

# International Rescue Committee Somalia: Strategy Action Plan



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## SUMMARY

The International Rescue Committee's Somalia Strategy Action Plan (SAP) translates our global strategy (as shown in **Figure 1** below), IRC2020, into a strategic vision for the International Rescue Committee (IRC) in Somalia. The SAP establishes where the IRC will work, who the IRC will serve, what difference the IRC can make in people's lives and how the IRC can deliver impact.

The collapse of the state of Somalia in 1991 had an enormous impact on the country's human development. To date, Somalia is still among the least developed countries in the world, as measured by the 2014 Human Development Report. Successive periods of conflict and catastrophe have resulted in continuing humanitarian crisis, high levels of vulnerability, and large, persistent population displacement. In 2014, around 17% of Somalia's population of 12.3 million was either internally displaced or living as refugees in neighboring countries (UNFPA

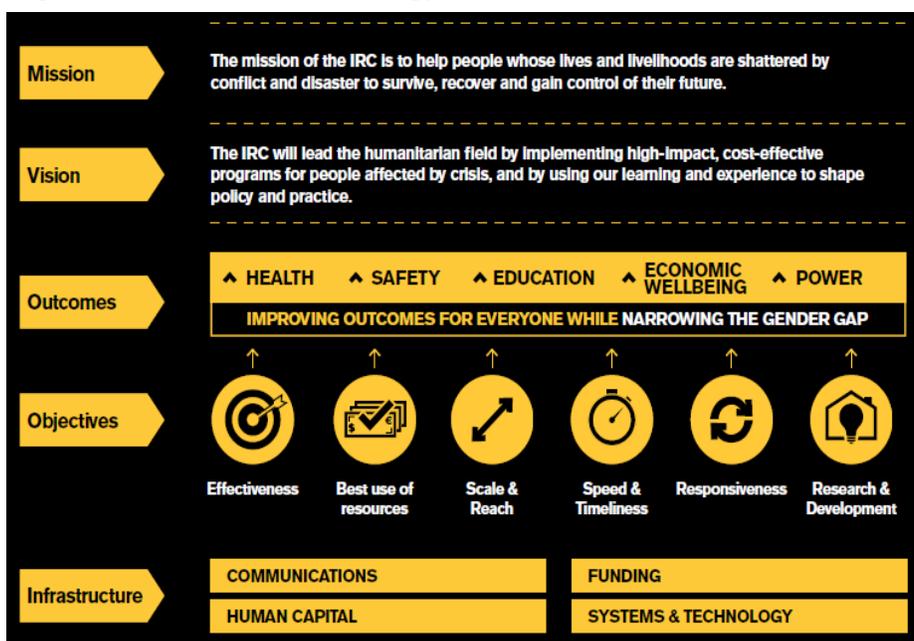
Population Estimation Survey 2014).

Since 2007, the IRC has been assisting Somali populations to address their basic humanitarian needs, while simultaneously supporting localized longer term opportunities. With a strong foot print in Galmudug (since 2007), Banadir (since 2011) and Puntland (since 2012), the IRC has developed a solid humanitarian portfolio in the fields of health, women's protection and empowerment, WASH, livelihoods and

Community Development and Reconstruction.

While Somalia is seeking to build on its fragile gains, significant basic needs remain unmet. The IRC's work in Somalia is more critical now than ever. This Strategy Action Plan illustrates the IRC's commitment to save lives in emergency and crisis events and support Somali communities in achieving recovery and development.

**Figure 1: IRC2020 Global Strategy Overview**



## IRC'S STRATEGIC PROGRAMMING

The IRC's mission is to help people whose lives and livelihoods are shattered by conflict and disaster to survive, recover and gain control of their future. Success in meeting this mission is based on measurable improvements in five areas – **health, safety, education, economic wellbeing** and **power** – for the people the IRC serves.

Upon an examination of the current state of these five areas in Somalia, scenario planning for the future state of Somalia, the solid footprint the IRC has in Somalia today, and an in-depth stakeholder analysis of community leaders, donors, and partners, key outcomes were selected that will drive IRC's programming in Somalia over the next five years.

The IRC in Somalia will focus on becoming a leader in achieving the priority outcomes listed in **Figure 2** below, in the areas of health, safety, economic wellbeing and power. Education will be

included as we increase our programming in this sector. We will proactively pursue and create opportunities to achieve these outcomes through outstanding programming, partnership, advocacy and research.

The IRC's commitment to gender equality intends to work towards equal outcomes for women and girls, and men and boys by ensuring that the particular **needs of women and girls are addressed in all of our programming**. To narrow the gender gap, a gender equality analysis will be conducted and a strategy will be defined for all of the priority outcomes.

We will target internally displaced populations and rural, poor Somali communities, with an increased focus on reaching un/under-served areas of the country. We will monitor Somali refugee returns from neighboring countries to support their reintegration.

Through a focus on these priority outcomes, we anticipate the 280,000 beneficiaries we currently reach will grow to 620,000 by 2020.

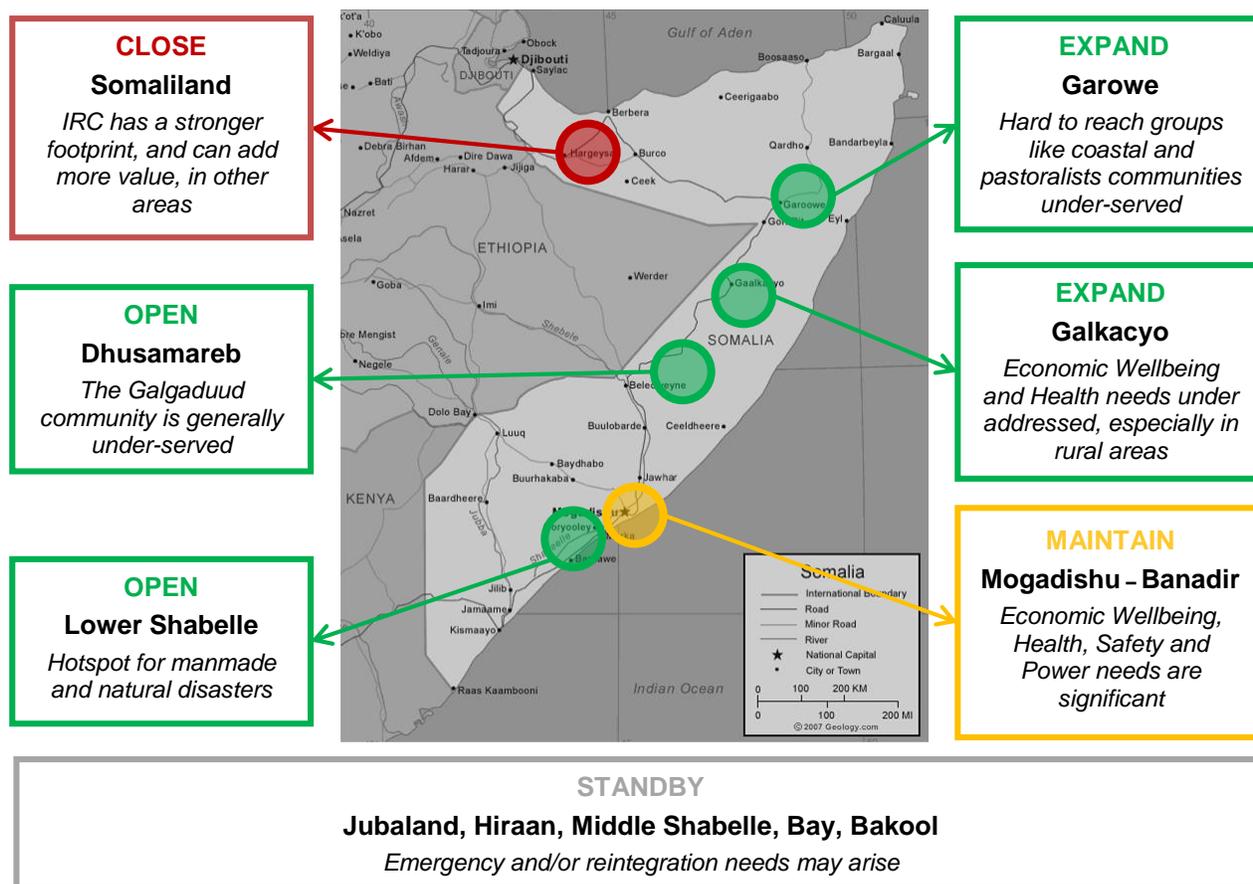
**Figure 2: Priority Outcomes**

Priority Outcomes		Examples of Potential Programming
<b>Health</b>	Women and adolescent girls are protected from and treated for complications of pregnancy and childbirth	<ul style="list-style-type: none"> <li>&gt; Provide essential life-saving and -sustaining assistance in IRC-supported health facilities</li> <li>&gt; Empower women and girls to have control over the use of health care resources</li> </ul>
<b>Safety</b>	People are safe in their communities and receive support when they experience harm	<ul style="list-style-type: none"> <li>&gt; Provide psychosocial, case management, health, and gender-based violence services</li> <li>&gt; Promote community leadership structures to create an environment for the vulnerable to access services</li> </ul>
<b>Economic Wellbeing</b>	People are food secure	<ul style="list-style-type: none"> <li>&gt; Provide unconditional cash transfers</li> <li>&gt; Construct, rehabilitate and maintain water and hygiene infrastructures</li> <li>&gt; Facilitate hygiene promotion and sensitization</li> </ul>
	People generate income and assets	<ul style="list-style-type: none"> <li>&gt; Establish women savings and livelihoods groups</li> <li>&gt; Promote business grant and market development</li> </ul>
<b>Power</b>	People influence decisions that affect them collectively	<ul style="list-style-type: none"> <li>&gt; Offer block grants through community driven reconstruction programs</li> <li>&gt; Facilitate locally led conflict management and mitigation processes</li> </ul>

## IRC'S STRATEGIC PRESENCE

The IRC has decided to maintain, open, expand, and close sites across Somalia based on an analysis of where the IRC should work and where the IRC has a solid footprint in Somalia today, including partnerships, as highlighted in **Figure 3**.

**Figure 3: The IRC's Geographical Transitions in Somalia**



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## COMMITMENTS FOR IMPACT

In order to achieve greater impact in our prioritized geographies and outcomes, our programs need to be more effective, reach more people more quickly, and be more responsive to our beneficiaries and partners. The IRC in Somalia has made the following commitments to strengthen programming and deliver improvements for the Somali's we serve.



### Effectiveness

- > Expand monitoring and evaluation team to strengthen ability to analyze and build on lessons learned
- > Map existing evidence for programs that achieve or do not achieve desired impact to the selected outcomes and identify evidence gaps



### Scale & Reach

- > Identify opportunities to bring existing IRC programming to scale to increase the number of people we serve



### Speed & Timeliness

- > Establish a Country Emergency Team to strengthen our capacity to react when an emergency strikes, delivering life-saving services to the Somali people more quickly



### Responsiveness

- > Apply the Core Humanitarian Standard on Quality & Accountability across IRC programming in Somalia

# IRC in Somalia



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INTERNATIONAL  
**RESCUE**  
COMMITTEE