

IOM SOMALIA

STRATEGIC PLAN

2019-2021





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CONTENTS

INTRODUCTION	4
IOM IN SOMALIA	4
CRISIS AND MIGRATORY CONTEXT	7
MIGRATION DIMENSIONS	8
PLANNING ASSUMPTIONS	10
STRATEGIC FOCUS	12
STRATEGIC OBJECTIVE #1	14
<i>Save lives and alleviate suffering in crisis-affected populations</i>	
STRATEGIC OBJECTIVE #2	16
<i>Establish foundations for long-term recovery and durable solutions</i>	
STRATEGIC OBJECTIVE #3	18
<i>Advance well-being of society and migrants through stronger migration governance and development</i>	
MONITORING THE PLAN	21
MANAGING DATA & INFORMATION	21
PLANNING PARTNERSHIPS	21
ANNEXES	22
SECTORS OF INTERVENTION	22
MIGRATION-RELATED SDG TARGETS	23

ACRONYMS

CAS	Comprehensive Approach to Security	MIDAS	Migration Information and Data Analysis System
CCCM	Camp Coordination and Camp Management	MRC(s)	Migrant Response Centre(s)
CRESTA/A	Community Recovery and Extension of State Authority/Accountability	M&E	Monitoring and Evaluation
CSO(s)	Civil Society Organization(s)	NDP	National Development Plan
DINA/RRF	Drought Impact Needs Assessment/Recovery and Resilience Framework	NFI(s)	Non-food items
DTM	Displacement Tracking Matrix	NGO(s)	Non Governmental Organization(s)
HCT	Humanitarian Country Team	PSEA	Protection from Sexual Exploitation and Abuse
IDP(s)	Internally Displaced Person(s)	SDG(s)	Sustainable Development Goal(s)
MCOF	Migration Crisis Operational Framework	GBV	Gender-Based Violence
MiGoF	Migration Governance Framework	UNCT	United Nations Country Team
MIDA	Migration for Development in Africa	UNSF	United Nations Strategic Framework Somalia 2017-2020
		WASH	Water, Sanitation and Hygiene Promotion

INTRODUCTION

IOM IN SOMALIA

Established in 2006, IOM Somalia has set a strong record on the delivery of frontline services to crisis-affected populations, while steadily developing models and partnerships for longer term recovery and migration governance.

ANNUAL BUDGET
\$ 50M

STAFF
350+

ESTABLISHED
2006

FIELD OFFICES
8

SOMALIA JOINED IOM
AS MEMBER STATE IN
2008

DONORS
30

Established in 2006, IOM Somalia has set a strong record on the delivery of frontline services to crisis-affected populations, while steadily developing models and partnerships for longer term recovery and migration governance. The Mission currently manages an annual budget of USD 50 million with a staff of 381, a main office in Mogadishu, and field offices in Kismayo, Baidoa, Hargeisa, Bossaso, Dhobley, Doolow and Garowe, as well as the Nairobi Support Office in Kenya.

IOM Somalia falls under the Organization's Regional Office for East and Horn of Africa in Nairobi and supports the regional goal to contribute to effective, flexible and comprehensive migration management solutions, in partnership with states, regional institutions, international agencies, communities and migrants.¹

Somalia's protracted crisis calls loudly for adoption of the *New Way of Working*.² As agreed at the 2016 World Humanitarian Summit, IOM is committed to meeting humanitarian needs and, at the same time, reducing risk and vulnerabilities with a long-term view to ending humanitarian needs. Pursuant to the *New Way of Working*, IOM Somalia will reinforce partnerships with the Government, NGOs

and CSOs based on its comparative advantage and shared principles, strengthen local capacities and work with multi-year timeframes to achieve collective outcomes.

In preparing the 2019-2021 strategy³, IOM Somalia concentrated on the intersection between what the country requires and what IOM is best-positioned to deliver, in line with national priorities and, drawing from its institutional expertise. The Strategic Plan closely aligns with the following key frameworks:

- National Development Plan (NDP)⁴
- United Nations Strategic Framework Somalia 2017-2020 (UNSF)
- Humanitarian Response Plan (HRP)
- Inter-Agency Standing Committee (IASC) framework
- Wadajir National Framework for Local Governance
- Community Recovery and Extension of State Authority/Accountability (CRESTA/A) framework
- Recovery and Resilience Framework

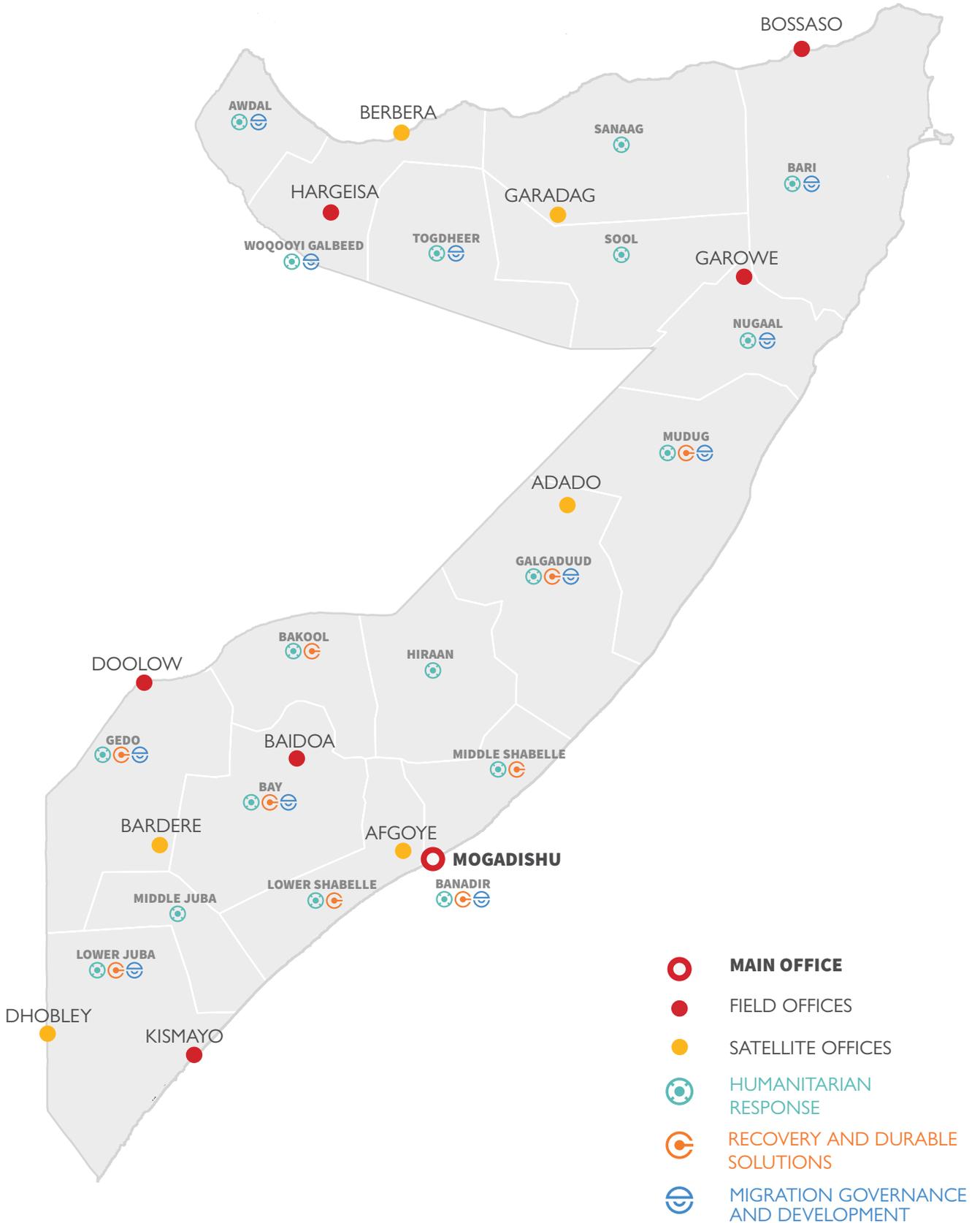
1. International Organization for Migration, "2016-2019 IOM Regional Strategy: East and Horn of Africa". Available from <http://ronairobi.iom.int/resources/publications/item/806-2016-2019-iom-regional-strategy-east-and-horn-of-africa>.

2. International Organization for Migration, "UN Launches Commitment to Action at WHS", 24 May 2016. Available from <https://www.iom.int/news/un-launches-commitment-action-whs-moving-delivering-aid-ending-need>.

3. This Strategic Plan covers the period from January 2019 to December 2021.

4. Federal Government of Somalia, "National Development Plan: 2017-2019", October 2016. Available from <http://mop.gov.so/wp-content/uploads/2018/04/NDP-2017-2019-1.pdf>.

IOM'S PRESENCE IN SOMALIA



The strategy also links to the New York Declaration for Refugees and Migrants⁵, the Sustainable Development Agenda 2030⁶, and IOM policies on migration governance⁷, humanitarian action⁸ and gender equality⁹.

This document sets out IOM Somalia's strategic objectives and key outcomes together with an illustration of proposed activities to reach the desired results. The strategy also highlights the principles that guide IOM's work and how these are reflected in our programming.

IOM MIGRATION FRAMEWORKS

In 2015, IOM's Council of Member States endorsed the MiGoF, which concisely presents the essential elements to ensure migration fulfills its potential to benefit migrants and society. The Framework's three objectives are to advance the socio-economic wellbeing of migrants and society; ensure migration takes place in a safe, orderly and dignified manner; and, effectively address the mobility dimensions of

crises. These objectives are accompanied by three principles, which are cross-cutting. The Framework's three principles are adherence to international standards and fulfillment of migrants' rights; formulation of policy using evidence and "whole-of-government" approach; and, engagement with partners to address migration and related issues.

Towards achieving this final objective, and at the request of its Member States, IOM developed the Migration Crisis Operational Framework (MCOF), which combines IOM's humanitarian, recovery and, migration management services in 15 sectors. The Strategy proposes action in 12 MCOF sectors: Camp Management and Displacement Tracking, Humanitarian Communications, Migration Policy and Legislation Support, Diaspora and Human Resource Mobilization, Technical Assistance for Humanitarian Border Management, Counter-trafficking and Protection of Vulnerable Migrants, Disaster Risk Reduction and Resilience Building, Community Stabilization and Transition, (Re) integration Assistance, Psychosocial Support and Health Support.

FRAMEWORKS



NATIONAL FRAMEWORKS

- National Development Plan (NDP)
- Humanitarian Response Plan (HRP)
- United Nations Strategic Framework Somalia 2017-2020 (UNSF)
- Community Recovery and Extension of State Authority/ Accountability (CRESTA/A) framework
- Wadajir National Framework for Local Governance
- Recovery and Resilience Framework



GLOBAL FRAMEWORKS

- Sustainable Development Goals (SDGs)
- Inter-Agency Standing Committee (IASC) framework



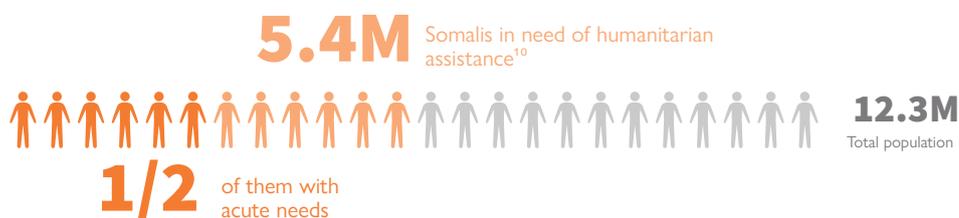
INSTITUTIONAL FRAMEWORKS

- Migration Governance Framework (MiGoF)
- Migration Crisis Operational Framework (MCOF)

5. In July 2018, the final text of the Global Compact for Safe, Orderly and Regular Migration was released following intergovernmental negotiations. The UN Member States formally adopted the Global Compact in Marrakesh, Morocco, on 10 December 2018. The non-binding compact is the culmination of a process that began in September 2016 when the United Nations General Assembly addressed, for the first time at such a high level, the issue of human mobility and its many dimensions in a High-Level Summit on Addressing Large Movements of Refugees and Migrants. It provides a roadmap for how states can best manage migration, and cooperate more effectively with one another, as well as with other relevant stakeholders, for the decades to come, recognizing that states have to do so on the basis of their own migration realities and capacities. The Global Compact's 23 objectives and their associated commitments and actions provide a 360-degree approach to international migration that can help achieve safe, orderly and regular migration. It holds the promise to strengthen the collective commitment to the human rights of all, to protecting the most vulnerable and to contributing to prosperity by emphasizing the deep linkages with the 2030 Agenda for Sustainable Development. IOM welcomes the finalization of the Global Compact for Migration and considers it a major milestone in the development of good governance of migration and improvement of international cooperation on migration. The Secretary General decided to establish a UN Network on Migration to ensure effective and coherent system-wide support to implementation as well as follow-up and review of the Global Compact for Migration, in response to the needs of Member States. IOM will serve as coordinator and secretariat to the new Network. Support to the implementation, follow-up and review of the Global Compact for Migration will be an important priority for IOM both in the context of its own work and in its new capacity as coordinator and secretariat of the UN Network on Migration. The Organization as a whole will be involved in the delivery of this support with global, country and regional level action all being key. The Global Compact implementation will require concerted action not only by governments but also by the many non-governmental actors who have an essential role to play in good migration governance, including civil society, the private sector, unions, migrant and diaspora organizations, academia and migrants themselves, amongst others. IOM will be working to support implementation of the Global Compact and executing its role as coordinator and secretariat of the UN Network on Migration in this spirit of partnership and cooperation.

CRISIS AND MIGRATORY CONTEXT

MAIN FEATURES OF THE CRISIS IN SOMALIA



GBV

Prevalent GBV disproportionately affecting women and girls and IDPs



DISPLACEMENT

2.6M

IDPs in 2,000+ sites¹¹



NATURAL DISASTERS

Somalia remains prone to natural disasters and may experience further climatic shocks in the next three years



LONG STANDING ARMED CONFLICT

With diverse non-state armed actors of which Al-Shabaab is the most immediate threat



SOCIO-ECONOMIC FACTORS

Very high rates of poverty and severe constraints on basic services

Somalia has seen continued conflict since the outbreak of civil war in 1991. Although reduced in size, armed actors remain a serious security threat to the country, with the capacity for large scale attacks and control over populations in rural areas. Civilians continue to bear the brunt of the conflict as deliberate targets and unintended victims.

Starting in 2016, Somalia experienced a drought putting the country at risk of famine. Two previous drought-induced famines, in the early 90s and again five years ago, claimed over half a million lives. While famine has been averted to date, the drought incurred heavy livelihood losses, and over 5.4 million Somalis continue to require urgent life-saving assistance.¹² Furthermore, heavy rains in May 2018 adversely affected an estimated 772,000 people, further displacing

over 229,000 people.¹³ Somalia remains disaster-prone with climatic shocks recurring on a short cycle.

As is often the case in protracted crises, vulnerabilities are magnified by the interplay among crisis features. In Somalia, the drought exacerbates conflict by increasing competition for resources. Al-Shabaab feeds off these tensions and exploits vulnerabilities. Conflict worsens the impact of the drought by depleting family assets, disrupting traditional coping mechanisms, including migration, and impeding humanitarian access. Conflict and drought force internal displacement, which the NDP recognizes as a cause of poverty (88 per cent of those living in IDP sites are poor).¹⁴ Poverty further erodes resilience.

6. United Nations, "Sustainable Development Goals". Available from <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>. United Nations General Assembly, "New York Declaration for Refugees and Migrants", 13 September 2016. Available from https://www.iom.int/sites/default/files/our_work/ODG/GCM/NY_Declaration.pdf.
7. IOM, "Migration Governance Framework". Available from https://www.iom.int/sites/default/files/about-iom/MiGoF_brochure_a4_en.pdf.
8. International Organization for Migration, Council 106th Session, "IOM Migration Policy – Principles of Humanitarian Action", 12 October 2015. Available from <https://governingbodies.iom.int/system/files/en/council/106/C-106-CRP-20-IOMs-Humanitarian-Policy.pdf>.
9. International Organization for Migration, Council 106th Session, "IOM Gender Equity Policy 2015-2019", 19 November 2015. Available from <https://www.iom.int/sites/default/files/about-iom/gender/C-106-INF-8-Rev.1-IOM-Gender-Equality-Policy-2015-2019.pdf>.
- 10-12. OCHA, "Humanitarian Response Plan - July - December 2018", July 2018. Available from <https://reliefweb.int/sites/reliefweb.int/files/resources/Somalia%20Revised%20HRP%20July%202018-FINAL.pdf>.
13. OCHA, "Somalia Flash Update, #5". Available from: <https://reliefweb.int/disaster/ff-2018-000041-som>.
14. Federal Government of Somalia, "National Development Plan: 2017-2019", October 2016, p 1. Available from <http://mop.gov.so/wp-content/uploads/2018/04/NDP-2017-2019-1.pdf>.

MIGRATION DIMENSIONS

Somalia's crisis, poverty, and lack of basic services have forced many Somalis to migrate, modify mobility patterns and accelerate rural-urban migration.

Over three million Somalis have been displaced, including over two and a half million IDPs¹⁵ and another 871,000 in refugee situations outside Somalia.¹⁶ Among IDPs, roughly half were displaced in 2017, primarily due to the drought. IDPs have largely settled in spontaneous sites in urban and peri-urban areas around Baidoa, Mogadishu, Galkayo, Doolow and Kismayo. They are often joined by cross-border returnees, the urban poor and rural-urban migrants. These sites are generally overcrowded and underserved: shelter and basic services are inadequate, and limited health services and WASH facilities make disease outbreaks more common. Humanitarian access is constrained due to insecurity, but also by so-called gatekeepers at displacement sites. These individuals allow IDPs to settle on private land, but then exert control over the distribution of aid. As Somalia continues to rapidly urbanize, IDPs residing on private land are often forcefully evicted. In 2017 over 200,000 Somalis were forcefully evicted and with no government policy to address this issue, the trend continues into 2018.

Protection risks are also prevalent, including GBV – particularly for displaced women and girls, recruitment by armed actors, early marriage, human trafficking, forced eviction, violence and extortion. Among the displaced, female-headed households, unaccompanied migrant children and members of minority groups, vulnerable as they can face high barriers to access services and are pushed into undesirable resettlement locations.¹⁷

Somalia continues to be a key source, transit and, to some extent, destination country for irregular migratory flows. Somalia's porous borders, including one of the largest sea borders in Africa, represent a management challenge. Every year, the thousands of Somalis who make hazardous journeys along regional migration routes are exposed to severe protection risks. Somalia hosts some 30,000 refugees and asylum seekers, primarily from Ethiopia and Yemen. The lack of a comprehensive legal and policy framework for refugee protection in Somalia further increases their vulnerability.

The return of Somalis from the region increased significantly



between 2015 and 2017, with inflows from Kenya and, to lesser extents, Yemen and Djibouti. Somalia has received more than 55,000 forced returns from the Kingdom of Saudi Arabia, over 40,000 individuals from Yemen since the onset of conflict in March 2015 and over 74,000 from Kenya since 2014. Like IDPs, returnees face challenges to reintegrate as they often face difficulties accessing livelihood opportunities, housing and basic services.

The drought also impacted the mobility patterns of the pastoralists, who make up an estimated two-fifths of Somalia's population.¹⁸ Dependence on livestock renders them highly vulnerable to climatic shocks. The current drought severely depleted pastoralists' asset base, and their search for water pushed them into contested geographic areas.¹⁹

Somalia has a formidable diaspora, with estimates as high as 1.5 million individuals. Remittances, estimated between USD 1.2 and 2 billion annually, play a critical role in Somalia's economy. One-third of remittance recipients are poor.²⁰ The diaspora proved its continuing commitment to Somalia's welfare in the recent mobilization to prevent famine, and should be considered an essential partner for relief and development. The role of diaspora in the government also highlights the major part they play in Somalia's politics and sustainable development.

15. International Organization for Migration, "Displacement Tracking Matrix - Somalia". Available from <http://www.globaldtm.info/somalia>.

16. United Nations High Commissioner for Refugees, "Refugees from Somalia", December 1, 2017. Available from <https://data2.unhcr.org/en/situations/horn>.

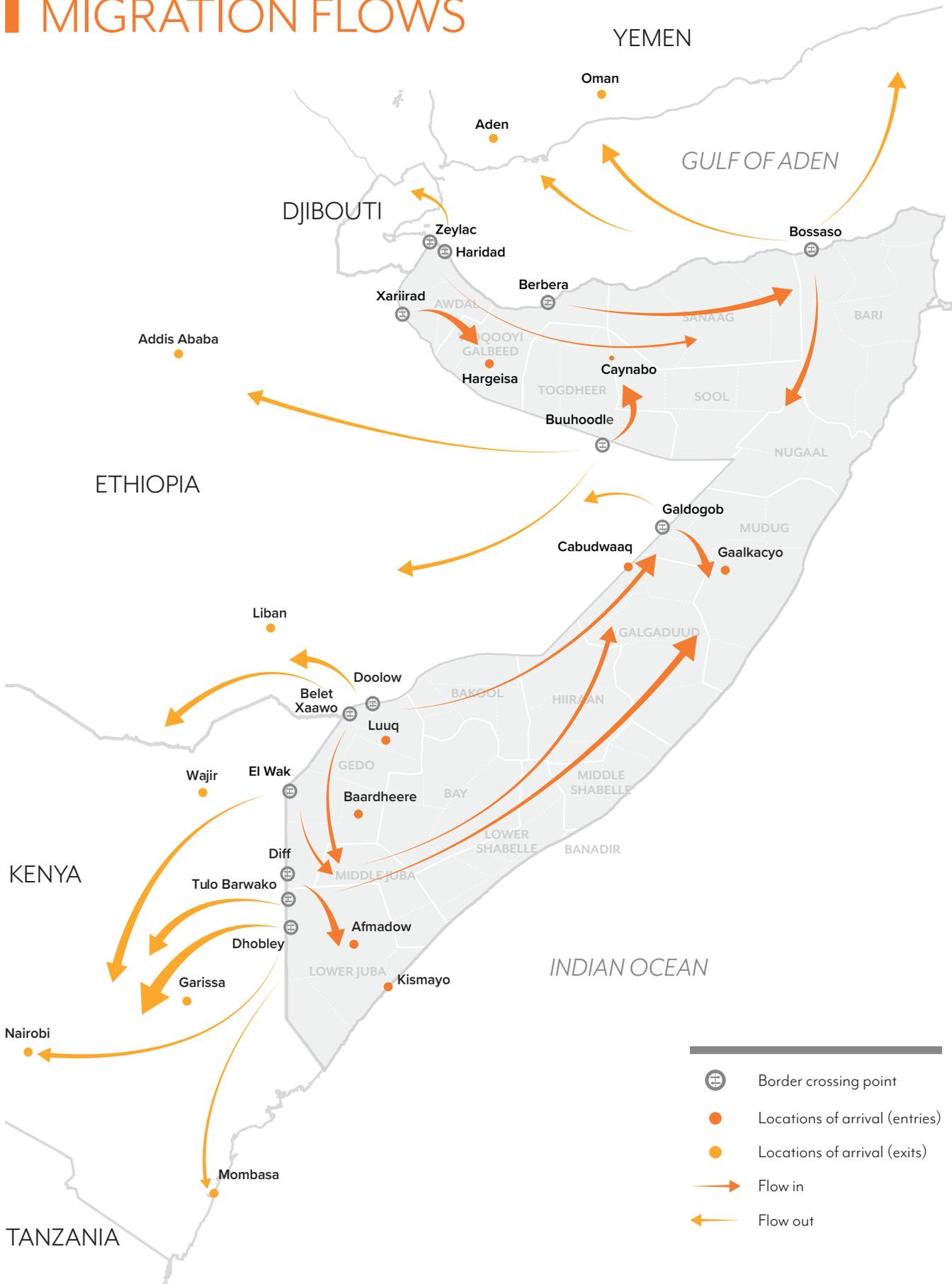
17. On protection concerns, see UN Country Team, "2018 Humanitarian Needs Assessment", p. 5, 8.

18. Federal Government of Somalia, "National Development Plan: 2017-2019", October 2016, p. 139. Available from <http://mop.gov.so/wp-content/uploads/2018/04/NDP-2017-2019-1.pdf>.

19. Somalia Humanitarian Country Team, "2018 Humanitarian Needs Overview", November 2017, p. 8, 13, 16, 27. Available from https://www.humanitarianresponse.info/system/files/documents/files/20172911_somalia_humanitarian_needs_overview_2018.pdf.

20. Office of the Prime Minister of Federal Republic of Somalia, "Aid Flows in Somalia", April 2017, p. 11; World Bank, "Somalia Poverty Profile", June 2017, p. xxii, 41

SOMALIA MIGRATION FLOWS



PLANNING ASSUMPTIONS

While predicting Somalia's future migratory context is difficult, IOM adopted the following assumptions as an aid to the strategic planning process.

The conflict between the Government and non-state actors is expected to continue.

Given the plethora of armed non-state actors and issues of contention, the armed conflict is expected to continue, even as points of conflict subside.

Famine will be averted, but food insecurity will remain widespread into 2019.

Famine will be averted, but recovery of livelihoods will be slow and food insecurity will remain widespread into 2019. Somalia remains prone to natural disasters and may experience further climatic shocks in the next three years.

Mixed flows of migrants will continue to move into underserved urban settlements.

Cross-border returns will remain significant and many returnees will join IDPs in underserved urban settlements. More generally, an infrastructure challenged by instability, is ill-capacitated to respond to a continuing mixed flow of migrants moving towards cities and towns, through provision of services and income opportunities.

Support to displacements will continue.

New displacements will continue, at a slower rate than in 2017, while obstacles to durable solutions will further protract displacement.

Federalism and political progress will move forward.

Federalism and political progress with officially recognized Federal Member States will be led by the Federal Government of Somalia. IOM will continue to support existing structures at both regional and federal level.

Security sector reform will proceed.

Security sector reform will proceed slowly, and some communities may be affected by the departure of international forces.

Humanitarian and development efforts will continue to receive support.

The international community and the Somali diaspora will remain supportive of humanitarian and development efforts, recognizing the opportunity afforded by sustained progress on the governance agenda.

IOM will continue to pursue "whole-of-government" approach.

In line with proposed activities, IOM will coordinate with relevant line ministries, including but not limited to: Ministry of Planning, Investment and Economic Development, Ministry of Foreign Affairs, Ministry of Interior and Federal Affairs, Ministry of Labor and Social Affairs, Ministry of Energy and Water, Ministry of Humanitarian Affairs and Disaster Management, Special Envoy for Migrants and Children's Rights, National Commission for Refugees and IDPs, Immigration and Naturalization Directorate, Ministry of Youth and Sports, Ministry of Internal Security, Ministry of Health, Ministry of Education, Ministry of Information, and the Office of the Prime Minister and their regional member states equivalents.



STRATEGIC FOCUS²¹

IOM SOMALIA'S OVERARCHING GOAL FROM 2019 TO 2021:

TO CONTRIBUTE TO A STRONGER, MORE RESILIENT SOMALIA THROUGH AN EFFECTIVE AND PRINCIPLED APPROACH TO MIGRATION AND DISPLACEMENT MATTERS, AND THE DEVELOPMENT OF STRATEGIC PARTNERSHIPS



Achieving this goal during a protracted crisis requires simultaneous action across multiple domains, reflected in three strategic objectives: a) humanitarian response; b) community-based recovery; and c) migration governance and development. These objectives are not related in a linear way, but instead linked by their shared attention to vulnerable migrants and their communities. They are joined by IOM's MiGoF and other cross cutting principles, which together will facilitate resilience at all levels of society and build institutional capacities.

SEE NEXT PAGE 

PRINCIPLES IN ACTION (CROSS-CUTTING)

SHARED OUTCOMES

Although the *New Way of Working* speaks most clearly to systemic relationships, IOM is also committed to reviewing how its different programmes and offices can work together more fluidly and coherently to support inter-programmatic outcomes.

PSEA

IOM has a policy of zero tolerance of sexual exploitation and abuse (SEA) by IOM staff members and the employees or any other persons engaged and controlled by IOM Contractors. IOM is committed to fully engage with the UN/Humanitarian Country Teams to combat sexual misconduct by humanitarian actors.

REINFORCING LOCAL CAPACITIES

IOM Somalia shares the principle expressed at the World Humanitarian Summit 2016 to reinforce, not replace, local capacities. Except in those cases where its application is incompatible with the principle of humanity, IOM will work with local governments, NGOs and CSOs to engage and strengthen existing services and institutions for greater efficiency and effectiveness, and resilience. On the ground, the principle translates into working with governmental officials to deliver basic services, transferring know-how to local disaster management agencies and assisting local authorities to engage communities in participatory planning.

GENDER MAINSTREAMING

IOM's Gender Equality Policy calls for gender mainstreaming in programming, and requires staff to identify and respond to different protection and assistance needs. IOM Somalia mainstreams gender and inclusion under its three objectives with attention to the differentiated needs of diverse gender and marginalized groups. Specific actions to encourage the active participation of women and girls in decision making in community planning exercises will counteract the disproportionate protection risks that are exacerbated during displacement, partly as a result of barriers to such participation.

21. The Mission Strategy will be updated accordingly each year, in line with Government priorities and plans

	HUMANITARIAN RESPONSE	RECOVERY & DURABLE SOLUTIONS	MIGRATION GOVERNANCE AND DEVELOPMENT
OBJECTIVES	Save lives and alleviate suffering in crisis-affected populations	Establish foundations for long-term recovery and durable solutions	Advance well-being of society and migrants through stronger migration governance and development
OUTCOMES	<ol style="list-style-type: none"> 1 Better conditions and services in IDP sites 2 Safer water, sanitation and hygiene practices in communities in crisis 3 Improved physical and psychosocial well-being among migrant and host communities 4 Strengthened national and local capacity to prepare for and respond to crises 	<ol style="list-style-type: none"> 1 Communities emerging from crisis sustainably access basic services 2 Government-led and community-driven durable solutions advanced in urban settlements 3 Social and political capital strengthened in conflict-impacted areas 4 At-risk youth engaged in safe and lawful livelihoods 	<ol style="list-style-type: none"> 1 Improved practices to protect and assist vulnerable migrants are operational 2 Sustainable reintegration of returning Somalis from abroad 3 Government partners harness development benefits from Migration 4 Strengthened cross-border migration management 5 Diaspora human and financial resources optimized
<div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;">★</div> CONTRIBUTIONS TO NATIONAL PRIORITIES	<p>NDP Resilience Pillar: IOM supports the NDP goal for “economy and society to act to mitigate and manage crisis”.</p> <p>NDP Social and Human Development Pillar: (a) Frontline services contribute to goals on health, water and sanitation, and (b) efforts to reduce SGBV in IDP sites align with Gender goals.</p>	<p>NDP Resilience Pillar: IOM supports NDP Resilience goals to “reverse protracted displacement” and include priority groups in social and economic activities, incl. youth, IDPs and returnees.</p> <p>NDP Infrastructure Pillar: IOM supports sustainable shelter and WASH efforts.</p> <p>NDP Social and Human Development Pillar: IOM supports youth livelihoods in line with NDP priority on youth.</p> <p>Wajadir Framework decentralization goal & CRESTA/A principles: IOM supports community-based recovery and government accountability.</p> <p>Recovery and Resilience Framework: IOM promotes a sustainable recovery while addressing the underlying drivers of drought vulnerability.</p>	<p>NDP Resilience Pillar: IOM’s proposed activities on irregular migration, cross-border returns, labour migration and diaspora engagement align with priorities under the Resilience Pillar.</p> <p>NDP Building Effective and Efficient Institutions Pillar: IOM’s emphasis on national ownership and institutional capacity will contribute to this Pillar.</p> <p>NDP Peace, Security and Rule of Law Pillar: IOM’s activities contribute to security, human rights and gender equality.</p>
<div style="background-color: #0056b3; color: white; padding: 5px; text-align: center;">  </div> LINKS TO INTERNATIONAL FRAMEWORKS	<p>SDG #3 and #11 on health and reducing disaster impact</p> <p>MiGoF objective 2 on effective responses to the mobility dimensions of crises</p> <p>UNSF priority 4 on strengthening resilience of Somali institutions, society and population</p>	<p>SDG #1 and #13 on resilience to climatic events, natural disasters and socio-economic shocks</p> <p>UNSF priorities 1, 2, 4 and 5 on federalism, security, resilience and socio-economic opportunities, as well as the UN’s cross-cutting commitment to youth engagement and empowerment</p> <p>CAS efforts on preventing and countering violent extremism</p> <p>MiGoF objective 2 on effective responses to the mobility dimensions of crises</p>	<p>SDG #5, #8 and #16 on counter-trafficking</p> <p>SDG #10 on well-managed migration policies and remittances</p> <p>MiGoF objectives 1 and 3 seeking to advance socioeconomic well-being of migrants and society and ensure migration is safe and orderly</p> <p>UNSF priority 5 on supporting socio-economic opportunities</p>

STRATEGIC OBJECTIVE #1

SAVE LIVES AND ALLEVIATE SUFFERING IN CRISIS-AFFECTED POPULATIONS

MCOF LINKS

Psychosocial Support



Humanitarian Comm.



Camp Management



Health Support



DRR and Resilience Building



OUTCOME 1

BETTER CONDITIONS AND SERVICES IN DISPLACEMENT SITES

Humanitarian needs in IDP sites are severe, the caseload is large and geographically dispersed, and access is impeded by actors in the conflict and, in other ways, by gatekeepers. IOM will continue its CCCM programming as well as role as CCCM Cluster Co-coordinator to improve coordination in service delivery, structural conditions, and system-wide accountability to populations in IDP sites. With humanitarian partners, IOM will mainstream protection in its work, such as mitigating GBV through proper site planing ensuring equal representation of genders in community on camp safety such as through safety audits and community watch groups. IOM will also work closely with protection and health partners to ensure that there are robust referral pathways for protection and GBV in IDP sites. Given the importance of shelter, WASH, health and IOM's comparative advantage vis-à-vis logistically-complex operations, IOM teams will identify partners or provide frontline services to ensure that vulnerable residents are provided with a holistic multi-sector response.

OUTCOME 2

SAFER WATER, SANITATION AND HYGIENE PRACTICES IN COMMUNITIES IN CRISIS

Water and sanitation conditions deteriorated in recent years due to conflict, drought, household poverty and mobility patterns that put excessive demands on limited resources. Less than half the population has access to protected/clean water and open defecation is the norm for almost four in 10 Somalis. Such conditions contribute to disease outbreaks, malnutrition, and preventable deaths. Looking forward, the UN estimates that over 4 million Somalis will need humanitarian WASH assistance in 2018.²² IOM will continue to meet humanitarian WASH needs through water trucking, water systems establishment, and where feasible, with sustainable water solutions. Integrated health teams, IOM will continue to expand hygiene promotion activities and increase the impact of community water committees to better Somali resilience to water-bourne diseases, such as cholera.



22. UN Country Team, "2018 Humanitarian Needs Overview", p. 24, 37. Available from https://www.humanitarianresponse.info/system/files/documents/files/20172911_somalia_humanitarian_needs_overview_2018.pdf.

OUTCOME 3**IMPROVED PHYSICAL AND PSYCHOSOCIAL WELL-BEING AMONG MIGRANTS AND HOST COMMUNITIES**

The persistent health crisis means that almost half of Somalis are unable to access necessary health services and the country's infant and maternal mortality rates are the highest in the region. These conditions are aggravated by drought which have overwhelmed struggling capacities in IDP host communities. While hard data is yet unavailable, there is a strong consensus in Somalia that the crisis is taking a heavy toll on psychosocial well-being. IOM will implement proven models for partnership with government health authorities and through static and mobile integrated health service delivery. In 2018, IOM will roll out an IOM strategy for mental health and psychosocial support with an emergency response component to facilitate the most vulnerable (including IDPs and survivors of SGBV) as well as expanding community and individual resilience through targeted and inclusive interventions aimed at enhancing the overall well-being of communities.

OUTCOME 4**STRENGTHENED NATIONAL AND LOCAL CAPACITY TO PREPARE FOR AND RESPOND TO CRISES**

IOM's approach to risk reduction focuses on improving disaster risk governance and enhancing preparedness for effective response (as set out in priorities 2 and 4 of the Sendai Framework).²³ IOM will pursue capacity-building gains in its work under other outcomes, for example, by facilitating placement of diaspora experts in public institutions, providing primary health care through Ministry of Health personnel or training local authorities on contingency planning for new IDP arrivals. IOM will also build on good practices in its support to disaster management agencies, reinforce existing government structures and to facilitate other coordination fora for disaster risk governance, further encourage information sharing practices among the Federal Government and Member States and, increase relevant institutions' overall capacity to address the phases of the disaster management cycle through a harmonized and coordinated approach. Finally, IOM will expand its programming on Rapid Response Teams to confront disease outbreaks quickly and comprehensively.

PRINCIPLES IN ACTION

PRINCIPLES OF HUMANITARIAN ACTION

IOM's Principles of Humanitarian Action²⁴ reaffirmed its commitment to the principles of humanity, impartiality, neutrality and independence. IOM believes that its pursuit of transition and recovery gains in contexts like Somalia is compatible with humanitarian objectives in most cases. Where these are incompatible, however, humanity prevails.

PROTECTION MAINSTREAMING

IOM requires all staff to mainstream protection principles in its responses to crises by prioritizing safety, dignity and meaningful access. In Somalia, IOM recognizes that vulnerability is the interaction between inherent and external characteristics as well as power dynamics and is committed to protecting those at high risk of neglect, discrimination, abuse and exploitation among the displaced and crisis-affected communities.

ACCOUNTABILITY TO AFFECTED POPULATIONS

With special emphasis in its role as CCCM Cluster co-coordinator, IOM will prioritize accountability to affected populations²⁵ by providing IDP site residents timely and accessible information on services and programming, actively seeking their views and feedback and enabling their participation in decision-making.

23. United Nations, "Sendai Framework for Disaster Risk Reduction 2015-2030", 8 March 2015. Available from http://www.unisdr.org/files/43291_sendaiframeworkfordrren.pdf.
24. IOM's Humanitarian Policy- Principles for Humanitarian Action. Available from https://www.iom.int/sites/default/files/our_work/DOE/humanitarian_emergencies/IOM-Humanitarian-Policy-Principles-on-Humanitarian-Action.pdf.
25. Inter-agency Standing Committee, "Operational Framework on AAP", 5 December 2013. Available from https://interagencystandingcommittee.org/system/files/legacy_files/AAP%20Operational%20Framework%20Final%20Revision.pdf.

STRATEGIC OBJECTIVE #2

ESTABLISH FOUNDATIONS FOR LONG-TERM RECOVERY AND DURABLE SOLUTIONS

MCOF LINKS

Health Support



Psychosocial Support



Community Stabilization and Transition



(Re)integration Assistance



The protracted nature of Somalia's crisis complicates the pursuit of long-term recovery and durable solutions, but it also renders it imperative that efforts to ameliorate the challenges begin immediately. Otherwise, Somalia's IDPs and returnees may face higher obstacles to recovery, as their reserves, assets and social capital are depleted. Moreover, progress on the governance agenda, reinforcing government leadership that is committed to sustainable and equitable development, recovery of some areas from Al-Shabaab, and a mobilized diaspora represent a unique opportunity for concerted action.

OUTCOME 1

COMMUNITIES EMERGING FROM CRISIS SUSTAINABLY ACCESS BASIC SERVICES

This outcome is closely linked to the life-saving activities set out under the Strategic Objective 1. Here, IOM will seek out opportunities to transition from delivering frontline services to addressing long-term challenges more sustainably. For example, as communities emerge from crisis, IOM may prioritize borehole rehabilitation or mini water system operation over water trucking. Regarding health, IOM will expand health education, strengthen Somali health systems and increase cooperation in tackling malaria, HIV and AIDs, and tuberculosis. Likewise, regarding shelter, IOM will work with urban communities on participatory planning exercises to better integrate new migrants and assist IDPs to access safer and legally secure housing. Finally, in the pursuit of durable solutions, IOM will help local authorities to strengthen service provision through implementation of community infrastructure plans. In the case of reintegration of Somalis returning from abroad, IOM will support the government to establish opportunities based on an informed market needs assessment, and encourage beneficiaries to develop opportunities that are individually empowering, but also have a positive impact on the wider community.

OUTCOME 2

DURABLE SOLUTIONS ADVANCED IN URBAN AND PERI-URBAN SETTLEMENTS

At least half of Somalia's IDP population are caught in protracted displacement, meaning their progress toward durable solutions is stalled. There are substantial obstacles to durable solutions and ongoing conflict makes return unviable for many IDPs. In such cases, in a global study on protracted displacement, OCHA recommends support for local integration or relocation for those who do not wish to return.²⁶ For Somalia, the study emphasized the importance of a bottom-up approach, including community-based projects. IOM will build on current programming to facilitate durable solutions, primarily in urban and peri-urban areas. The intervention model, which is based on the government-led Wadajir Framework for Local Governance, empowers local authorities to lead communities to create, co-implement and monitor community action plans. Specific interventions are selected by the community, and tend to prioritize small-scale infrastructure, basic services, and livelihoods. This community-based or bottom-up approach to recovery promotes social cohesion and creates possibilities for trust-building between local authorities and their constituencies. The model also ensures real participation in decision-making by diverse community members, including IDPs, equitable gender representation, and youth.

26. Walter Kaelin and Hannah Entwisle Chapuisat, "Breaking the Impasse: Reducing Protracted Internal Displacement as a Collective Outcome", (OCHA, 2017), p.113 – 116. Available from <https://www.unocha.org/sites/unocha/files/Breaking-the-impasse.pdf>.

OUTCOME 3**SOCIAL AND POLITICAL CAPITAL STRENGTHENED IN CONFLICT-IMPACTED AREAS**

A significant proportion of those with humanitarian needs in Somalia, including the displaced, live in areas that remain under the control of armed groups. As peace and security is re-established in these areas, communities need immediate support to deal with their experience of conflict and displacement, including reduced access to aid, illegal taxation, family separation, mobility restrictions, violence and stigma. IOM will continue to respond rapidly to engage communities, their leaders and local authorities in directing their own recovery. IOM will implement projects that meet needs, prioritized by the communities, with a proven model that promotes civic engagement and fosters increased accountability of local government to the people it serves. Taking into account the harm suffered by these communities, IOM will facilitate mental health and psychosocial support services to rebuild communities' own mechanisms for healing and well-being.



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OUTCOME 4**AT-RISK YOUTH ENGAGED IN SAFE AND LAWFUL LIVELIHOODS**

Eighty per cent of Somalia's population is under 35 years of age. According to the NDP, "Many young Somalis are trapped in an environment of violence, fear, unemployment and poverty".²⁷ While youth face diverse risks in Somalia, IOM focuses on two susceptibilities: irregular migration and engagement with criminal or armed groups. Regarding irregular migration, IOM seeks to reduce the social, economic and psychological pressures that drive Somali youth to migrate through irregular means. With respect to armed and criminal groups, IOM supports youth-at-risk of joining and/or engaged with armed/criminal groups to reintegrate into civilian life. To mitigate both risks, IOM's approach focuses on developing human and social capital among the youth, and helping them to secure dignified livelihoods, often in dedicated facilities such as vocational training, job or youth centres that bring these services closer to the target population. IOM will expand current programming to support youth associations and positive peer relationships, job referrals and internships, investment in small business and training (vocational, business and soft skills). At the same time, IOM will work with youth, diaspora associations and private sector partners to develop innovative livelihoods approaches, including, for example, social entrepreneurship.

PRINCIPLES IN ACTION

POPULATION EMPOWERMENT

IOM's response to protracted displacement is set out in the Progressive Resolution of Displacement Situations framework²⁸, which seeks to empower IDPs and their communities to resolve their displacement situations. The approach requires IOM to reinforce positive coping and self-reliance opportunities among participants, while contributing to conducive environments to achieve durable solutions that end displacement. A key foundation for IOM's approach is the IASC Framework on Durable Solutions for Internally Displaced Persons.²⁹

27. Federal Government of Somalia. "National Development Plan: 2017-2019", October 2016, p.42, 126. Available from <http://mop.gov.so/wp-content/uploads/2018/04/NDP-2017-2019-1.pdf>.
28. International Organization for Migration, "The Progressive Resolution of Displacement Situations Framework", Available from https://www.iom.int/sites/default/files/our_work/DOE/humanitarian_emergencies/PRDS/IOM-PRDS-Framework.pdf.
29. Inter-Agency Standing Committee, "Framework on Durable Solutions for Internally Displaced Persons", April 2010. Available from https://www.brookings.edu/wp-content/uploads/2016/06/04_durable_solutions.pdf.

STRATEGIC OBJECTIVE #3

ADVANCE WELL-BEING OF SOCIETY AND MIGRANTS THROUGH STRONGER MIGRATION GOVERNANCE & DEVELOPMENT

MCOF LINKS

Counter-Trafficking and Protection of Vulnerable Migrants



Migration Policy and Legislation Support

Diaspora and Human Resource Mobilization

Technical Assistance for Humanitarian Border Management

This strategic objective relates to IOM's more traditional assistance to governments and migrants to minimize migration risks and optimize benefits. IOM ensures that its plans reinforce existing government priorities and structures. The outcomes foreseen here cut across humanitarian, transition and development goals. For example, diaspora resources have been critical to meeting humanitarian needs but are also essential to strengthening institutions and economic growth.



OUTCOME 1

IMPROVED PRACTICES TO PROTECT AND ASSIST VULNERABLE MIGRANTS ARE OPERATIONAL

Somalia is a source and transit country for mixed migration flows, along three main routes: the eastern route to the Gulf countries, the western route through Sudan to southern Europe, and the southern route to southern Africa. Irregular migration is dangerous and exposes migrants, including large numbers of unaccompanied children, to a myriad of protection risks such as victimization by smugglers and traffickers. IOM will expand programming to reduce risks of irregular migration using strategic communications to change risk perceptions, as well as provide care and referral services to vulnerable migrants through Migrant Response Centres. IOM plans to strengthen its partnerships with government to counter human trafficking and smuggling starting with research on incidence, patterns and victims. Despite the scarcity of data, IOM understands that human trafficking is exacerbated by prolonged crises. IOM will support intra-governmental coordination at federal and state levels and policy-making to prevent trafficking, prosecute perpetrators and assist victims.

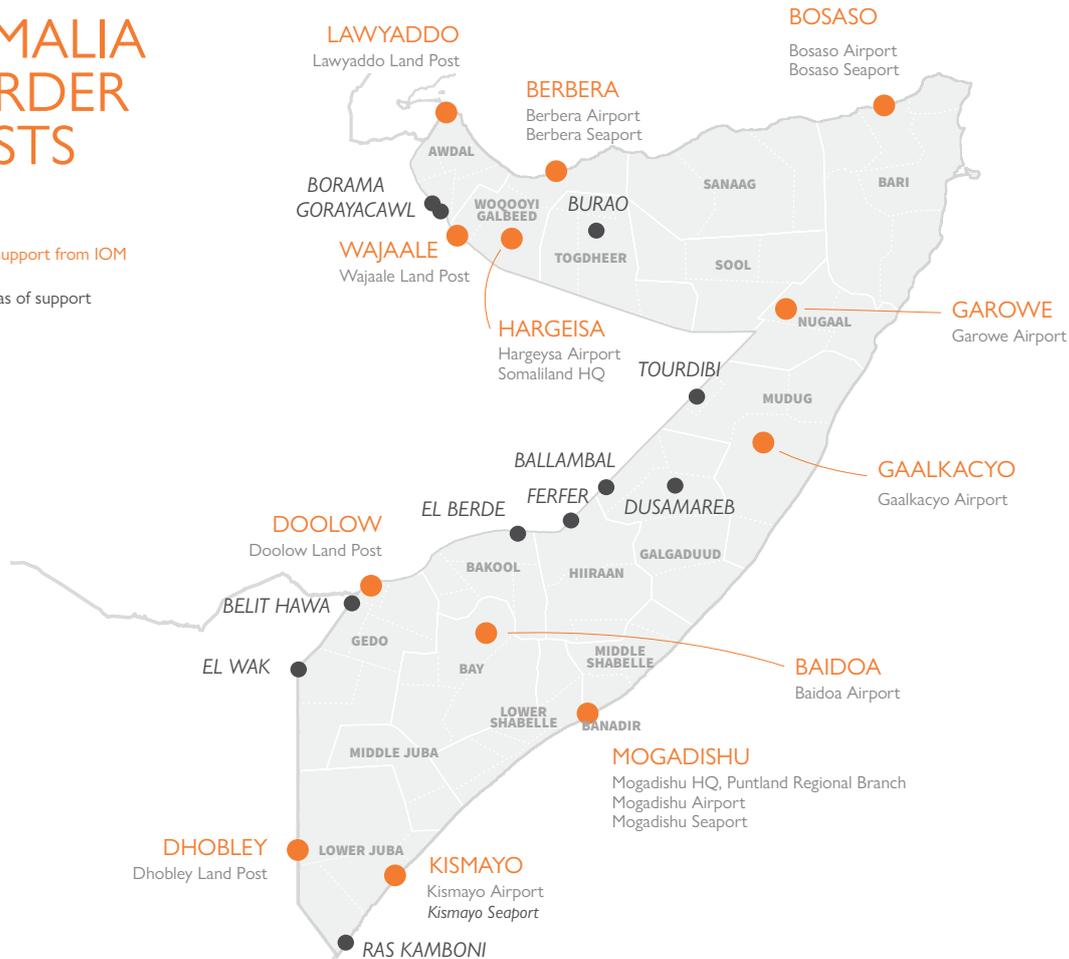
OUTCOME 2

SUSTAINABLE REINTEGRATION OF RETURNING SOMALIS FROM ABROAD

IOM recognizes the investment that families and communities make in their young people, to migrate abroad in search of prosperity. A phenomenon known as 'Tahrib', many young people irregularly migrate from Somalia. This process, fraught with risk and often fatal, can otherwise leave young Somalis in a stranded position across international borders. IOM provides services to assist those voluntarily expressing a wish to return home. Furthermore, in recognition of the stigma attached to a perceived 'failed migration', IOM supports these returnees with opportunities to fully reintegrate in their community of origin, often through micro-grants to build livelihood opportunities. As part of the 2019-2021 strategy, IOM Somalia will streamline these services and initiatives through regional projects that are pioneering new approaches to Reintegration, aimed at addressing the needs of the whole community, as well as the individual. Drawing synergies with the durable solutions activities, IOM Somalia will build evidence-based support, through labour market needs assessments and engagement of returnees and their host community, to minimize stigma and highlight the positive contribution that can be gleaned from the experiences of returning migrants.

SOMALIA BORDER POSTS

- Receiving support from IOM
- Future areas of support



OUTCOME 3 GOVERNMENT PARTNERS HARNESS DEVELOPMENT BENEFITS FROM MIGRATION

IOM will continue to seek sustainable capacity gains with government partners to leverage economic and social development benefits from migration. IOM will center efforts on three components of institutional capacity: (1) Policy instruments including laws, frameworks, action plans; (2) Inter-institutional collaboration, by supporting governmental coordination mechanisms as well as bilateral, regional or global dialogues on common concerns and new initiatives on migration such as labour migration; and, (3) Increased understanding and information on migration issues. IOM seeks to provide stakeholders with timely and high-quality migration data to ensure policy-making benefits from solid evidence. Based on experience in more than 80 countries, IOM will assist government partners to publish a migration profile, a user-friendly document that describes migration in the national context and makes recommendations on how to leverage benefits from migration for development.

OUTCOME 4 STRENGTHENED CROSS-BORDER MIGRATION MANAGEMENT

Somalia has sought IOM's assistance to reinforce its institutional structure for border management in order to address the challenges of vast and porous borders, while facilitating safe, dignified and orderly migration and trade. Regarding border security, IOM will build national capacity to detect irregular migration and prevent international migration crimes. To that end, IOM will expand the geographic reach of its infrastructure, equipment and technical support across Somalia's land, air and sea borders. IOM will continue to coordinate with the Government to identify priority ports of entry to maintain, install and train immigration officers on IOM's MIDAS. MIDAS improves border security, expedites entry and exit processes and facilitates analysis of migration trends by producing real-time data on border activity. IOM will provide technical assistance to the Somali Government to provide all citizens with identity documentation with a view to facilitate international travel. Finally, IOM will build institutional capacities for service delivery to vulnerable migrants at the border, including for example, cross-border health issues: primary health care delivery at points of entry, implementation of international health regulations, and prevention of cross-border transmission of communicable diseases.

OUTCOME 5 DIASPORA HUMAN AND FINANCIAL RESOURCES OPTIMIZED

Somalia's global and influential diaspora is an invaluable source of financial aid and qualified human capital. The surge in diaspora commitment in response to the recent drought is one of many examples of their resourcefulness. IOM recognizes the opportunity to channel this support more strategically for humanitarian and development outcomes. IOM has witnessed how placing Somali diaspora with the right qualifications in relevant institutions can have a huge impact, such as when two diaspora nurses turned around neonatal mortality rates at a hospital in Hargeisa. By transferring knowledge, skills and innovation, IOM aims to increase opportunities for diaspora to support sustainable and long-term development in Somalia. Diaspora experts accompany government efforts, strengthen the capacity of its institutions and deliver services to Somali citizens. IOM ensures sustainability through a modality that partners diaspora with national staff to transfer knowledge and skills. Also, remittances are a massive boost to Somalia's economy, and IOM will apply good practice and lessons learned around the world to improve government regulations on remittances. IOM will also explore international programming that maximizes the positive impact of remittances, including through "matching" programmes that leverage donor or private sector support.

PRINCIPLES IN ACTION

IOM'S GLOBAL MIGRATION GOVERNANCE FRAMEWORK

In its partnership with Somalia on migration governance, IOM advances the principles set out in IOM's global Migration Governance Framework.

Principle 1: Recalls international standards and migrants' rights;

Principle 2: Emphasizes the need to collect, analyze and use credible data on migration;

Principle 3: Underlines the importance of strong partnerships.

IOM IN ELECTIONS

IOM believes that the promotion of fair elections and democratic institutions can play an important role in enhancing migration management, encouraging popular participation and engagement in a country's political future and social and economic development, stabilizing communities and reducing the potential for future large-scale population displacement and consequent instability. IOM hopes to support Somalia's progress towards more inclusive democratic elections.



MONITORING THE PLAN

IOM will continuously monitor performance and results within ongoing programmes in line with the Strategic Plan. Every project implemented by IOM Somalia is accompanied by a results framework with indicators at different levels. Monitoring data is supplied by beneficiaries, implementing partners and IOM field staff. The program managers, with technical guidance from the Mission's Programme Support Unit, are responsible for organizing progress review meetings, updating results frameworks, analyzing results, and proposing corrective action.

While these project-focused frameworks are the building blocks of IOM Somalia's M&E strategy, it will also continue to adhere to the Monitoring and Evaluation Framework for the National Development Plan. IOM will liaise with and provide inputs to the Office of the Prime Minister and the Ministry of Planning, Investment and Economic Development.

IOM is exploring ways in which innovative M&E can contribute to other goals: coordination with partners and government, communication with stakeholders, and collective outcomes that cut across projects, programmes and even countries. To these ends, IOM Somalia regularly submits data to M&E platforms managed by the respective humanitarian clusters and other government-led working groups. Starting in 2018, IOM will increase the frequency of its situation reports to inform stakeholders of Mission progress against key indicators. IOM Somalia will also increase activities that promote community engagement in M&E, such as a CCCM-led complaint feedback mechanisms, and locally owned and driven community programming under durable solutions. Finally, the Somalia mission feeds into organization-wide indicators developed by IOM to measure national, regional and global progress toward the MiGoF goals.

MANAGING DATA & INFORMATION

IOM aims to be the primary reference point for migration information through research, data collection and information sharing with governmental and other partners. IOM is committed to strengthening responsive and innovative programming through enhanced data collection, analysis and management across all IOM projects. This will contribute to: 1) evidence-based programming and a better understanding of needs and opportunities; 2) informing policy, advocacy and coordination efforts; and 3) overall monitoring and evaluation at all levels of intervention.

In support of this, IOM aims to expand its application of the Displacement Tracking Matrix (DTM), which is a system for tracking human mobility and supports targeted and evidence-based programming.



PARTNERSHIPS

The Federal Government of Somalia is the primary partner for all of IOM's activities in Somalia. This strategy has been coordinated through the Ministry of Planning, Investment, and Economic Development. IOM is committed to working in close collaboration with traditional and new partners, including federal and member state government entities, the diplomatic community, United Nations and multi-lateral agencies, international and national non-governmental organizations together with other civil society actors, the diaspora, multi-national and local private sector companies and academia.

To this end, IOM will continue to participate actively in government-led working groups under the NDP. With respect to the Government, IOM's strong capacity-building approach means it is paramount to building effective partnerships with, and support to the leadership of, public

counterparts as early as possible in the project cycle. IOM will also continue its dedicated engagement in international coordination fora, including the Humanitarian Country Team, as co-coordinator of the CCCM cluster and an active member in clusters for Health, Protection, Shelter/NFI, WASH and Food Security. IOM aims to expand joint programming with UN partners, for example, with UNDP and UN Habitat in the field of durable solutions.

IOM pursues these partnerships to achieve the three objectives set out here, but also to complement efforts of the wider humanitarian community to meet collective outcomes related to the *New Way of Working*. IOM adheres to the Principles of Partnership endorsed by the Global Humanitarian Forum, and aims to incorporate in its relationships principles of equality, transparency, results-oriented approaches, responsibility and complementarity.

ANNEXES

SECTORS OF INTERVENTION

HUMANITARIAN RESPONSE

RECOVERY AND DURABLE SOLUTIONS

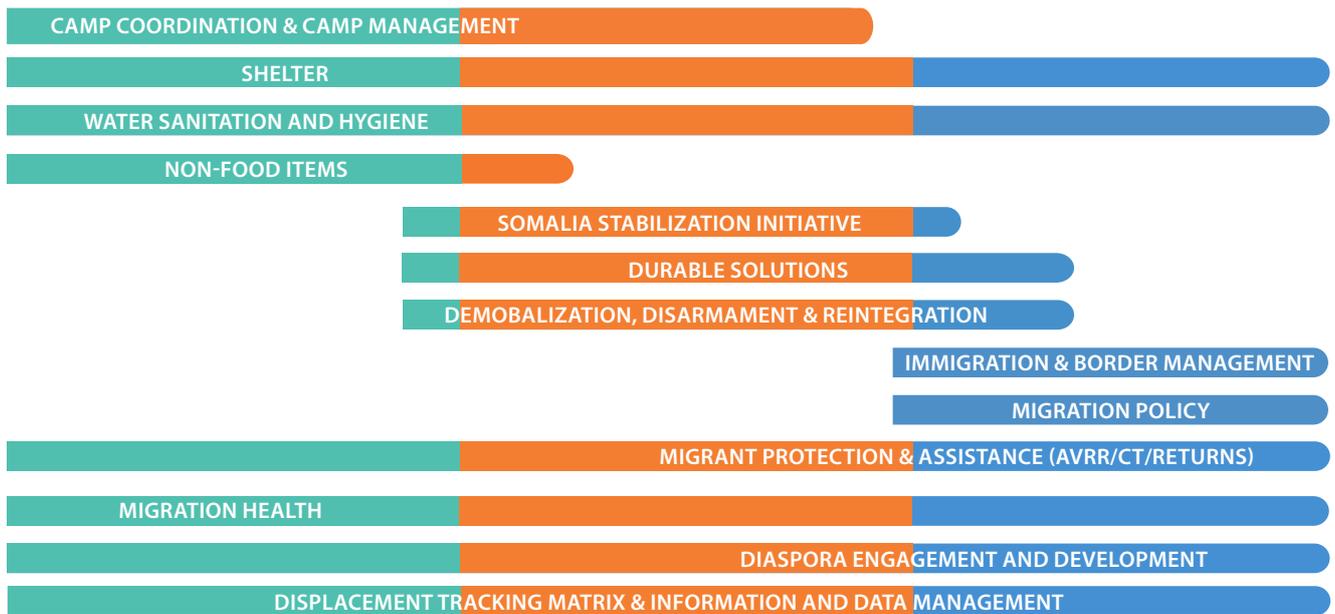
MIGRATION GOVERNANCE AND DEVELOPMENT

1 SAVE LIVES AND ALLEVIATE SUFFERING IN CRISIS-AFFECTED POPULATIONS

2 ESTABLISH FOUNDATIONS FOR LONG-TERM RECOVERY AND DURABLE SOLUTIONS

3 ADVANCE WELLBEING OF SOCIETY & MIGRANTS THROUGH STRONGER MIGRATION GOVERNANCE AND DEVELOPMENT

SECTORS OF INTERVENTION



MIGRATION-RELATED SDG TARGETS

MIGRATION IN THE GOAL AND TARGET FRAMEWORK

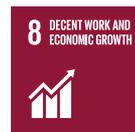
SPECIFIC REFERENCES



4.b
Scholarships (student mobility)



5.2
Trafficking
(focus on women and girls)



8.7
Trafficking
8.8
Migrant worker rights (esp. women migrants)



10.7
Well managed migration policies

10.c
Remittances



16.2
Trafficking



17.16
Global partnership

17.17
Public, private and CS partnerships

17.18
Data disaggregation (including by migratory status)

OTHER ENTRY POINTS



3.8
Resilience to climate events and socio-economic shocks



3.8
Achieving universal health coverage

10.c
Remittances



11.b
Cities implementing integrated policies



13.1-3
Resilience to climate hazards and natural disasters



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