



WOMEN’S ACTION ADVOCACY PROGRESS ASSOCIATION (WAAPO)

STRATEGIC PLAN 2022 – 2024.

Date: 01, February, 2022

We’re a family of professionals who care deeply about women and children in Somaliland.



LIST OF ABBREVIATIONS

CC	Climate Change
CEDAW	Discrimination against Women
CLA	
CP	
DRR	Disaster Risk Reduction
ED	Executive Director
FGM	Female Genital Mutilation
FGM/C	
GDP	Gross Domestic Product
HH	House Hold
ICCPR	International Covenant on Civil and Political Right
ICESC	International Covenant on Economic, Social and Cultural Rights
MESAF	
M&E	Monitoring and Evaluation
MoH	Ministry of Health
MoJ	
NDRA	
NGO	Non-Governmental Organization
PF	
PO	
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
SHG	Self Help Group
UDHR	Universal Declaration of Human Rights
UNCRC	United Nations Convention on the Rights of the Child
WAAPO	Women's Action Advocacy Progress Association

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1.0 Introduction

Founded in June 1997. Women Action for Advocacy and Progress (WAAPO) is a Somaliland-based non-governmental organization founded by women. WAAPO's mission is to protect and support women, youth, and children by providing practical and emotional support, protection, economic empowerment, and education, as well as campaigning for long-term change in their lives.

WAAPO is one of the most well-known local non-governmental organizations (NGOs) in Somaliland for its work in the areas of protection, livelihood and Youth innovation. WAAPO manages the only safe house that exists in Somaliland, which provides assistance to survivors of sexual and gender-based violence and survivors of child abuse who are facing serious safety and security concerns.

WAAPO is actively involved in the fields of gender equality, advocacy and human rights, including Women, Youth, and Children rights, Gender-based violence and child protection, social economic empowerment, livelihood development and youth education, general protection, shelter services as well as the community-based protection capacity building programs through empowerment, community-based structures system and government partnership.

The United Nations Children's Fund (UNICEF), the United Nations High Commissioner for Refugees (UNHCR), and the British and Swedish embassies are now funding WAAPO programs. In 2022, it intends to launch a projects in collaboration with the UNFPA & Mart-Finland Association.

Coordination and Networks; WAAPO works closely with Somaliland's line ministries, such as MESAF, MoP, and NDRA and is a member of Protection Cluster, Case Management Task Force, Anti-trafficking Civil Society Organizations Network, Child Helpline International, GBVWG, CPWG, FGMTF, Livelihood Cluster, SIHA, and NAGAAD.

1.2. National Operational Context

Somaliland (SL) has an estimated population of nearly four million (3,798,828¹— 51% male, 49% female). Following the falling apart of Somalia, SL has been pushing to be recognized as an independent state for nearly 30 years. SL state has a constitution and is led by a President, and a lower house (parliament), elected through one man/woman one vote system; and an upper house which is constituted by senators elected on a clan-based system. Politically SL has exhibited stability, with recently concluded parliamentary elections held on 31st May 2021, after nearly 15 years. With the many years of instability and governance challenges, amidst biting poverty and perennial emergencies such as water scarcity lasting years due to low rains and severe floods when it rains (very likely due to climate change), et cetera, SL has some of the worst indicators in East and Sub-Saharan African. According to 2020 Demographic Health Survey (DHS), significant number of women die due to birth related causes and majority of births are delivered at home.

Over the years, to address afore-stated situation, WAAPO has continued to provide protection, livelihood to Somaliland local communities aimed at boosting access to better protection and response service, youth employability, gender equality, and human rights in general

The humanitarian situation in Somalia including Somaliland has become one of the most acute crises in the world. Decades of conflict, recurrent climatic shocks, disease outbreaks, large-scale

- ❖ U5MR 117/1000 LBs
- ❖ IMR 396/100000 LBs
- ❖ IMR 74/1000 LBs
- ❖ FI Children (12-23 months) 13%
- ❖ Births by SBA 40%
- ❖ Delivery in HF 33%
- TFR 6.7
- Poverty Rate 52.7%
- Under Weight (U5) 14%
- Wasting (U5) 13%
- Stunting (U5) 20.7%
- ❖ Rural Water Coverage 49%
- ❖ Access to safe Water 52%
- ❖ Sanitation Coverage 28%
- ❖ WASH in Sch Coverage 30%
- ❖ WASH in HF Coverage 30%
- NER (Girls) 32%
- OOSchool Children 71%
- ❖ Birth Registration 19%
- ❖ Girls and women aged 15 – 49 years undergone FGM 98.1%
- ❖ Women (20-24) married before 18yrs 23.2%

displacement, desert locust infestations, and increasing poverty have aggravated vulnerabilities and protection risks, especially among women and girls, who continue to bear the brunt of the crisis. The country experienced three consecutive failed rainy seasons. By the end of 2021, more than 3.2 million people face severe shortages of water, food, and pasture and nearly 169,000 have been displaced from their homes due to the drought. At the same time, large parts of Somalia are prone to severe riverine and flash flooding.

The rains resulted in widespread flooding in several parts of the country, affecting over 400,000 people in 14 districts and displacing 101,300 people from their homes in mid-2021. Areas that received rainfall were limited and the rainfall season was erratic and too late for the planting season, exacerbating the already significant food security concerns.

Deteriorating drought conditions have resulted in increased humanitarian needs as the country risks a fourth consecutive failed rainy seasons through December 2021. The overall number of people in need of humanitarian assistance and protection has increased every year from 5.2 million people in 2020 to 5.9 million in 2021 and currently projected to rise to 7.7 million people in 2022.

Without sustained humanitarian assistance, an estimated 3.8 million will continue to face acute food insecurity in January 2022, with the number projected to rise by more than 21 per cent to 4.6 million people by May 2022. Conflict and insecurity remain widespread in most part of the country and were the main drivers of internal displacement in 2021.

The population of Somaliland is estimated to be at about 3.5 million people². Data from the last demographic and health survey indicates a predominantly young population with 61% of the population aged less than 20 years. There are slightly more females (52.5%) than males 47.9%³. Most of the households are male headed (65%). In terms of livelihood, a majority of the population are either pastoralist (54%) or agro- pastoralist (30%) with about 16% being urban dwellers. The main income is generated from sale of live animals and animal products such as meat, milk, skin and hides. The agriculture sector is mainly dominated by subsistence farmers with maize and sorghum being the main plants grown. However, in urban areas the population has limited access to income earning opportunities and relies on small trade, providing casual labour and social support from relatives.

Furthermore, women and girls often experience high rates of sexual and gender-based violence. About 12% of women aged 15-49 years have experienced physical violence since they turned the age of 12. Older women more likely to experience physical abuse with one in four women aged 40 years and above having experienced some form of violence since turning the age of 12⁴. About 10% of women who are married report to being physically abused by their partner while another 2% have been subjected to emotional abuse by their spouse. Young women and adolescents, internally displaced persons, women refugees and women from minority groups are face an increased threat to SGBV alongside exploitative and dangerous labour conditions. Most of the victims of SGBV also have limited access to justice as a result of the weak legal system that is unable deliver effectively especially for the marginalized and vulnerable groups.

²BBC, Somaliland Profile , Available at: <https://www.bbc.com/news/world-africa-14115069> visited: 23 November 2021

³ Central Statistics Department, Ministry of Planning and National Development, Somaliland Government. The Somaliland Health and Demographic Survey 2020

⁴ Central Statistics Department, Ministry of Planning and National Development, Somaliland Government. The Somaliland Health and Demographic Survey 2020

As result, many victims of SGBV often rely on the clan-based justice system which often discriminates against women. The high level of social stigma experienced also means that most victims will often remain silent instead of reporting cases of gender-based violence. Most often women who have experienced gender-based violence do not receive the support required. To respond to this challenge, WAAPO in partnership with UNICEF and Health Poverty Action established the first women’s shelter in country. The shelter provides accommodation, healthcare, counselling and legal services to survivors of abuse. The initiative hopes to reach about 187,250 women and girls who will benefit from the support⁵

4.5 Strengths and Opportunities

Strengths	Opportunities
<ul style="list-style-type: none"> • Fully function offices in four regions • Active Board of Directors • Up to date Governance Instruments like the Constitution • Well defined Organization structure and reporting line • Availability of Organizational Annual Plan • Operational policies in place • QuickBooks financial system in place. • Capacity to provide comprehensive service delivery • Good partnership with three UN Agencies: UNCEF, UNHCR and UNFPA 	<ul style="list-style-type: none"> • The only NGO that provides Safe House services in Somaliland. • Good relationship with the stakeholders in the regions that we operate in. • Excellent direct partnership with two embassies. • Good relationship with four Ministries: (MESAF, NDRA, MoJ, MoH) • Active members of four networks (SIHA, NEFIS, NEGAD, NGO consortium) • Board Networking.

5.0 Priorities and Key Strategies

WAAPO – together with its partners - will promote women’s and girls’ rights, freedoms and entitlements by addressing the intersecting structural barriers to women’s and girl’s wellbeing, rather than merely meeting their needs. Appreciating the need for greater depth of focus, we will pay attention to four thematic areas that we not only have a track record in, but which we believe hold the potential to bring the greatest impact to the wellbeing of women and girls, granted the Kenyan operational context.

Areas of Focus:

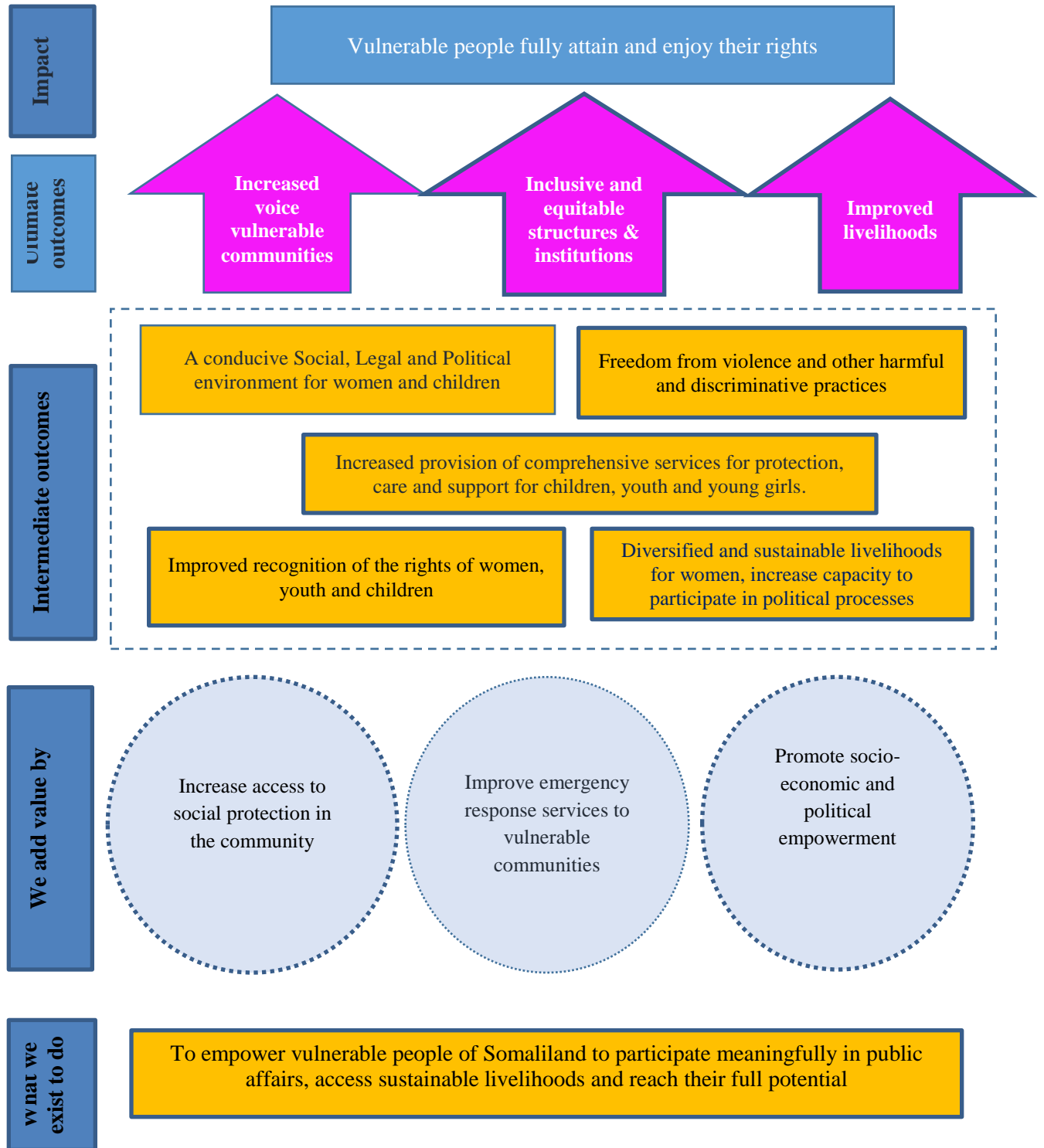
1. Access to Social Protection: General protection, child protection and GBV and women rights
2. Emergency Response Services: Safe house/counseling, legal access, provision of medical, food and non-food items.
3. Socio-economic and Political Empowerment: Women empowerment, Education and life skill promotion, livelihood, and business innovation.
4. Organization’s capacity strengthening, sustainability and fund raising and core funding

⁵ Sabrina Lloyd, Tackling Gender Based Violence in Somaliland(2018), Available at: <https://www.globalgiving.org/projects/help-tackle-violence-against-women-in-somaliland/reports/#menu> (Accessed 28, November 2021)

Expected Outcomes:

1. Improved participation of communities and marginalized groups in governance and development processes in WAAPO's areas of operation.
2. Improved livelihoods for the poor and marginalized.
3. Improved resilience of communities to protect themselves against violence and socio-economic and political discrimination.
4. A well-resourced and sustainable organization with structures that are effective and efficient; a strategic partner of choice with a professional and result oriented culture

5.1 WAAPO Theory of Change



5.2 Thematic Areas of Focus

5.2.1 Objectives and Outcomes

Thematic Area 1: Access to social protection.

WAAPO will promote access to general protection for children and women and all form of violence and facilitate the realization of rights of vulnerable communities.

Objectives

- To advocate and lobby powerholders to enact policies, laws and regulations that are aimed at restoring protecting women, children and the youth.
- To facilitate increased access to comprehensive and integrated social protection services like shelter, child protection, education and health.
- To increase access and scale up to legal aid services.

Outcomes

- Reduced negative cultural and religious practices that perpetuate violence against women and girls.
- Improved recognition of the rights of women, youth and children.
- Increased male involvement in social protection services.
- Strengthened legal framework that adequately deters perpetration of violence against women and girls.
- Freedom from violence and other harmful and discriminative practices

Thematic Area 2: Emergency response services.

We will scale up our emergency services including provision of safe space services for SGBV survivors, counselling, and provision of medical, food and non-food items to families affected by various disasters across Somaliland.

Objectives

- To increase provision of safe space and safe house services in Somaliland.
- To increase provision and distribution of medical, food and non-food services
- Scale up prevention of emergency training and develop support for community resilience, through response programmes and public education
- To invest in the data and insight required to maximize our evaluation and learning

Outcomes

- Increased availability and accessibility of survivor centered emergency services
- Strengthened capacity of institutions responsible for the care and support of survivors.
- Improved access to data on emergency situations

Thematic Area 3: Socio-economic and political empowerment

WAAPO endeavors to increase participation of women, girls and youth in economic and governance processes through education and life skill promotion, livelihood development and business innovation.

Objectives

- To contribute to securing of women and youth equal access to political opportunities and decision-making processes
- To contribute to securing of women and youth equal access to, ownership and use of economic resources and or opportunities.
- To advocate for equal opportunities for and full participation of vulnerable people in leadership positions across all spheres and spaces.

Outcomes

- Policies, laws and regulations that are aimed at restoring gender parity and hindering are created, reformed and implemented
- A Committed government which supports eradication of discrimination.
- Improved business innovation youth program led by the young people including young girls.
- Enhanced capacity for Women participation in economic activities.
- Capable women who have the capacity to take active roles in political decision-making at all levels of governance.

Thematic Area 4: WAAPO institutional strengthening

Objectives

- To generate, leverage and reserve sufficient resources to assure growth and continuity of WAAPO's services and operations into the foreseeable future
- To attract and retain optimal numbers of quality staff and ensure effective leadership
- Invest in regular leadership/ board (governance) development or strengthening.
- Develop and fully operationalize WAAPO communications strategy to enhance profiling and visibility; Also, further strengthen WAAPO social media and digital communication channels.
- Develop and operationalize a WAAPO resource mobilization strategy, policy and plan. This will focus on generating additional resources while enhancing internal efficacies and instituting a saving culture.
- Strengthen partnership relations with existing/potential funders, diversify funding portfolio among existing donors, negotiate for institutional funding, seek partnerships with State program.
- Establish and continually improve automated systems.
- Enforce appropriate internal controls/ oversight and compliance mechanisms.

Outcomes

- Improved organizational and institutional performance.
- Improved WAAPO's corporate image and visibility.
- Increased revenue to meet WAAPO's social investment demands.

Cross - Cutting Themes

Collaboration, partnership building and networking

WAAPO works with partners either in implementation of their programs, in securing funding and development assistance or in influencing policies and practices at the national level. Partners perform many roles and functions, including providing direct and leveraged funding; implementing programs and activities elevating WAAPO's profile and visibility assisting in collaborative advocacy and policy influencing.

Collaboration with different stakeholders will take the following forms: Co-implementation of projects; Funding; Joint fundraising; Invite them to WAAPO events e.g., round tables, learning events, project launches; Form consortia; Quality service delivery; demonstrate results; honouring invitations from partners; and demonstrate innovation.

Advocacy and policy influencing

WAAPO will continue supporting grassroots advocacy efforts of the vulnerable members of the community especially women, youth and children. In addition, the organization will develop an organizational advocacy strategy that will map out policy advocacy matters that WAAPO will undertake. During this planning period WAAPO will take concrete steps to focus on synthesizing advocacy experiences and taking up priority issues at the policy level. As a Somaliland organization WAAPO is in a strong position to challenge policy makers, using evidence collected from the community. Specifically, WAAPO will:

Invest in evidence-based advocacy; Develop an organizational advocacy strategy/plan – with clear issues that WAAPO can champion; and Enhance staff capacity in policy advocacy.

Mainstreaming Gender and Social inclusion

Ending all forms of discrimination against women and girls is not only a basic human right, but it also crucial to accelerating sustainable development. Empowering women and girls have a multiplier effect, and helps drive up economic growth and development across the board.

WAAPO will continue to focus in this strategic planning period on the most disadvantaged groups and communities. These include women, children, youth. Over the last few years, the organization has developed significant capacity in planning, implementation and monitoring of programmes and interventions that empower these groups of people. The challenge of promoting development and humanitarian assistance, providing decent livelihood and expanding economic empowerment initiatives all have a strong gender perspective and WAAPO recognizes this.

The organization will continue to address the pervasive inequalities between women and men in terms of rights, responsibilities and opportunities in the programmatic areas of focus. Gender inequality perpetuates poverty, hunger and despondency as half of the population continues to be regarded as second-class citizens. WAAPO will therefore systematically mainstream gender in all its operations.

Gender mainstreaming is a strategy that requires assessment of any planned action to identify the differing implications for men and women, so that both genders will benefit and existing gender inequalities will not be perpetuated or exacerbated.

Mainstreaming Youth Agenda

Youth represent a large portion of the Somaliland population, yet they continue to be a marginalized group. Evidence demonstrates that economically and politically marginalized young people can easily be manipulated to engage in disruptive social behavior including violence. WAAPO will therefore mainstream the youth agenda in all their program outcomes and monitor benefits to young people from such interventions. All the data and information will be desegregated by age.

6.0. Monitoring and Evaluation (M&E)

An effective M&E mechanism will help ensure cost effectiveness, timeliness and quality in achieving the objectives of the strategic plan. This Strategic Plan will be subjected to regular reviews on the various deliverables. The reviews will focus on how available inputs have been used and what outputs and short-term outcomes have been achieved. This review shall also focus on challenges, issues and lessons learnt.

6.1.1 M&E Framework

The following M&E framework will ensure successful monitoring and evaluation of the strategic plan activities, objectives, challenges and achievements:

- The monitoring and evaluation of the strategic plan rests with the Board of Directors
- The Board delegate's power to the Board Committee assigned with the role of monitoring and evaluating progress on the plan.
- The WAAPO management will form an M&E committee with representatives from all departments to oversee the implementation of the strategic plan. The M&E committee will hold monthly meetings to review the status.
- The M&E committee will report quarterly to the Management Team that is led by the Executive Director (ED).
- The ED will avail quarterly progress reports to the Board of Directors on the progress made.

6.1.2. Monitoring

The monitoring activities will serve to identify gaps or deficiencies to be addressed by management. Daily, weekly, monthly and quarterly reporting will be critical for the monitoring function. To ensure effective participation in plan implementation, there will be need to:

- Establish standard formats for data collection and reporting with periods covered, and details of information to be supplied;
- Implement a performance management system making every officer accountable to the use of resources and attainment of set objectives; and
- Effectively use available resources to ensure smooth implementation of the strategic plan.

6.1.3. Evaluation

The purpose of evaluation is to measure the actual performance against target levels and establishing the size of variance, causal factors for the variance and recommending appropriate remedial measures, including a review of the objectives and/or strategies. The evaluation plan will help determine the relevance, effectiveness and efficiency of the activities proposed in the strategic plan. A mid-term evaluation will be undertaken to verify that the plan is on the right track and provide information to correct observed deficiencies. This may require the revision of objectives, strategies or activities. The mid-term review will be conducted at mid of 2023. The final evaluation will assess the achievement of the activities of the plan and identify and document the success or failure. The final evaluation will be undertaken at the end of the plan in 2024.

The evaluations will be guided by key questions to ascertain the relevance, effectiveness, efficiency, impacts and/or sustainability of work. Some of the questions shall include:

- To what extent were the planned objectives consistent with stakeholder's needs and expectations?
- How were the financial, technical and human resources utilized to achieve the desired results?
- To what extent were the objectives achieved, taking into account their relative importance?
- What were the positive and negative effects achieved/produced during the strategy implementation period?
- What were the major obstacles to reaching the desired goals in the strategic plan? What can be done to overcome these obstacles?
- What are the lessons learnt that can inform further strategy development for the WAAPO?

6.2 Performance Measurement

It is imperative to link strategies to a performance framework. The framework will entail linking activities and resources to desired results. For WAAPO performance, several Key Performance Indicators aligned to the objectives and strategies were identified and are listed under the KPI table in Appendix I. The KPI will also form a basis for performance reporting to key stakeholder groups.