

The Leadership and Policy Institute

2013- 2016 Strategic Plan



SOMALI FAMILY SERVICES
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EXECUTIVE SUMMARY

The 2014-2018 Strategic Plan represents the Leadership and Policy Institute's guiding document for action in Somalia over the next five years. The Leadership and Policy Institute believe an inclusive, representative and legitimate political process, a more accountable government and a well informed citizenry are essential if lasting peace in Somalia is to be achieved. The Leadership and Policy Institute's overarching objective is to increase peace and stability in Somalia by strengthening the foundations of a democratic society and supporting the future leaders of Somalia. In order to accomplish this, the institute plans to focus on strengthening good governance, promoting the democratization process, and research and development.

The Strategy encompasses "one" Somalia – inclusive of three regions Puntland, Somaliland and South Central – although its foundations rest on previous initiatives in Puntland.

The strategy is based on a holistic cooperative approach that calls for the involvement of a variety of actors and partnerships with the local governments, regional governments, federal government and different government institutions as well as the international community and strong civil society.

The Strategy is influenced by the high degree of insecurity in the country and therefore risk management features prominently in the Strategy to adapt the design and implementation of interventions. Do No Harm principles will be applied to all interventions.

The Strategy outlines the vision, mission, values of the Leadership and Policy Institute and how it positions itself to realize stated objectives and goals over the next five years. The five year strategic plan outlines and serves as a benchmark for objectives, outputs, outcomes, and activities furthering our commitment to effective use of resources and monitoring and evaluation.

The Leadership and Policy Institute is semi-independent and enjoy close collaboration with the Media and Peace-Building Institute and Education and Skill Development Institute, which was founded and is run by SFS. Furthermore, the institute has a director who reports to the Somali Family Services Executive Director, Abdurashid Ali, who has extensive links with Puntland government officials, International NGOs, UN and Somalis in the Diaspora. SFS will also broaden the impact of the institute by creating links between the institute and Diaspora communities throughout the world.

Abdurashid Ali
Executive Director
Somali Family Services

BACKGROUND INFORMATION

For the last 20 years, the narrative of Somalia has remained monolithic, pivoting on the axis of insecurity and need. Somalia has become synonymous with a failed state, and the effects of two decades of conflict are far-reaching: 1.36 million people are internally displaced and 10% of the population has emigrated out of the country.¹ Upwards of 73% of the population lives on less than \$2 a day.² The overall unemployment among people aged 15 to 64 is 54%, while for women it is 74%.³ The absence of state institutions has ushered in violent extremism and rampant piracy. A generation of Somalis has never known a functioning government.

While Somalia still faces many daunting challenges, it is entering an era of hope. On September 10th, 2012, the new House of the People of the Federal Parliament elected civil society activist Hassan Sheikh Mohamud as president of Somalia. The election signaled a symbolic and historic turning point for the war-torn country and on January 17, 2013, the U.S. government recognized the new Somalia federal government for the first time since 1991.

Today's Somali leaders face unprecedented challenges. The governance debate has focused more on minimizing leaders' ability to do harm than maximizing their ability to do good. There are good reasons for this: corruption, political turmoil and weak institutions have blighted Somalia. Part of the problem, however, is this very presupposition. The Somali narrative must be changed. Somali Family Services aspires to be the vanguard in this transformation through its Leadership and Policy Institute, working to rebuild the contract between citizens and their government, and in the transition from a clan-based political system to a multi-party democratic system. In this very challenging context, the Leadership and Policy Institute set off to formulate its Strategy for 2013-2016.

OUR VISION

We envision a peaceful, democratic Puntland and Somalia in which the government is responsive to the peoples' needs, and all citizens have a meaningful voice in their government and the opportunity to thrive.

OUR MISSION

To increase peace and stability in Puntland and Somalia by strengthening the foundations of a democratic society and supporting the future leaders of Puntland and Somalia

OUR VALUES

SFS core values are the fundamental principles and standards to which we adhere. They reflect our rich and diverse organizational history, our culture and our identity. In achieving its Vision and Mission, SFS is guided by the following core values:

- *Integrity: a commitment to the principles of human rights, social justice, transparency and accessibility.*

¹ UNHDR statistics as of January 2012.

² UNDP/World Bank Socioeconomic Survey, 2002.

³ UNDP Somalia Human Development Report 2012.

- *Innovation: encouraging the exploration of new ideas toward sustainable development.*
- *Effectiveness & responsiveness: using resources in a considered, appropriate and transparent manner for maximum and timely benefit.*
- *Inclusiveness: embracing diversity and working to empower and involve marginalized groups in the community.*
- *Engagement & empowerment: promoting human dignity and strengthening human capacity to build agency among Somali citizens.*

OBJECTIVES

1. *Promote democracy and peace building by enhancing democratization processes in Somalia.*
2. *Research and policy development: Develop cutting-edge research and innovative training methods designed to find solutions to the most pressing governance issues.*
3. *Strengthen good governance: Improve the capacity and effectiveness of public administration, so that governments are better able to deliver policies and programs that lift their people out of poverty in a stable political environment.*

Potential Partners

SFS partnership with international organizations has continued to grow as the breadth of our capacity and programming expands. In the past, our partners have included the Somali government, Diakonia, UNDP, National Endowment for Democracy, UNICEF, Relief International, ADRA, Counterpart International, ILO Somalia and private banks and individuals. Our biggest donors have included the EU, USAID, DFID and SIDA, however, indirectly through partnerships with other organizations. Other organizations, such as UN-Habitat, OXFAM, Mercy Corps, CARE, Norwegian People's Aid and Interpeace, could potentially be partners as they are currently working on governance and leadership projects in Somalia.

SFS also collaborates with local Somali counterparts such as Puntland State University (PSU), Kaalo Relief Development (KAALO), Tanad Relief and Development Organization (TARDO) Puntland Non-State Actors and other Civil Society Organizations in Puntland. The Minneapolis Community and Technical College, University of Minnesota, the Metropolitan State University, and Georgetown University have also contributed to our organization, however, not financially.

OBJECTIVE 1: Promote democracy and peace building by enhancing democratization processes in Somalia

Situation analysis

Despite the country's notorious instability, the northern parts of Somalia are relatively calm and functioning. Puntland has remained fairly stable and secure since the collapse of the Somali State in 1991 and the establishment of the Puntland State of Somalia in 1998. Peace and stability remains tenuous, however, as militia groups engaged in piracy and kidnapping, clan based conflicts, terrorist killings as well as assassinations and bombings continue.

Weak governance system and the absence of both resources and capacities to manage these problems contribute to their persistence. Furthermore, past efforts to achieve peace and reconciliation in the country have largely been top-down and failed to be inclusive of all actors/stakeholders.

One of the biggest challenges to democracy in Somalia is for one version of democracy to be understood and accepted by the people. There are diverging public perceptions and understandings of democracy, as well as the influence of clan politics and Islam. The Somali conflict and insecurity also greatly affects peace and democratization. The state still faces institutional challenges as they develop their capacity and accountability. Recently small steps have been made toward a unified democratization process; however breakaway regions and competing interests are threatening its fragile progress.



Figure 1. SFS Executive Director, Abdurashid Ali, in discussion with a Public Official.

Implementation strategy

The Leadership and Policy Institute(LPI) believe a good understanding of a highly dynamic political-security environment and the ability to analyze and apply the findings to the development agenda is critical for peace and democracy promotion in Somalia. Furthermore, multi-donor coordination and planning with other local partners, particularly in the governance and security areas, is beneficial in providing a coherent message to the public in a politically sensitive environment. Promoting a multi-party democratic system that is inclusive of women, youth, and minority groups will also be incorporated into programming, and a considerable effort will be made to establish baselines and manage performance. Community-driven development is and will remain a key mechanism. Capacity-building and institutional strengthening will be embedded as a component in all programs. The LPI embraces the principles of “Do No Harm” in all its programming in Somalia by building the capacities to disengage; and uses grassroots, “bottom-up” approaches to build capacities of local communities to engage in dialogue with each other and officials.

Our track record

Since 2007, in partnership with Diakonia Sweden, National Endowment for Democracy, UNDP, UNHCR and ILO, SFS has constructed the first and only public library and resource center in Puntland; offered thousands of local leaders and citizens training in democracy, good governance, citizenship, human rights, gender-based violence and vocational skills; launched an online news service and community radio station; provided 1200 small grants and loans to spark entrepreneurial activity in Puntland. In collaboration with the Transitional Puntland Electoral Commission, SFS conducted a series of voter education forums across Puntland in preparation for the district elections that were scheduled for June 2013.

Objective 1 Promote democracy and peace building by enhancing democratization processes in Somalia.
Outcome 1: A well-informed, invested and active civil society in governance and democratization
Output 1.1 Enhanced institutional capacity of civil society to execute democratization programs
Output 1.2 Increased civil society participation in decision-making, policy, planning and monitoring processes
Output 1.3 Increased collaboration and coordination amongst CSOs
Activities: 1.1 Training of trainers on governance and democratization programs 1.2 Advocate for the space of CSO's to influence decision-making, policy, planning and monitoring processes 1.2b Training on monitoring and evaluation of government programs and finances 1.3b Coordinate CSOs efforts to avoid redundancy and to maximize effectiveness and "best practices"
Outcome 2: Increased citizen participation and confidence in the democratic system
Output 2.1 Increased voter turnout on election days
Output 2.2 Increased participation and awareness of the roles and responsibilities of citizens in a democratic system
Activities: 2.1 Voter education workshops 2.2 Civic education workshops 2.2b Coordinate and train elected Student Councils at schools 2.2c Peer to peer groups that discuss democratization and political issues (women, young girls, IDP's etc.)
Outcome 3: Political parties are well organized, mobilized and representative of the Somali population
Output 3.1 Political parties are representative of the Somali population with inclusion of women, youth, and minority groups
Output 3.2 Political parties make public their financial contributions
Output 3.3 Political parties are responsive to citizen needs
Output 3.4 Political parties are well-educated on laws related to elections, political parties and the democratic system
Activities: 3.1 Advocate political parties for increased inclusion and outreach to marginalized groups. Help facilitates outreach 3.2 Advocate for publicly posted financial contributions, create a website for this purpose 3.3 Workshops on the roles and responsibilities of elected officials 3.4 Facilitate trainings on election processes and legal base training

Risk assessment

There are many challenges that face the peace building and democratization process in Somalia. Diverging interpretations of democracy, clan politics and Islam has left Somalia fragmented. Persistent conflict, whether clan-based or from criminal or terrorist elements, greatly hinders efforts at peace and democratization. There is the threat of resistance by those who benefit from a failed state, or a clan-based system. There is also the risk that peace

building and conflict resolution will be perceived as political, and the program's neutrality could therefore be undermined. The Leadership and Policy Institute can mitigate these risks by



Figure 2. Public Officials in Discussions hosted at the Puntland Library and Resource Centre (PLRC)

engaging all stakeholders and providing equal access to services. The neutrality of the Institute is essential for successful implementation of programming and for its reputation. While not being deterred to continue its work, the Institute must pay heed to security threats for the safety of its facilitators and participants.

OBJECTIVE 2: Research and policy development: Develop cutting-edge research and innovative training methods designed to find solutions to the most pressing governance issues

Situation analysis

The acute lack of reliable, regular and timely data in Somalia greatly hampers priority-setting in programming and the monitoring and evaluation of strategic outcomes - to the extent that in a number of cases evidence of impact is merely anecdotal. A considerable effort needs to be made to develop reliable and regular data that will help policymakers and donors make better decisions. Research documenting the Somali conflict and peace-building processes can provide valuable lessons from both successful and unsuccessful initiatives and then applied to future peace-building processes. There has been a void in past research of the Somali experience and capacity to govern and conduct peace processes locally without relying extensively on external actors. The local context and traditional forms of governance and peace processes must be understood in order to build long-lasting peace.

Implementation strategy

The Leadership and Policy Institute will build a sustainable research institution by building the capacity of a team of social scientists to systematically collect and analyze both quantitative and qualitative data. The Leadership and Policy Institute plans to capture lessons from workshops, trainings and conferences to disseminate with the hope of positively impacting future policies and programming. The LPI will use mixed-methods of community-based participatory research (CBPR), surveys, semi-structured focus groups, and individual interviews. Service providers will also be interviewed to gain their perspectives and experiences. Community-based participatory research using mixed-methods is critical to facilitating trust-building and engaging community members as active participants in every phase of the



research process, enabling the rigorous and ethical conduct of research in Somalia. Community-based participatory research (CBPR) is defined as a collaborative approach to research that equitably involves community members, organizational representatives, and researchers in all aspects of the research process whereby partners contribute unique strengths and shared responsibilities to enhance understanding of a given phenomenon and the social and cultural dynamics of the community, and integrate the knowledge gained with action to improve the well-being of community members.⁴

The LPI will also strive to move research forward using existing tools while simultaneously gathering information to improve or change those tools based on qualitative research. Knowledge transfer from lessons learned from research will be incorporated throughout the entire Institute’s programming and objectives through trainings and publications. Advocacy at various levels is also central in achieving sustainable impact in Somalia as well as the dissemination of accurate information. The LPI will also utilize its researches and resources to lobby for policies and programming it believes in. The neutrality of the Institute is essential for the successful promotion of policies. The LPI will remain committed to unbiased and objective research and to giving a voice to all involved stakeholders.

Objective 2
Research and Policy Development
Outcome 1:
Develop cutting-edge research related to governance issues
Output 1.1 Engage stakeholders in the community, particularly CSOs and citizens, in field based research
Output 1.2 Driving increased high-impact knowledge exchange and public engagement
Output 1.3 Raising the profile of our research activity and expertise, both domestically and globally
Output 1.4 Shaping and securing strategic partnerships with research funders
Activities:
1.1 Conduct needs assessment, surveys and field based research related to topical government issues
1.2 Facilitate forums and working groups
1.3 Publish and advertize the work of the Institute
1.4 Engage strategic partners to explore partnerships
Outcome 2:
Develop and advocate policies and programming designed to find solutions to the most pressing governance issues
Output 2.1 Informed and engaged local actors involved in policy development
Output 2.2 Minimal redundancy of efforts amongst CSOs and the government
Activities:
2.1 Use research and local knowledge to develop responsive programming
2.1b Create local working groups with knowledgeable members to develop and advocate for sound policies
2.2 Advocate for good, unified policies
2.2b Create cross-institution working groups to increase communication and collaboration
2.2c Organize a Somali-wide conference that brings together all relevant stakeholders focusing on challenges facing peace and democratization in Somalia

⁴ Israel BA, Schulz AJ, Parker EA, Becker AB. Review of community-based research: assessing partnership approaches to improve public health. Annu Rev Public Health. 1998;19:173–202.

Our track record

Producing formal research and publications is a new field for Somali Family Services, however, SFS has been engaged in community-based participatory research, conducting semi-structured focus groups, and individual interviews since its inception in 2003, albeit informally. The Leadership and Policy Institute strives to systematize and formalize its previous research efforts.

Risk assessment

The main risks related to research and policy development in Somalia come from the threat of resistance by those who benefit from the status quo in Somalia. Conducting research in remote areas of Somalia remains a risk, as terrorist threats, kidnapping, and clan-related violence remain throughout Somalia. In particular, terrorist groups have made threats against Westerners and those working for Western organizations. While not being deterred to continue its work, the Institute must pay heed to security threats for the safety of its facilitators and participants.

OBJECTIVE 3: Strengthen good governance: Improve the capacity and effectiveness of public administration, so that governments are better able to deliver policies and programs that lift their people out of poverty in a stable political environment

Situation analysis

A lack of accountable, legitimate and inclusive governance structures in large parts of Somalia have resulted in an environment prone to crime and lawlessness with rampant impunity at various levels. However, political processes relating to state building in Somalia have gained new momentum in 2012, as the country successfully adopted its provisional constitution, established a new Federal Parliament, and selected its new President Sheikh Hassan Sheikh Mohamoud. The shifting political dynamics influence not only humanitarian operations but all forms of engagement in Somalia. There is growing enthusiasm for positive change; however, these developments are still tenuous. This momentum will have to be sustained and the new government will need to consolidate its ability to govern inside and outside of the capital. To sustain peace and reconciliation, we must restore people's trust and confidence in governance systems and rule of law while rebuilding relationships at all levels. Somalia is one of the worst countries in the world to be a woman. Female genital mutilation is almost universal, domestic violence is commonplace and there are many cases of rape and sexual violence (with 70% of those reported occurring among internally displaced populations). The societal stigma attached to sexual violence and rape prevents many women from reporting these crimes. Lack of access, statistics and monitoring data also make it difficult for the international community to establish the full extent of the problem. Most cases which are reported are dealt with under clan or Sharia Law rather than in the state courts. Women face widespread discrimination and are routinely excluded from educational and economic opportunities. There were, however, small signs of improvement in 2012. Women comprise 13% of MPs in the new parliament.

Fawzia Yusuf H. Adam was appointed Deputy Prime Minister and Foreign Secretary, becoming one of two women in the 10-member cabinet. The President is committed to improving women's rights in Somalia. But this new level of representation will need to translate into concrete action to have any real impact on the lives of women across the country. The Leadership and Policy Institute will have particular relevance to women in Somalia.

Implementation strategy

Establishing close and effective working relationships with the local and national government is crucial for the Leadership and Policy Institute's success. In Somalia, different regions have very different institutional structures and capacities and the LPI will be sensitive to the local context and capacity for development. Programming and resources have to be committed to a medium to long-term perspective, particularly when developing institutions and providing capacity-building. For programming involving good governance to be successful, all stakeholders must be given agency. The LPI will lead in the development and advocacy of policies promoting gender equality. By partnering with other agencies, the government, civil society, and multilateral organizations, the LPI will advocate for the inclusion of women in peace, stability and governance discussions. Community-driven development is and will remain a key mechanism. Capacity-building and institutional strengthening will be embedded as a component in all programs. The LPI embraces the principles of "Do No Harm" in all its programming in Somalia by building the capacities to disengage; and uses grassroots, "bottom-up" approaches to build capacities of local communities to engage in dialogue with each other and officials.

Our track record

SFS has been engaged in good governance activities since 2005 both in Minnesota and Puntland. SFS has conducted series of successful forums, conference, trainings and workshops that created a constructive dialogue between government and civil society aimed to resolve critical governance issues. These forums engaged youth, women, elders, religious groups, as well as marginalized groups. Four workshops in 2012-13 focused on strengthening interaction between police and citizens to develop a sense of understanding and mutual respect. In April 2013, another seven two-day forum brought together local government authorities, the district education office, the ministry of health and forty civil society members to discuss government services. In partnership with Daikonia in April 2013, SFS facilitated a two two-day forum on taxation and budget planning aimed to strengthen the interactions and relations between government (service providers) and civil society.

Risk assessment

Somali security is an issue that must be addressed when working toward good governance. The state still faces institutional challenges as they develop their capacity and accountability. There is also the threat of resistance by those who benefit from a failed state. Although militia groups engage in politically motivated kidnapping, clan-based conflicts as well as assassinations and bombings, there is more to Somalia than violence. The LPI advocates for a comprehensive, multi-disciplinary, and inclusive human security approach; an approach that respects the culture of the Somali people, protects the rights of all Somali citizens, and offers greater opportunity for social and economic development.

<p>Objective 3 Strengthen Good Governance: Improve the effectiveness of public administration, so that governments are better able to deliver policies that lift their people out of poverty in a stable political environment</p>
<p>Outcome 1: Branches of government at local, regional and national levels develop accountability, transparency and anti-corruption mechanisms aimed at reducing corruption</p>
<p>Output 1.1 Different stakeholders understand importance of reporting corruptions</p>
<p>Output 1.2 National and local authorities understand and are committed to developing capacities to plan, manage and monitor development, resources and investments</p>
<p>Output 1.3 Transparency of public spending: government bodies understand budget priorities based on broader consultation with the public and CSO</p>
<p>Activities: 1.1 Develop TOR of anonymous corruption reporting website and hotline 1.2 Create focus groups to advocate for and explore an anti-corruption body 1.3 Public financial and resource management course 1.3b Ethics in public administration course 1.4 Advocate for public finances to be posted on a website 1.5 Advocate for and help create a website to post government job opportunities</p>
<p>Outcome 2: Rule of law is strengthened and regional and national security enhanced</p>
<p>Output 2.1 Institutional judicial frameworks that are accessible, efficient and trustworthy</p>
<p>Output 2.2 Reduction of youth involved in organized crime, terrorism, and drugs</p>
<p>Output 2.3 Reduction of piracy</p>
<p>Output 2.4 Increased peace and stability</p>
<p>Output 2.5 Responsive institutions to crisis, organized crime and terrorism</p>
<p>Activities: 2.1 Legal Base Training for government officials 2.1b Citizen legal rights and human rights awareness 2.2 Youth outreach programs (job skills training, literacy, sports programs etc.) 2.3 Private job skills training program 2.4 Peace and conflict mediation focus groups, with ability to facilitate sessions and training of trainers 2.5 Monitor the government and police and military responsiveness to security issues, and advocate for improved results</p>
<p>Outcome 3: Gender Equity</p>
<p>Output 3.1 National and local authorities have strengthened capacity to mainstream gender in public policies and programs</p>
<p>Output 3.2 Gender equity advocates have strengthened their capacities to effectively advocate for gender responsive laws, policies, strategies and budgets, and to monitor their implementation</p>
<p>Output 3.3 Increased number of women holding government positions and participation in political parties</p>
<p>Activities: 3.1 Develop and help government agencies implement equal opportunity policies 3.1b Form a gender equity group to monitor and advocate for gender mainstreaming in programs 3.2 Strengthen the role of CSOs in advancing gender equity through trainings and coordinated efforts 3.3 Professionalism training for women 3.3b Girl's mentorship programs with successful women 3.3c Public awareness campaigns to challenge gender stereotypes in collaboration with the Media and Peace-building Institute</p>



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