNHCR also takes an active role.

**Monitoring work progress**

NDRA management will monitor the progress of all related work with its mandate to ensure accountability and to know the progress against the plan. The purpose of the monitoring is to provide managers, decision-makers, and other stakeholders with regular feedback on progress in implementation and results and early indicators of problems that need to be corrected. It usually reports on actual performance against what was planned.

NDRA will regularly monitor the implementation of projects and activities related to its mandate at a regular time frame such as monthly or quarterly or as decided by its managers.

### 13.1.5. Strategic Objective 5

#### SO 5: Strengthen organizational capacity and sustainability of National Displacement and Refugees Agency (NDRA) to deliver effective services

NDRA will invest in the capacity building of its staff on key areas of its program and operations by its capacity plan. The capacity plan will be based on a participatory capacity and training need assessment to be carried out every year or according to the need. The key purpose of this capacity building for the staff is to help NDR to deliver its mandate effectively and efficiently

Capacity building is not merely training but is wider and it is creating an enabling environment, with appropriate policy and legal frameworks, institutional development, including community participation (of women in particular), human resources development, and strengthening of managerial systems.

Specifically, this requires efforts in three main areas:

- Equipping individuals and communities with the understanding, skills, and access to information, knowledge, and training that enables them to perform effectively.
- Developing effective management structures, processes, and procedures within organizations and for managing relationships among different organizations and partners.
- Putting in place institutional, legal and regulatory frameworks to enable organizations, institutions, and agencies at all levels and in all sectors (public, private, and community) to enhance their capacities

Although, the capacity building depends on the outcome of the capacity need assessment, however, the following areas are highlighted as a priority for institutional capacity strengthening:

Financial Management

1. Human Resource Management
2. Information Technology
3. Institutional Governance
4. Leadership
5. Management
6. Resource Mobilization
7. Risk Management
8. Project Management
9. Procurement Management Systems
10. Supply Chain Management and Logistics<sup>8</sup>

<sup>8</sup> Framework for Strengthening the Institutional Capacity of National and Local Actors

## 14. RESULT BASED FRAMEWORK

**SO 1; Work towards durable solutions for internally displaced people (IDPs), returnees, and other persons of concern in attaining sustainable safe return, local integration, and resettlement in another part of the country**

|  | OUTCOMES  | OUTPUTS  | INDICATORS   |
|--|---|--|--|
|  | Outcome 1: A comprehensive Urban strategy and policies for Durable Solutions of IDPs, refugees and Returnees developed and implemented        | <ul style="list-style-type: none"> <li>• Multi-task taskforce committees comprising, NDRA, local governments, the regional governors and established and strengthened</li> <li>• Comprehensive urban durable solution strategy for IDPs, Returnees, developed.</li> <li>• IDPs policy updated and disseminated.</li> <li>• Creation of Returnee policy.</li> <li>• Asylum seekers policy modified.</li> <li>• Follow up on approval of Refugee Law.</li> </ul> | <ul style="list-style-type: none"> <li>• 3 Task force established</li> <li>• One Durable solution strategy developed</li> <li>• IDP policy updated and disseminated in 23 districts</li> <li>• creation of 1 Returnee policy ...</li> <li>• Refugee and asylum seekers policy modified.</li> <li>• Refugee Act.</li> </ul> |
|  | Outcome 2: Voluntary repatriation of refugees and sustainable local return in IDPs, Returnees, and stranded migrants to their areas of origin | <ul style="list-style-type: none"> <li>• Intension survey conducted.</li> <li>• Return areas are assessed and ensured access to basic services</li> <li>• IDPs originated pastoral/agro-pastoral systems are restocked with livestock.</li> <li>• Voluntary repatriation and return outside the country facilitated.</li> <li>• (AVRR) for stranded migrants in Somaliland to their country of origin.</li> </ul>  | <ul style="list-style-type: none"> <li>• 5 Intension survey conducted.</li> <li>• 500 IDP Households voluntary returned and 10,000 livestock provided</li> <li>• 6,200 persons Voluntary repatriated and returned outside country</li> </ul>   |
|  |   | <ul style="list-style-type: none"> <li>• Possibility of Voluntary repatriation studied.</li> <li>• Yearly Voluntary repatriation assessment of refugees conducted.</li> <li>• Facilitation of voluntary repatriation in refugees.</li> </ul>   | <ul style="list-style-type: none"> <li>• Yearly Voluntary repatriation assessment of refugees conducted.</li> <li>• 100 refugee's cases were voluntary repatriated.</li> </ul>   |

|  |   |   |  |
|--|---|---|--|
|  | <p>Outcome 3: IDPS' and Returnees local re-integration and relocation are supported</p>                               | <ul style="list-style-type: none"> <li>• Comprehensive assessments conducted for Reintegration and relocation of IDPs and returnees.</li> <li>• Income generation for youth and women groups supported.</li> <li>• Youth IDPs and returnees provided Marketable skills.</li> <li>• IDPs households live in concentrated camps Relocated.</li> <li>• Resettlement of returnees from outside of the country.</li> </ul>   | <ul style="list-style-type: none"> <li>• 880 individuals of IDPs Income generations for women groups supported</li> <li>• 150 youth returnees provided with income-generating activities</li> <li>• 1,300 individual youth IDPs provided Marketable skills.</li> <li>• 500 returnees provided with Marketable skills.</li> <li>• 3,600 IDPs households live in concentrated camps Relocated.</li> <li>• 50 Households of returnees resettled.</li> </ul>   |
| <p><b>SO 2:Strengthening protection and assistance for refugees, returnees, Migrants and IDPs including prevention and mitigation of rights' violation to reduce vulnerability</b></p> |   |   |  |
|  | <p>Outcome 1: Refugees, Returnees, Migrants, and IDPs have increased access to protection and quality assistance.</p> | <ul style="list-style-type: none"> <li>• Irregular migrant's assistance provided.</li> <li>• Provision of timely assistance and protection to Refugees, IDPs, Returnees.</li> <li>• Effective complaint and feedback mechanism.</li> <li>• Provision of timely registration with ID, certificates and token cards in Refugee/Asylum seekers, IDPs and returnees.</li> <li>• IDPs Profiling conducted</li> <li>• Provision of timely assistance and protection to Refugees, IDPs, Returnees.</li> <li>• Effective complaint and feedback mechanism.</li> <li>• Provision of timely registration with ID, certificates, and token cards in Refugee/Asylum seekers, IDPs, and returnees</li> </ul> | <ul style="list-style-type: none"> <li>• 4,800 migrants were Screened and registered,</li> <li>• 2,700 migrants voluntarily returnees assisted with temporary shelter.</li> <li>• 1,000 irregular migrant's referral mechanism provided.</li> <li>• 35,000 beneficiaries reached in awareness among irregular migrants/Tahriib</li> <li>• 3,100 migrants and returnee's child's and family tracing protected</li> <li>• 500 Counter trafficking and stranded migrants provided.</li> <li>• 1,800 free hotline services provided to the migrants.</li> <li>• 1,500 HH provide with hygiene and sanitation kits (including PPE)</li> <li>• 9,000 migrants provided with health assistance including referral.</li> </ul> |

|  |  |  |   |
|--|--|--|---|
|  |  |  | <ul style="list-style-type: none"> <li>• 7,200 non-food items and dignity kits provided.</li> <li>• 2,900 persons of IDPs, returnees, refugees, and Migrants assisted with psychosocial counselling support.</li> <li>• 3,000 portable solar lights provided to the IDPs.</li> <li>• 12 IDPs Camp Management Committees elected,</li> <li>• 10 training workshops on IDP camp management committee conducted.</li> <li>• 2 refugee committee elections conducted.</li> <li>• 10 workshops of refugee committee Community engagement.</li> <li>• 5,000 cases effectively referred to the service provided in response to complaints and feedback mechanisms</li> <li>• Annual refugee response plan.</li> <li>• Initiation of mobile registration.</li> <li>• 3,600 IDPs registered for relocation</li> <li>• 3,600 Tokens provided for newly relocated Households.</li> <li>• 4,500 refugee ID cards provided.</li> <li>• #of refugees assisted</li> <li>• 6,500 refugees and asylum seekers were registered.</li> <li>• 5 IDPs</li> <li>• Profiling conducted</li> </ul> |
|--|--|--|---|

|   |   |  |  |
|---|---|--|--|
|   | <p>Outcome 2: Access to legal assistance and legal remedies improved.</p>   | <ul style="list-style-type: none"> <li>• Legal assistance provided.</li> <li>• Awareness-raising on rights and obligations increased.</li> <li>• GBV awareness campaigns conducted.</li> <li>• Building the resilience of children and families in protection rights.</li> </ul> | <ul style="list-style-type: none"> <li>• 20 individual IDPs legally assisted, 200 irregular migrants and 5,000 of refugee/asylum seekers legally referred to the legal clinic.</li> <li>• 10 Awareness-raising sessions on rights and obligations of land ownerships in IDPs conducted.</li> <li>• 20 Awareness-raising sessions on rights and obligations among irregular migrants.</li> <li>• 10 Public awareness and providing workshops among refugee law.</li> <li>• 25 GBV Awareness-raising sessions in IDPs, Refugees, returnees and irregular migrants conducted</li> <li>• 200 child protection rights awareness-raising sessions in IDPs and Refugees conducted.</li> </ul> |
| <p><b>SO 3: Increase the strengthening of IDPs, Returnees, and Refugees by ensuring equitable access to public services, and sustainable livelihoods.</b></p> |   |  |  |
|   | <p><b>Outcome1:</b> enabling adequate living standard of IDPs , Returnees and Refugees by providing Food, non-food items, and cash assistance</p> | <ul style="list-style-type: none"> <li>• Cash transfers to most vulnerable IDPs, Refugees, and returnees distributed.</li> <li>• Distribution of Food assistance in IDPs and Returnees.</li> <li>• Distribution of non-food items assistance in IDPs and Returnees</li> </ul>    | <ul style="list-style-type: none"> <li>• 8,600 HH cash assistance distributed to the IDPs.</li> <li>• 2,000 HH cash assistance distributed to the Refugees.</li> <li>• 6,200 of returnee’s cash assistance provided.</li> <li>• 50,000 HH Food assistance distributed.</li> <li>• 1,000 HH of returnee’s food assistance provided.</li> <li>• 12,700 HH Non-food items IDPs and returnees distributed.</li> </ul>  |

|  |  |   |   |
|--|--|---|---|
|  | <p><b>Outcome2:</b> Access to quality integrated health services, Education and WASH in IDPs and refugee-hosting areas are enhanced.</p> | <ul style="list-style-type: none"> <li>• Promote hygiene and sanitation.</li> <li>• Provision of water tanks and water trucking.</li> <li>• Promotion of primary education in the IDPs and returnees.</li> <li>• Improvement of Health care facilities in IDPs</li> </ul> | <ul style="list-style-type: none"> <li>• 10 hygiene and sanitation awareness campaigns in IDPs and host community are conducted.</li> <li>• 500 HHs latrines constructed</li> <li>• 15,000 cases of refugee’s health care provided.</li> <li>• 1,500 HH water tanks Distributed</li> <li>• 2,000 Water tankers were deployed.</li> <li>• 6,000 Refugee individuals’ free education provided.</li> <li>• 10 primary schools were constructed in IDP camps.</li> <li>• 850 returnees have access to free education.</li> <li>• 20 schools were provided with both material and teachers in IDPs.</li> <li>• 500 new students enrolled.</li> <li>• 5 new MCHs constructed</li> <li>• 800 returnees provided with health services.</li> <li>• 5 MCHs rehabilitated</li> <li>• 5 MCHs equipped with both material professional staff.</li> </ul> |
|  |  |   | <ul style="list-style-type: none"> <li>• 20 schools were equipped with both material and teachers in IDPs.</li> <li>• 500 new students enrolled.</li> <li>• 5 new MCHs constructed</li> <li>• 800 returnees provided with health services.</li> <li>• 5 MCHs rehabilitated</li> <li>• 5 MCHs equipped with both material professional staff.</li> </ul>   |

|   |   |  |   |
|---|---|--|---|
|   | <p>Outcome3: Housing, Land, and property in IDPs and Returnees.</p>               | <ul style="list-style-type: none"> <li>• Awareness-raising campaigns among Housing, Land and property.</li> <li>• Provision of ownership certificates</li> <li>• Provision of land.</li> <li>• Construction of permanent/temporary shelter.</li> </ul> | <ul style="list-style-type: none"> <li>• 550 Awareness-raising campaigns among Housing, Land, and property.</li> <li>• 500 HHs ownership certificates provided.</li> <li>• 3,600 HHs IDPs provided Land.</li> <li>• 600 of returnee’s land provided.</li> <li>• 500 HHs permanent/ temporary shelters of IDPs constructed</li> <li>• 50 returnees’ permanent/ temporary shelters constructed.</li> </ul>  |
| <p><b>SO 4:Strengthen coordination, cooperation, and monitoring of all activities related to IDPs, Refugees, Returnees, Migrants, and asylum-seeker/Refugees with all relevant stakeholders for better service delivery</b></p> |   |  |   |
|   | <p>Outcome1: Coordination with humanitarian and development partners improved</p> | <ul style="list-style-type: none"> <li>• Regular coordination meetings ensured.</li> <li>• Effective coordination mechanism training conducted</li> </ul>  | <ul style="list-style-type: none"> <li>• 55 CCCM coordination meetings with IDP partners</li> <li>• 55 Shelter/ NFI coordination meeting with IDP partners</li> <li>• 55 HLP working group meetings with IDPs partners</li> <li>• 55 Protection coordination meetings conducted.</li> <li>• 20 Intergovernmental coordination meetings conducted.</li> <li>• 20 Partners coordination meetings conducted.</li> <li>• Durable solution working group coordination meetings.</li> </ul> |

|  |  |   |   |
|--|--|---|---|
|  | Outcome 2: Ensure sustainable monitoring and evaluation of NDRA related interventions.                 | <ul style="list-style-type: none"> <li>Monitoring and evaluation framework developed.</li> <li>Monthly monitoring conducted and reported</li> <li>Quarterly progress review conducted</li> <li>MEAL training conducted</li> <li>Joint monitoring with stakeholders conducted on a biannual basis</li> <li>Regular assessments conducted.</li> </ul> | <ul style="list-style-type: none"> <li>14 Monitoring and evaluation frameworks developed.</li> <li>M&amp;E tools developed.</li> <li>20 Quarterly progress review report</li> <li>Monthly monitoring report.</li> <li>20 joint Border monitoring conducted and extended to the new districts.</li> <li>5 IDPs Profiling conducted</li> <li>5 Multi cluster needs Assessment.</li> </ul> |
| <b>SO 5: Strengthen organizational capacity and sustainability of the National Displacement and Refugees Agency (NDRA) to deliver effective services</b> |  |   |   |
|  | Outcome 1: Institutional capacity to develop and deliver high-quality training and buildings improved. | <ul style="list-style-type: none"> <li>Institutional capacity needs and gap assessment conducted.</li> <li>Capacity Building trainings for NDRA staff</li> <li>Improvement of NDRA infrastructure Construction.</li> </ul>  | <ul style="list-style-type: none"> <li>Training Needs assessments conducted.</li> <li>Construction of two offices in Wajaale and Borama.</li> <li>Construction of three MRC offices in Hargeisa, Burao, and Borama.</li> <li>Capacity building training (staff)</li> </ul>  |
|  | Outcome 2: Enforcement of organizational policy and plans.   | <ul style="list-style-type: none"> <li>Strengthening plans and policies Formulated</li> </ul>   | <ul style="list-style-type: none"> <li>Fundraising strategy plan.</li> <li>Durable solution strategy.</li> <li>Emergency response plan.</li> <li>Returnee and reintegration policy.</li> <li>Registration SOP for refugee and asylum seekers.</li> <li>Protection guidelines.</li> <li>Refugee camping policy.</li> <li>Updating of IDPs policy.</li> </ul>                             |

This strategic plan will be the basis for NDRA to derive subsequent plans and documents as follows:

- Department detailed work plans
- Budget plan



# **NATIONAL DISPLACEMENT & REFUGEE AGENCY**

[www.ndra.govsomaliland.org](http://www.ndra.govsomaliland.org)