



NADFOR FIVE-YEAR STRATEGIC PLAN (2019-2023)

NATIONAL DISASTER PREPAREDNESS AND FOOD RESERVE AUTHORITY (SOMALILAND)

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ABBREVIATIONS

DRM: Disaster Risk Management

DRR: Disaster Risk Reduction

FAO: Food and Agriculture Organization

IGAD: Intergovernmental Authority on Development

MoPND: Ministry of Planning and National Development

M&E: Monitoring and evaluation

NADFOR: National Disaster Preparedness and Food Reserve Authority

NDPII: National Development Plan II

NERAD: National Environmental Research and Disaster Preparedness

NGO's: Non-governmental Organizations

UN: United Nations

UNOCHA: United Nations Office for Coordination of Humanitarian affairs

WMO: World Metrological organization

FORWARD

Historical records indicate that in Somaliland disasters such as droughts are of regular occurrence. Evolving and emerging new challenges, for instance climate change, are bringing new modalities in disaster events including storms, flash floods, and outbreak of agricultural pests. Disasters almost always spell devastating impacts on communities, particularly vulnerable communities, the economy, and environment. Pastoral communities who had instituted adaptive measures to cope with droughts have been, in recent years, experiencing unusual recurrence of drought coupled with land degradation resulting primarily from unsustainable land use practices, among which, are deforestation, charcoal production, overgrazing, and turning rangeland that is marginally suitable for farming into cropland.

Experiences, both from the local context and international sphere, show that, with adequate preparation, and timely response to disasters, and carrying out mitigation measures, can significantly reduce the impact of disasters on human life and environment. This is much so when droughts, the most important disaster in Somaliland, occur nearly once every two to three years in any region in the country. It is widely acknowledged that sustainable development is closely linked with disaster risk reduction by enhancing community resilience in the face of disasters. NADFOR, as the national agency mandated to oversee, plan and coordinate all efforts aimed at disaster risk reduction and disaster management is committed to appropriately and timely respond to disasters, enhance national preparedness for disasters, and conduct effective mitigation measures, and recovery interventions. NADFOR will deliver these services by following the guidelines set in this strategic plan for the period 2019-2023, by building effective partnerships with local and international organizations working in disaster risk reduction and sustainable development, and by efficiently mobilizing resources for disaster management.

We acknowledge and appreciate ACTIONAID's assistance in funding the formulation of this document which is a result of wide consultations with relevant stakeholders and experts during a workshop held in Mansoor Hotel, Hargeisa, on November 25-26, 2018. Also we acknowledge the inputs from consulted experts and stakeholders in the development of this strategic plan. We recognize that disaster risk reduction is a multisectoral agenda requiring concerted and coordinated efforts from various players and we call upon all stakeholders to contribute to the realization of our vision of building a society more resilient and better prepared to respond to disasters.

Faisal Ali Sh. Mohamed
Commissioner, NADFOR



1. INTRODUCTION

1.1 National Context

The Republic of Somaliland has a total area of 137,600sqkms, and it has a coastline which is 850kms long. It is situated in the Horn of Africa. Its boundaries are defined by the Gulf of Aden in the north, Somalia in the east, the Federal Republic of Ethiopia in the south-west, and the Republic of Djibouti in the north-west. It lies between Latitudes 8° and 11°27' North and Longitudes 42°35' and 49° East; it has mountain ranges rising up to six and seven thousand feet in the center and in the east of the country respectively¹.

The environmental condition of the country is arid and semi-lands, susceptible to climate-related hazards and natural disaster phenomena in general.

Poverty prevails among the population, impinging on the socio-economic, political, and environmental stability of the country. Environmental degradation is an alarming issue, and most importantly a contributory factor to the recurrent droughts, land degradation, and persistent water stress.

On the other hand, the persistent and abnormal water deficiency in Somaliland, particularly rainfall, which has severely impacted vegetation, animals, and people, and this deficiency also results in water shortages for some activities, groups, or environmental sectors, and is also related to the timing of precipitation. It has also become one of the constraints to plant growth and terrestrial ecosystem productivity in many regions in Somaliland. Water availability from different sources has dried up, others tend to be more stressed, thus engraving hardships on the livelihoods of rural communities. The influencing factors include excessive levels of salts in the soil, degradation of wetlands and water catchment areas, and increasing withdrawal of limited fresh-water resources to competing uses.

The country has experienced frequent droughts that usually come within short intervals, and each drought that comes after the aftermath of a certain drought, poses a greater destruction in the livelihoods of the people and their economic yields, as well as a perturbation of biodiversity and the natural condition of the environment, thus making people extremely vulnerable to climate-related hazards.

In May 2018, a cyclone struck coastal areas in Somaliland, and it caused a death toll of 53 people, destruction of hundreds of farms, irrigation channels, livestock, and vegetation. On the other hand, the torrential rains always damage the buildings of the people, and impact protection.

However, the structural causes of the high degree of vulnerability of the population to disasters and the trends affecting them are complex and varied. As mean annual rainfall decreases, the variability of the rainfall increases. Hence, drought is a recurrent phenomenon in Somaliland, particularly in the rangelands. The recent droughts were very severe and necessitated international relief assistance and

¹ MoNPD: Somaliland in Figures (2014)

stimulated this initiative for formulating a national drought management strategy². Past drought management is limited in reacting and counteracting to the impacts of drought. Usually when there is no pro-active and prior strategies that are operating on the ground, the emergency aid is resorted exaggeratedly.

1.2 Climate and Topographic zones

The average daily temperatures range from 25°C to 35°C. The sun passes vertically overhead twice a year, on 22 March and 23 September. Somaliland consists of three main topographic zones: (1). A Coastal Plain (Guban) (2) The Coastal Range (Ogo) (3) A Plateau (Hawd) The Coastal Plain (Guban) is a zone with high temperatures and low rainfall. Summer temperatures in the region easily average over 100°F. However, temperatures come down during the winter, and both human and livestock populations increase dramatically in the region. The Coastal Range (Ogo) is a high plateau to the immediate south of Guban. Its elevation ranges from 6000ft above sea level in the west to 7000ft in the East. Rainfall is heavier there than in Guban, although it varies considerably within the zone. The Plateau (Hawd) region lies to the south of Ogo range. It is generally more heavily populated during the wet season, when surface water is available. It is also an important area for grazing³.

The rainfall pattern is different in the regions, the eastern regions have bimodal pattern of rainfall with two distinct rainy seasons and two dry seasons. The GU season starting from late March with peak rainfall in May is followed by the Xagaa dry season followed by Dayr rains starting from September with peak in October followed by the dry Jilaal season.

The eastern and the southern party with predominantly pastoral nomads is the drier part of Somaliland with total rainfall of less than 200mm per annum. Earlier reports indicated that climate is more severe in south and the eastern part of the country. The coast area of the country has rainfall much lower the eastern and southern parts with mean rainfall of less than 60mm. The western part of the country in addition to the Gu and Dayr rains also receive Karan and sometimes Xays thus with the exception of the winter, the region receives rains for more than eight months though the quantity and the distribution is highly variable and uneven. This zone, which is an agro-pastoral area, at times receives more than 400mm. The western part of the country is therefore wetter than the east and the Haud . The Golis-range Mountains running parallel to the coast receives relatively high rainfall. The high rainfall record in the mountainous Golis-range is attributed to orographic modification with high humidity and mist clouds. Rainfall is as high as 600mm in this zone⁴.

² NERAD 2017: National Drought Management strategy

³ MoNPD : Somaliland in Figures 2014

⁴ NERAD 2017: National Drought Management Strategy

1.3 Disasters in Somaliland

The country is disaster prone, and always faces numerous natural and climate related disasters which results a greater impact on livelihood systems of the people, ecology and socio-economic stability of the country. The major disasters that the country very often experiences include drought, floods, disease outbreaks, and fires. Droughts and floods which are often experienced in Somaliland. Over the last decade, the frequency and severity of droughts and floods increased, and this upsurge may continue as the trends of climate change expected to increase in the region. Vulnerability of the people to these disasters is high due to high tendency of poverty in Somaliland and limited community based coping mechanisms to disasters.

2 INSTITUTIONAL BACKGROUND

2.1 Introduction

National Environmental Research and Disaster Preparedness Authority (NERAD) which is currently known as National Disaster Preparedness and Food Reserve Authority (NADFOR) has been formed in 2003, and approved by parliament under Law number-35 as Government institution mandated to work on disaster management and humanitarian aid coordination. Besides this, Article 18, verse 2 of the constitution of Somaliland reveals that the state shall undertake relief in disasters such as famine, storms, epidemics, earthquakes, and war. This necessitated the establishment of this authority.

NADFOR encompasses these following departments and units: Department of Disaster Preparedness, Department of Planning and Research, Department of Response and Aid coordination, Department of Arab and Islamic relation, Department of Admin and Finance, and Food Storage unit. The institution has been taking part in the effort of managing different disasters that took place in the country, and has worked with UN-agencies and International Organizations on various areas. There have been several studies and projects implemented by NADFOR despite financial constraints and limited effort in disaster response and coordination have always impinged for it to engage into different efforts pertaining disaster risk management and resilience building. The authority will seek to improve the level of disaster preparedness with the capacity to respond to all disasters based on its mandate. The creation of this authority reinforced the government's commitment and give priority to disaster management.

However, with reference of presidential order/decreed (JSL/XM/WM/249-11/012018), the role of the institution has been expanded whereby the Food aid coordination and National Food reserves are added into its mandate. The responsibility of the institution has expanded despite the available resources are limited. In the face of prevailing climate related hazards, more often drought, and other potential disasters such as diseases outbreaks, fire, and floods, NADFOR needs to have burly capacity and strategic operations in dealing with these potential disasters, and manage food and other resources through efficient and sustainable way.

2.2 Duties of the Authority

- To prepare a disaster prevention and preparedness national policy; formulate a strategy for its application; and upon approval, follow up its implementation.
- To formulate a strategy for future disaster prevention through studying previous disaster areas.
- To administer the national disaster prevention and preparedness fund, and create national food reserve.
- In cooperation with the concerned organizations, undertake studies on the causes of disasters and set up a system of early warning.
- In cooperation with concerned organs, declares disasters and the areas affected by disasters to be aware of its magnitude.
- In accordance with directives issued by the Government, requests for and receives any form of assistance from domestic and foreign sources.
- To register all forms of assistance received from donors and humanitarian organizations, internally and externally.
- To coordinate and supervise relief activities of non-government aid organization.
- The Authority shall have the power to own property and can inter into agreements with its name and with that of the Government.
- To carry out such other activities as would enhance the attainment of its objectives.
- Deploy staff and mobilize experts (both expatriate and local) to ensure capacity for all aspect and phases of disaster management operation.
- Review activities of organizations that work with NADFOR and their achievements.
- Establish early warning and a communication system that covers the whole country (regions, districts and villages)

2.3 Vision

To build a resilient society, and reduce vulnerability of communities to disasters by improving sustainable coping capacities to decrease overall impact of disasters on livelihood of the people and sustainable development in Somaliland.

2.4 Mission

- Coordinate disaster risk management interventions at the national and local levels, in collaboration with relevant agencies.
- Raise awareness on disaster risks and their mitigation/prevention at all levels.
- Support poverty alleviation programs through resilience building, and support to local administrations in preparing their disaster management plans.
- Facilitate effective disaster management through development of relevant guidelines and legislative frameworks.

- Facilitate exchange of information and experience in Disaster Risk Management.

2.5 Recent Achievements

Since the re-organization of NADFOR's mandate and its operations, the institution has done remarkable achievements in the effort of disaster preparedness, coordination of humanitarian interventions, and emergency responses management. The recent achievements of the institution including:

- The development of Disaster Risk Management policy and strategy
- The development of National Drought Management Strategy
- Increasing the knowledge of disaster Risk Management among community through training of more than 40 village level communities on community based disaster risk management.
- Securing of land for the establishment of warehouses/food storage in all regions of Somaliland
- Distribution of food aid to 64,000 families(encompassing families affected by sagar cyclone, torrential rains, and prolonged drought)
- Construction and furnishing of NADFOR Buroa regional office.
- Acquisition of land for construction of NADFOR head office in Hargeisa.
- Arab and Islamic Relation Department is established
- Coordination of humanitarian interventions is improved and decentralized
- About 2.5 km of land in Wajaale under Gabiley district is cultivated with sorghum and maize, and yields as well fodder harvested will be used for strategic food and fodder reserve for drought mitigation.
- Humanitarian cooperation is established with regional countries
- Information generation on natural disasters is improved through providing numerous information updates and comprehensive reports on various natural disasters notably Sagar cyclone which hit the country in May 2018, as well as droughts during 2017 and 2018 years.
- Capacity of the staff of NADFOR is improved through providing various trainings relating to DRM

2.6 Challenges

- Limited funds/resource in responding to disasters
- Limited capacity in early warning system.
- Limited infrastructural capacity on warehouses, offices and transportation.
- Poor logistical arrangements in ferrying food and water to disaster affected populations
- Non-existence of strategic water reservoirs in drought prone areas
- Lack of or insufficient emergency fund reserve
- Limited presence in regions of Somaliland
- Limited regional cooperation in information sharing and expertise
- Growing population which outstrips the available government resource to support them during disaster crisis

3. STRATEGIC PLAN (2019–2023)

3.1 Introduction

Based on the stakeholder and expert consultation workshop held in November 25-26, 2018 at the Mansoor Hotel in Hargeisa and drawing from various NADFOR documents, the following strategic plan for 2019-2023 (five year plan) is formulated. The strategic plan is intended to be a guiding document for NADFOR's interventions and activities for those five years. It will also serve as reference document in conducting monitoring and evaluation tasks to improve transparency and accountability. The implementation of the current strategic plan is expected to yield lessons learnt and contribute to the formulation of better future strategic plans.

3.2 Goal

To contribute to building a more resilient society, and improved community livelihoods.

3.3 Strategic purpose

To improve national preparedness to natural disasters, enhance community resilience to natural disasters, and reduce the impact of natural disasters on people's lives by implementing properly planned interventions.

3.4 Strategic Objectives and Activities

Strategic objective 1. Expanding and strengthening the Early Warning system"

Disaster management and risk reduction require collection of all relevant data about changing and evolving conditions in socioeconomic and climatic conditions. Tools and instruments for gathering, and analyzing climatic data will be established. Socioeconomic data such as livestock marketing, crop production, food imports, and commodity prices will be monitored and trends will be analyzed in collaboration with respective line ministries (Ministry of Planning, Ministry of Agriculture, Ministry of Livestock and Fisheries Development, Ministry of health, Ministry of interior and Ministry of Finance). This will constitute Hazards Analysis and Vulnerability Analysis. The former involves the identification of conditions or events that impact negatively on human life, while the latter is concerned with measuring vulnerability in different social groups, and should be desegregated into gender (women, girls, men), children, and disadvantaged persons, to ensure equal access to services. Both Hazards Analysis and Vulnerability Analysis will be carried out twice in every year in all regions. Networking and collaboration with regional bodies providing early warning data will be strengthened.

Main activities

- Train 6 NADFOR staff on analyzing weather data

About 6 members of NADFOR staff will be trained on analyzing weather and climate data and produce early warning information which can be a basis for decision making in responding and managing potential disasters.

- Formulate Guideline for hazard and vulnerability analysis

A guideline of which the hazard and vulnerability analysis will evolve on will be formulated. The guideline will help the analysis to reflect all complex issues that need to be analyzed, and instruments to be used.

- Conduct Hazard and vulnerability analysis twice in every year.

To keep in touch with significant changes and trends in people's livelihoods, NADFOR will conduct both hazard and community vulnerability analysis twice in every year in all six regions. This will alert NADFOR to make proper preparations for any expected disaster.

- Provide tools for early warning data dissemination.

Effective dissemination of early warning data can strengthen disaster preparedness, and improve community resilience to disasters. NADFOR will employ available platforms such as TV, Newspapers, Mobile, Radio, and social media to disseminate early data. Such information will be made easy to understand for the target communities.

- Disseminate early warning data to all relevant stakeholders including rural communities.

Using the information dissemination platforms listed on the previous activity, early warning data will be made accessible to all communities in all districts.

- Establish and train community based early warning committees in six main regions in Somaliland.

In all main six regions, committees mandated to follow, gather, and disseminate early warning data will be established to ensure the availability of such data to all communities. Inclusion of traditional early warning systems

into the conventional system will be encouraged. These early warning system committees will be trained in the management and utilization of early warning data.

- Establish and maintain networking with weather and early warning regional centers.

No institution can alone develop and operate an effective early warning system. NADFOR will work with relevant regional and international institutions engaged in the provision of early warning data such as IGAD, FAO, and WMO, to further strengthen its capacity to provide accurate data to Somaliland communities and to effectively respond to looming disasters.

Strategic Objective 2. To enhance Disaster preparedness and management system

Disasters, primarily droughts and flash floods, frequently occur in Somaliland, often resulting in social stress and economic loss. The impact of droughts and floods can be significantly reduced if appropriate and necessary preparations are implemented before such disasters strike. Using data from early warning systems, proper and effective preparations can be carried out which will undoubtedly help reduce the impact of disasters. An effective and efficient system of disaster preparedness can also enhance community resilience to disasters. Disaster preparedness is enhanced through various interventions including maintaining food and non-food reserves, training communities on food storage techniques and prevention of harvest losses, awareness-raising on disaster preparedness for all stakeholders, establishing community based disaster preparedness committees, rapidly disseminating disaster related information, and formulating disaster preparedness guidelines.

Main activities

- Formulate National Disaster Preparedness Guidelines

Guidelines and procedures to be followed and adopted to better prepare for disasters will be formulated. Such guidelines will be regularly updated to address new challenges and developments. The guidelines will define who will be responsible for organizing, coordinating various the various steps to be implemented in disaster preparedness activities.

- Construct 10 food reserve silos/warehouses distributed over the 6 Somaliland regions

A major factor exacerbating the impact of disasters, and limiting the capacity to respond to disasters, is lack of food reserves and other goods essential for human survival and wellbeing. NADFOR will construct 10 food reserve stations (silos and warehouses) in the six regions. Silos are recommended for properly storing food grains such as cereals and legumes, while warehouses can be

used to store a wide variety of food and non-food items. Both silos and warehouses will be fumigated regularly to protect them from insect and rodent infestations.

- Establish six community based disaster preparedness and management committees in the 6 regions

Community participation in disaster preparedness and management is required to improve community resilience and enhance disaster response initiatives. NADFOR will six disaster preparedness and management committees in the six regions to ensure the effective and efficient implementation of disaster response measures in properly coordinated and organized matter.

- Establish a network of Emergency Operation Centers (EOCs) – one at the central level and others at the district and municipality levels

To improve the coordination and information sharing during emergency situation, emergency operation center will be established at NADFOR head-quarter, Berbera, Buroa, Borama, Laas-anod and ceerigabo. The emergency operation centers will be NADFOR regional offices that are located in above mentioned districts.

- Identify and establish channels for early warning dissemination to districts

The best and context applicable channels for early warning information dissemination will be identified and developed. The channels will be chosen in accordance to applicability to context, accessibility to rural people, cost effectiveness and maintainability.

- Strengthen collaboration and information sharing with line ministries and NGOs

Much of the information NADFOR needs for implementing its programs and projects is generated by line ministries such as ministries of agriculture. Livestock and fisheries, and environment as well as by NGOs. NADFOR, will therefore, strengthen its collaboration and information exchange with these institutions to improve its preparedness capacity.

- Train rural committees of 30 villages in all districts, in collaboration with line ministries, on effective methods of food and grain storage.

Low producer capacity to properly store food, especially grains, significantly reduces community resilience and limits community effective response to disasters. Food grains are mostly stored in bags, often in open space, and/or underground pits. These storage methods result in significant grain losses due to insect and mold infestations. Improved grain storage methods can save food

that the household can consume for extended periods and during difficult times, for instance during drought episodes. NADFOR in collaboration with line ministries will provide trainings to rural communities in 30 village on improved methods of grain and food storage.

- Procure 10 trucks for food and non-food materials delivery to disaster affected communities

It has been noted that hired trucks for delivering supplies to disaster affected areas charge NADFOR large sums of money which significantly reduces the financial assets available for assisting disaster victims. Such costs can be minimized if NADFOR acquires and operates its own truck fleet in disaster management interventions. NADFOR will procure 10 trucks which will provide services to disaster affected communities at much lower cost than hired trucks. This is expected to also improve service delivery efficiency.

- Formulate National disaster preparedness Strategy

To improve the overall effectiveness of disaster preparedness, NADFOR will formulate disaster preparedness strategy.

- Improve coordination mechanisms on disaster preparedness and management

Coordination of disaster management efforts has been most important areas of which NADFOR has put more work to improve though there is need for more improvement. NADFOR will advance the coordination mechanisms on disaster preparedness and management in collaboration with relevant government bodies, International and UN organizations, most importantly with UNOCHA. Coordination meetings will be decentralized at regional level for better information sharing and response coordination of disaster management.

Strategic Objective 3. To strengthen Institutional capacity

Success in disaster risk management and reduction largely depends on the capacity of the institution mandated to this task to deliver effective services to the public. This requires well trained NADFOR staff having the necessary skills in the field of disaster risk reduction. Facilities such as furnished office spaces, computer hardware and software, and adequate funding. NADFOR's capacity to conduct research on environment and climate change is essential. Since major disasters in Somaliland are climate-related. Establishment of an Environmental Research Institute will be necessary. This will contribute to effective early warning system.

Main activities

- Construct one block of offices at NADFOR's main base in Hargeisa

Currently, NADFOR lacks adequate, furnished office space at its headquarters in Hargeisa. The construction of well-furnished and equipped premises is essential for carrying out the duties and responsibility of this institution.

- Procure and install two servers for database and early warning data management at NADFOR's main base

Installing and operating two servers at NADFOR's headquarters will improve the information provided by the early warning system and will establish a secure database.

- Procure eight four-wheel drive vehicles for operations at headquarters and regional offices

This is intended to improve NADFOR's efficiency in delivering services and its overall capacity to effectively implement its duties.

- Capacitate NADFOR staff through provision of trainings

Capacity development of staff is an important measure for strengthening the institutional capacity in disaster risk management. NADFOR will provide trainings to 30 staffs on disaster risk management, emergency response coordination, Geographic Information system, and food storage management.

- Construct office blocks in 4 regions

Lack of office space in the regions is a hindrance to NADFOR's capacity to respond to disasters. NADFOR will therefore construct office blocks in Sool, Sanaag, Sahil and Gabiley regions.

- Establish a Climate change and early warning Research Institute, to be managed and operated by NADFOR

NADFOR will establishment a climate change and early warning research institute. This is required to generate scientific data on evolving climate change, natural disasters and environmental conditions. Research results will contribute to the formulation of appropriate policies and guidelines on adaptation and mitigation strategies.

Strategic Objective 4. To promote resilience and sustainable livelihoods

Somaliland's population heavily relies on crop, livestock, and fisheries production as sources of income and livelihoods. An essential component in disaster management is adoption of sustainable livelihoods. Unsustainable use of the natural resource base reduces land productivity which subsequently leads to declining crop and livestock productivity. Land degradation has been identified as a major contributor to man-made droughts and occurs through deforestation, overgrazing, charcoal production, and proliferation of rural roads. Combating these unsustainable land use practices can contribute to less frequent droughts and reduced impact of drought and flash floods. Climatic change and climate variability are bringing new environmental and production challenges including shifts in rainfall patterns, increased frequency of droughts and storms that require introduction of adaptive measures to improve community resilience to the impacts of these phenomena. NADFOR will collaborate with relevant line ministries, NGOs, and international development organizations in promoting adoption of sustainable natural resource use and climate-smart agricultural production processes through formulation and implementation of producer training modules. It will also advocate for local businesses to invest in local food and feed production to generate employment and improve food security.

Main activities

- In collaboration with relevant stakeholders including line ministries and NGOs and international development organizations conduct community workshops on sustainable natural resources management

Natural resources degradation is proceeding at an alarming rate in Somaliland, which is mainly driven by human activities. NADFOR, in collaborations with relevant stakeholders will organize workshops in all main six regions and train rural communities on sustainable natural resources management. This is expected to reduce natural resources degradation rates, and enhance sustainable land use practices.

- In collaboration with relevant stakeholders including line ministries and NGOs and international development organizations conduct community workshops on sustainable rainwater harvesting and storage techniques for drought mitigation

Land productivity and community livelihoods can be greatly raised by capturing runoff water that removes topsoil and increases land degradation. Pastoral and agropastoral communities will be trained on affordable and effective water

harvesting techniques to improve household food security and mitigate drought impacts.

- Advocate integration of DRR and preparedness for better response in the development plans, programs and regular activities of local development institutions

NADFOR will advocate disaster risk reduction measures to be integrated with development programs implementing by ministries and other government agencies that work on development, NGO's and international development organizations. Integrating DRR into development programs will take a great role in ensuring sustainable development.

- Advocate for big local businesses to contribute to domestic food production and employment generation for livelihood diversification and resilience building by establishing food production enterprises and food processing plants and value adding

NADFOR will encourage big local businesses to venture into domestic food production enterprises including crop production and processing, meat and fishery production, and value adding enterprises. These will undoubtedly improve food security, generate employment production and processing, meat and fishery production, and value adding enterprises. These will undoubtedly improve food security, generate employment, and reduce dependence on foreign imports.

- Encourage coastal communities on tapping into the fishery resources in the sea

NADFOR will encourage coastal communities to use fishery resource for diversification of livelihood and resilience building against drought and food insecurity. This activity will be implemented in close collaboration with the ministry of livestock and fisheries development.

- Develop and implement long-term climate change adaptation programs

Climate change is recognized by the scientific community as a new challenge to the planet and people's livelihoods, particularly in vulnerable ecosystems such as the semiarid regions of developing countries including Somaliland. Extreme weather and frequent droughts due to climate change can have devastating impacts on vulnerable pastoral and agropastoral communities. NADFOR, in collaboration with relevant ministries and other key stakeholders,

will introduce and promote climate change adaptation programs to build up community resilience to the impact of climate change.

- Develop and implement resilience enhancing programs

This will be done in collaboration with line ministries including the ministries of agriculture, livestock and fisheries, environment, water resources, international development organizations, and NGOs. Such programs will be explored and planned in conjunction with these stakeholders.

- Improve awareness of the public on disasters and importance for preparedness

NADFDOR will implement awareness raising activities on disasters particularly natural disasters, and necessary preparedness measures of which community can take in advance. Such awareness raising activities will help the public to be aware their contribution to certain disasters such as drought which is attributable to prevailing climate change and desertification activities induced by mankind.

Strategic objective 5. To review and update available disaster related policies and plans

Policy formulation to guide the smooth and effective implementation of disaster reduction and management initiative is crucial for achieving desirable results. Policies are needed to identify priorities, and clarify responsibilities and means of implementation of activities. The current DRM policy and contingency plans are inadequate to address all aspects related to disasters and their management. Regular reviewing and updating of policies and contingency plans are needed to address emerging challenges and incorporate new developments and account for evolving environmental and socioeconomic spheres. Hence, the current DRM policy and contingency plans will be reviewed and updated to make it more comprehensive. NADFOR will achieve this by identifying gaps in policies and plans, and holding consultative workshops with stakeholders and experts. Revised policies will be aligned with sectorial polices and national development plans.

Main Activities

- Amend legal status of the institution
- Review and update DRM policy
- Hold a workshop on reviewing the current DRM policy and invite relevant stakeholders to make contributions to updating the policy.
- Propose and insert improvements to the policy to make it more encompassing of disaster management field.
- Review and update contingency plans of disaster management

- Align policies and plans to national development plan II and environment sectoral policies and priorities.
- Hold consultations with stakeholders on the revised policies and plans
- Submit the revised policy to the Cabinet of Ministers for approval.

4. STRATEGIC APPROACHES

NADFOR will employ the approaches described below to implement the strategic objectives discussed in the previous section.

4.1 Guiding policy

NADFOR will continually consult the National disaster risk management (DRM) policy that is to be reviewed and updated. This policy will constitute the guiding principles for NADFOR's programs, and activities geared towards disaster risk reduction and management including early warning processes, timely response to disasters, disaster mitigation measures, and formulating lessons learned after disaster events.

4.2 Capacity Building

NADFOR recognizes the crucial link between successful program implementation and institutional capacity. Currently, NADFOR's capacity is below recommended standards for dealing with disasters. NADFOR will give proper emphasis for enhancing the institution's capacity to effectively respond to disasters, coordinate necessary interventions for minimizing and/or mitigating the impact of disasters, and enable the local communities to better cope with natural disasters. NADFOR will enhance its capacity by conducting training workshops and courses on disaster risk reduction and management, consultations with field experts and academics, collection, analysis and interpretation of early warning data, and collaboration with key stakeholders such as line ministries, NGOs, international development organizations, and UN bodies.

4.3 Advocacy

It is widely acknowledged that advocacy plays an essential role in all efforts to respond, mitigate, and reduce the impact of disasters on livelihoods, the economy, and the environment. NADFOR will therefore consistently advocate for mainstreaming DRM in all government branches, community organizations, traditional councils, local businesses, religious organizations, and agencies working in the humanitarian sphere. It will also advocate for building a culture of risk awareness and preparedness in all Somaliland communities with particular emphasis to rural communities, who are usually the most affected by natural disasters, to raise resilience and improve coping mechanism.

4.4 Partnership and networking

NADFOR cannot singly accomplish satisfactory results in addressing the occurrence of disasters. Engaging as many partners as possible and ensuring effective networking with all relevant stakeholders are crucial elements in managing disasters. NADFOR will continue to work with its current partners and will seek to secure new partnerships, both in the local context, and in the international dimension, particularly organizations in neighboring countries working in the area of DDR. The recent developments on democratization and transparency policies implemented in Ethiopia, the largest and most populous country in the Horn of Africa, will undoubtedly enhance cooperation among entities in the region working on similar mandates.

4.5 Resource mobilization and coordination

To effectively and efficiently implement the strategic objectives of this strategic plan, NADFOR will mobilize its resources in the best manner that has the potential to produce the greatest desirable results in disaster risk management. NADFOR will formulate National Disaster Risk Reduction Fund Management Guidelines. It will maintain database of all resources available to it or within its reach that can be quickly mobilized for action when a disaster strike. It will also coordinate, and monitor all responses to disaster from any entity that joins and supports the disaster mitigation and management operations, and will simultaneously keep record of all such operations and materials used for future reflections and lessons learnt. Thus, NADFOR will effectively and efficiently deliver its mandate as the agency responsible to design, implement, and coordinate all national and international efforts aimed at addressing disasters.

4.6 Information Management

NADFOR will collect and store data and information relevant to disaster risk reduction agenda. It will share important information with concerned organizations such as line ministries, NGOs, international humanitarian organizations, international development organizations, UN agents, community organizations, and traditional councils. NADFOR will also conduct research on the specific livelihood conditions and rainfall pattern in sample communities with particular consideration to vulnerable communities with low capacity to absorb shocks and recover from disasters. Timely dissemination of early warning data to all stakeholders and communities will be a regular feature of NADFOR's activities.

4.7 Fund Raising

Government funds allocated to NADFOR are generally inadequate to cover the operations and activities it implements during the fiscal year. Securing and accessing additional funds is thus critical for successfully and effectively implementing the planned activities. This necessitates the establishment of a fund-raising unit within NADFOR's structure comprising a team working full time on fund raising. This team will formulate fund raising guidelines, and explore, communicate, and approach the many potential donors existing both locally and internationally. Additionally, the team will establish correspondence and information exchange with regional and international bodies including the states in the Gulf Cooperation Council.

5 CROSS-CUTTING ISSUES

5.1 Gender

Women are more likely to be disproportionately affected by disasters and NADFOR will pay particular attention to women's need before, and during response to disasters. Women are less represented in village and other community committees, and therefore are often neglected when disbursing or planning response to disasters. NADFOR will strive to ensure improved women's participation in disaster preparedness, disaster mitigation, and disaster response plans and activities. NADFOR recognizes that no intervention on disaster risk reduction and disaster management can yield desirable results without simultaneously implementing proper gender equity enhancing measures.

5.2 Vulnerable groups

Vulnerable groups with relatively low capacity to cope with disasters include people with disabilities, and minorities who may face discrimination in accessing resources designed to improve resilience and better prepare for disasters. NADFOR will pay due consideration to vulnerable groups in all interventions and processes geared to address disaster risk reduction and management.

5.3 Governance

Good governance is essential for effectively and efficiently delivering services to the public. Basic elements of good governance include transparency, accountability, efficiency, and timely response to emerging and evolving conditions that have direct or indirect impact on livelihoods and society's general wellbeing. NADFOR will ensure participation of all stakeholders, particularly vulnerable communities, in planning effective disaster risk reduction measures, and strengthening preparedness, responsiveness and community resilience.

6. ASSUMPTIONS, MONITORING AND EVOLUTION

6.1 Assumptions

To successfully implement this strategic plan, the following assumptions are made:

- Political stability will continue in Somaliland
- Social stability and security will remain or even improve.
- Both local and international support for disaster management will remain and/or increase.
- Climate change and rainfall variability will generate climate-related hazards.
- Man-made stresses such as land degradation brought about by overgrazing, deforestation, and charcoal making will continue at least for the next five years.

6.2 Monitoring and Evaluation

The monitoring and evaluation system is a fundamental part of good project management. Monitoring is conducted continually during the implementation of any project to keep track of the progress being made towards the realization of expected results. Monitoring encompasses careful data collection on activities being implemented, data analysis and interpretation. It informs management and all stakeholders about achievements and any shortcomings in the implementation process. Monitoring provides information on how effectively and efficiently the activities were carried out.

Evaluation assesses the effectiveness, relevance, impact, and sustainability of a project. Evaluation is conducted to determine the extent each activity has contributed to the accomplishment of the project purpose and expected results. Availability or collection of baseline data before beginning the project implementation phase is necessary for conducting an evaluation exercise. Without baseline data it will be impossible to attribute any changes achieved in the target population to the project activities. Evaluations are usually conducted at the end of a project and in addition to providing an overall evaluation of the project also reveals some lesson learnt, and therefore enhances the organization's effectiveness in implementing future projects. Evaluations may also be conducted midway through a projects live cycle (midterm evaluations). Midterm evaluations serve as a check to the progress being made towards the target objectives and expected results and provide an opportunity to made adjustments and/or refocus the project activities. Evaluations can only be carried out if monitoring data is available and has been collected during monitoring phase.

NADFOR will incorporate M&E into its programs and projects, and will maintain an M&E unit to improve accountability, transparency, and cultivate a culture

of learning from experiences in project management. It will formulate logical framework (log-frame) for all defined objectives and expected results. NADFOR will continuously collect data on all activities and will regularly review such data to streamline the operations and make any necessary adjustments that the circumstances may dictate.

ANNEX 1: WORKPLAN

Strategic Objective	Activities	Time frame				
		2019	2020	2021	2022	2023
Strategic objective 1. To Expend and strengthen Early warning system	1.1 Train 6 staff members on weather data analysis and interpretation					
	1.2 Formulate guidelines for hazards and vulnerability analysis					
	1.3 Conduct hazards and vulnerablity analysis twice in every year					
	1.4 Establish and train community based early warning committees in six major regions in Somaliland					
	1.5 Provide mobile and Radios for early warning data dissemination					
	1.6 Disseminate early warning data to all relevant stakeholders including rural communities.					
	1.7 Establish and maintain networking with weather and early warning regional and local centers.					
Strategic Objective 2. To Enhance Disaster preparedness and management system						
	2.1 Formulate National Disaster Preparedness Guidelines					
	2.2 Construct 10 food reserve warehouses/silos distributed over the 6 Somaliland regions					
	2.3 Organize 6 community based disaster preparedness and management committees in main six regions in Somaliland					
	2.4 Establish a network of Emergency Operation Centers (EOCs) – one at the central level and others at the district and municipality levels					

	2.5 Identify and Develop channels for disseminating early warning information to all districts	■	■			
	2.6 Strengthen collaboration and information sharing with line ministries and NGOs	■				
	2.7 Train rural committees of 30 villages in all districts, in collaboration with line ministries, on effective methods of food and grain storage.		■	■	■	
	2.8 Procure 10 trucks for food and non-food materials delivery to disaster affected communities	■	■	■		
	2.9 Formulate National disaster preparedness strategy		■			
	2.10 Improve coordination mechanisms on disaster preparedness and management	■	■	■	■	■
Strategic Objective 3. To Strengthen institutional capacity						
	3.1 Construct one block of offices at NADFOR's main base in Hargeisa	■				
	3.2 Procure and install two servers for database and early warning data management at NADFOR's main base	■	■			
	3.3 Procure eight four-wheel drive vehicles for operations at headquarters and regional offices	■	■	■		
	3.4 Train 30 staff on disaster risk management and preparedness	■	■			
	3.5 Construct office blocks in 4 regions of Somaliland (Sool, Sanaag, Sahil and Gabiley).	■	■	■		
	3.6 Establish a climate change and early warning research institute , to be managed and operated by NADFOR					■
Strategic Objective 4. To Promote Resilience and sustainable						
	4.1 In collaboration with relevant stakeholders including line ministries and NGOs and international development organizations conduct community workshops on sustainable natural resources management.			■	■	

livelihoods for resilience building	4.2 In collaboration with relevant stakeholders including line ministries and NGOs and international development organizations conduct community workshops on sustainable rainwater harvesting and storage techniques for drought mitigation.					
	4.3 Advocate Integration of DRR and preparedness for better response in the development plans, programs and					
	4.4 Advocate for big local businesses to contribute to domestic food production and employment generation for livelihood diversification and resilience building by establishing food production enterprises and food processing plants and value adding.					
	4.5 Encourage coastal communities on tapping into the fishery resources in the sea.					
	4.6 Develop long-term climate change adaptation programs and implement					
	4.7 Develop and implement resilience enhancing programs					
	4.8 Awareness raising on disasters and necessary preparedness measures that can be put in place by the public.					
	Strategic objective 5. Review and update Disaster management related policies and plans					
5.1 Amend legal status of the institution						
5.2 Review and update DRM policy						
5.3 Hold a workshop on reviewing the current DRM policy and invite relevant stakeholders to make contributions to updating the policy.						
5.4 Propose and insert improvements to the policy to make it more encompassing of disaster management field.						
5.5 Review and update contingency plans of disaster management						

	5.6 Align policies and plans to national development plan II and environment sectoral policies and priorities.					
	5.7 Hold consultations with stakeholders on the revised policies and plans					
	5.8 Submit the revised policies to the Cabinet of Ministers for approval.					

Annex 2: Budget Estimate

Objective	Activities	Estimated Budget in USD
Objective/Result 1 Expending and strengthening early warning system	1.1 Train 6 staff members on weather data analysis and interpretation	10,000
	1.2 Formulate guidelines for hazards and vulnerability analysis	2500
	1.3 Conduct hazards and vulnerability analysis twice in a year	131,000
	1.4 Provide mobile and Radio for early warning data dissemination to 30 villages	7000
	1.5 Disseminate early warning data to all relevant stakeholders including rural communities.	11,500
	1.6 Establish and maintain networking with weather and early warning regional and local centers.	25,000
	Objective/Result 2 To Enhance Disaster preparedness and	
	2.1 Formulate National Disaster Preparedness Guidelines	2150
	2.2 Construct 10 food reserve silos/warehouses distributed over the 6 Somaliland regions	1,420,000
	2.3 Organize 6 community based disaster preparedness and management committees in the 6 regions	18,000
	2.4 Establish a network of Emergency Operation Centers (EOCs) – one at the central level and others at the district and municipality levels	
	2.5 Identify and Develop channels for disseminating early warning information to all districts	8,000
	2.6 Strengthen collaboration and information sharing with line ministries and NGOs	
	2.7 Train rural committees of 30 villages in all districts, in collaboration with line ministries, on effective methods of food and grain storage.	27,500
	2.8 Procure 10 trucks for food and non-food materials delivery to disaster affected communities	450,000

	2.9 Formulate National disaster preparedness strategy	5,400
	2.10 Improve coordination mechanisms on disaster preparedness and management	
Objective/Result 3 To Strengthen institutional capacity		
	3.1 Construct one block of offices at NADFOR's main base in Hargeisa	140,000
	3.2 Procure and install two servers for database and early warning data management at NADFOR's main base	21,000
	3.3 Procure eight four-wheel drive vehicles for operations at headquarters and regional offices	180,000
	3.4 Train 30 staff on disaster risk management and preparedness	8500
	3.5 Construct and equip office blocks in the 4 regions.	160,000
	3.6 Establish a climate change and early warning research institute , to be managed and operated by NADFOR	500,000
Objective/Result 4 To Promote Resilience and sustainable livelihoods for resilience building		
	4.1 In collaboration with relevant stakeholders including line ministries and NGOs and international development organizations conduct community workshops on sustainable natural resources management.	35,000
	4.2 In collaboration with relevant stakeholders including line ministries and NGOs and international development organizations conduct community workshops on sustainable rainwater harvesting and storage techniques for drought mitigation.	33,000

	4.3 Advocate Integration of DRR and preparedness for better response in the development plans, programs and regular activities of local development institutions	
	4.4 Advocate for big local businesses to contribute to domestic food production and employment generation for livelihood diversification and resilience building by establishing food production enterprises and food processing plants and value adding.	
	4.5 Encourage coastal communities on tapping into the fishery resources in the sea.	
	4.6 Develop long and implement term climate change adaptation programs	
	4.7 Develop and implement resilience enhancing programs	
	4.8 Awareness raising on disasters and necessary preparedness measures that public can put in place	17,000
Objective/Result 5 Review and update Disaster management related policies and plans		
	5.1 Amend legal status of the institution	4,500
	5.2 Review and update DRM policy	8,500
	5.3 Hold workshop on reviewing the current DRM policy and invite relevant stakeholders to make contributions to updating the policy.	
	5.4 Propose and insert improvements to the policy to make it more encompassing of disaster management field.	
	5.5 Review and update contingency plans of disaster management	9,500
	5.6 Align policies and plans to national development plan II and environment sectoral policies and priorities.	
	5.7 Hold consultations with stakeholders on the revised policies and plans	2,000
	5.8 Submit the revised policy to the Cabinet of Ministers for approval.	
	Total budget	3,223,650

NB: The budget estimates are only indicative. Details of the actual cost per activity will be developed during planning of the each activity.

