



# Strategic Plan (2011-2015)

**Himilo Relief and Development Association**

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## INTRODUCTION

HIRDA stands for Himilo Relief and Development Association. Himilo means 'vision' in Somali. HIRDA is a non-profit organization founded in 1998 in The Hague by the Somali Diaspora in the Netherlands. HIRDA works with others to find lasting solutions for poverty and suffering alleviation in Somalia and in particular South and Central Somalia. In addition HIRDA also acts as a bridge between local communities and international donor organizations. HIRDA also mobilizes Diaspora to engage in the development of their country of origin.

Since 1998 HIRDA has gone through a process of professionalization and became one of the leading migrant organizations working on development issues in the Netherlands. Considering the desire to further professionalize HIRDA, to obtain structural funding from funding agencies, as well as from the constituency and to make the development work of HIRDA efficient and effective, it was considered appropriate to look back and reflect on what clear directions HIRDA should take to remain a leading Diaspora relief organization and a reliable development partner. This was done in 2008 and resulted in a Strategic Plan for the period 2009 – 2013.

In the meanwhile ongoing professionalization of the organization, diversification of funding and better visibility of the organization through communication and development of a clear profile are partially realized.

In 2009, the opportunity to be part of an alliance lead by Oxfam Novib arose which opened a door to structural funding of a part of our program in Somalia on education and women empowerment for a 5 year period. HIRDA embraced this opportunity, which meant that further elaboration on the future aims and an accordingly growth of the organization had to be assessed to be able to participate in the alliance as an equal partner.

This strategic plan for the period 2011 – 2015 is an update on the previous one, considering the mentioned changes in perspective. Like our previous strategic plan, it has been developed through a strategic orientation process in which the HIRDA board, staff and volunteers were intensively involved. This time also Oxfam Novib professionals have contributed to it with their comments on the concept and their willingness to share their context analysis with us.

We are proud to present the results of our extensive deliberations translated into a strategy for the next 5 years.

We also want to seize this opportunity to thank every individual and organization that inspired us in the process of maturation and development of this Strategy.

HIRDA Board

## **HISTORY AND DEVELOPMENT OF HIRDA**

In 1996, a group of Somali Diaspora in the Netherlands came together to discuss the situation in their home country. They shared the wish to contribute to the rehabilitation and reconstruction of Somalia. After several meetings they decided to establish a foundation with the aim to deliver development and humanitarian aid to Somalia. HIRDA was formally established in 1998 in The Netherlands. The organization chooses as its main priority: basic education for children, both girls and boys.

Over the past ten years, HIRDA has grown to a professional organization with ample experience in providing relief and development services in difficult and unsafe areas. HIRDA's ambition for the coming five years is to use this experience to expand its activities beyond the Somalia borders because large numbers of Somalia ethnic groups are living in neighboring countries such as Kenya, Djibouti and Ethiopia. These communities face similar problems as those faced in Somalia, such as high illiteracy rates, low enrolment of girls in primary education, the practice of female genital mutilation (FGM) and the disadvantaged position of women. HIRDA wishes to contribute to the development of these communities as well by making some of the resources accessible to the Somali community in the neighboring countries. This way, experiences obtained in Somalia can be used and good practices replicated. Another reason for expanding is the link with Diaspora and their emerging partnerships in local businesses in the bordering countries. HIRDA wants to explore the possibility to channel these investments towards sustainable development.

HIRDA is in the eve of successfully finishing the second three-year program and is now ready to enter the next stage to become a full partner with development institutions and international development organizations which requires adjustments in its organizational structure and an increase and continuity of human resources. The last chapter of this strategic plan includes our vision on the organizational structure of HIRDA in the near future.

## RATIONALE OF THE ORGANIZATION

### Vision and Mission Statement

#### **HIRDA envisions that:**

Across the Horn of Africa, there's political stability and peace. Communities live in harmony and benefit from appropriate health care, education, food and water security. Boys and girls have equal access to good quality basic education and parents are involved in their children's education. Women have equal opportunities, participate in political decision making processes and have the chance to earn their own livings. Female genital mutilation is eradicated and women are informed about the harm of FGM. They have the information and resources to make informed decisions regarding their financial independency, safety, health, and other social needs. The young generation is positive and idealistic and they are free to think and speak out. Civil society organizations in the region contribute to the development of communities. They are mature and autonomous organizations that collaborate and support each other where necessary. CSOs are taken seriously by decision makers and not oppressed by political influential groups. The development in the Horn of Africa is stimulated by long term and successful partnerships between Northern and Southern NGOs and Diaspora organizations.

#### **The mission of HIRDA is** to make its contribution by:

Improving the well-being of the people of Somalia and Somali ethnic groups living in the East African region through:

- The creation of equal educational opportunities for boys and girls;
- The promotion of gender equity and women empowerment;
- Providing relief services for refugees and people in disaster areas;
- Increasing the engagement of Diaspora for the development of the region.

**HIRDA's primary aim is** to enable and stimulate children to attend school. HIRDA encourages the enrolment of girls and the involvement of parents in their children's education. They wish to create a more child friendly learning environment by constructing and rehabilitating primary schools; providing teacher training and school materials and by sponsoring orphans and IDP. HIRDA promotes civic and social education in primary schools to facilitate children to become self-reliant adults. They stimulate the enrollment in higher education through the provision of scholarships. HIRDA supports the women's social and economical position through micro-credits and training to help them become financially independent and more responsive to their health and livelihood needs, and that of their family. HIRDA strives to eradicate FGM practices and helps to improve primary health care, especially with regards to vaccination, HIV awareness and mother and child care. HIRDA provides relief services to refugees and people in disaster areas through the distribution of basic needs, such as food, water, shelters and medicine. HIRDA wishes to raise the interest of migrants and Diaspora organizations, governments and nongovernmental organizations to increase their engagement and sense of urgency for the well-being of the people of Somalia and Somalia Ethnic groups living in the East African region. HIRDA works at the recognition of Diaspora organizations as an actor in migration and development issues.

## Values

HIRDA shares involvement, money, know-how and experience to bring development to the Somali society. HIRDA also shares its capacities, knowledge and experience with other Dutch migrant organizations for the development of a strong Diaspora network in the Netherlands.

HIRDA's work is based upon the following core values: Commitment towards the people in Somalia and the region, motivation to make things work, tolerance to different opinions & beliefs, a gender-balanced society, transparency & accountability and professionalism. HIRDA is politically neutral and does not discriminate. Its values are reflected by and carried out by its strategy, staff and management style.

HIRDA believes that these values can make an important contribution to the success of its current and future programs. And where possible, we aim to advocate and transfer these values to our partners and beneficiaries.

## CONTEXT ANALYSIS<sup>1</sup>

Somalia has experienced decades of conflict and persistent high levels of poverty. Some 43% of Somalis live on less than us\$ 1 per day and 73% live on less than us\$2 per day. Somalia was ranked 161 out of 163 countries on the 2001 UN human development report. Only 22% of primary school age children are in school and 22% of children die in the first five years of their life. Following civil war and the final downfall of the central government in 1991, much of the public infrastructure were destroyed in the early 1990s, social services collapsed, livelihoods were disrupted and large numbers of people were displaced. Despite this Somali resilience has led to civil society, NGOs, religious groups and the private sector doing an impressive job in maintaining some services such as education, and health and water. Though these services fall well short of what is needed and many are focused on urban areas and hence don't reach the rural poor, the situation would have been even worse without them. Moreover, Somali ingenuity, together with the remittances has been instrumental in creating new private sector initiatives in this uncertain situation, preventing even deeper poverty. Nevertheless women's representation and participation in governance at all levels is low. Lack of sports and recreation facilities, family breakdown, qat, human trafficking, street children, child labor and child soldiers further compound the low levels of social development in Somalia.

### Strategic positioning of HIRDA

Power in Somalia is traditionally vested in clan leadership. Religious leaders also have quite some power. Modern state structures in South-Central Somalia, Somaliland and Puntland are the 'formal' power holders. The business community is very strong, though not always clearly visible. In addition, self-proclaimed leaders and criminal/political/ideological groups have formed their own militia. Civil society has found its way within these complex structures, and only operates successfully if it maintains some relationships with all these actors. Partially, civil society could flourish in the absence of strong state structures. In some cases, they have taken over responsibilities that are normally vested within a state. In the last decade, Somali civil society has become recognized as an important stakeholder in political processes.

HIRDA has been working in Somalia since 1998, providing aid, rehabilitation and construction schools, Health clinics and capacity building assistance. Despite the operational challenges HIRDA remains to responsibly implement its activities and programs. Being able to operate in volatile environment is largely based on the perception of the local communities.

HIRDA is dedicated to operate neutrally and impartially without siding with any party. The need for a well coordination, sustainable, multifaceted and comprehensive approach in response to protract the complex conflicts of Somalia.

Our strategy is mainly based on the following:

- Community-based approach- Building and developing reliable and realistic relationships with all parties in the intervention areas.
- Community involvement and engagement –involving the local communities, religious leaders in the design and implementation of the projects and gaining confidence and trust from the local population.

- Working with proven and trusted local groups in the area.
- Frequent discussions regarding community needs.
- Ensure that our activities do not fuel religious groups' competition and division.
- Women empowerment and youth integration.
- Pragmatic approach strengthens the delivery of essential basic needs.
- Constant consultation with the communities and stakeholders to any events which may affect the ongoing activities of HIRDA

Important international actors in the Somali context are the UN (actively engaged in political processes and providing aid), the USA, EU/EC and various donor countries. They are largely supporting the UN and the TFG in its security sector. Amongst various NGOs, Oxfam is warning that large and sudden infusions of money and arms can fuel conflict, and advocates for prioritizing the protection of civilians. HIRDA recognizes this problem and will take it into consideration when developing programs in regions where this problem is playing a big role.



## Intervention strategies

HIRDA has made considerable progress since its establishment in South-Central Somalia and is going to continue and extend its work in this region. These achievements stimulate HIRDA to enlarge its ambitions. In the next five years HIRDA will not focus solely on South-Central Somalia but on Somaliland, Puntland and the various Somali ethnic groups living in East African countries outside Somalia, such as Kenya, Ethiopia and Djibouti.

However, due to limited resources and time required to make changes in the organizational structure and development we will put these ambitions into practice gradually. In 2011 and 2012 we will still focus on South-Central Somalia mainly. In the meanwhile we will work on our connections and take necessary steps to bring about the expansion in geographical area mentioned for the following years.

Based on HIRDA strategic position and experience gained over the past 12 years of the organizations' existence, our primary focus will be on tackling the problems concerning education, the position of women, IDP, refugees and people in disaster areas. The organization also aims to increase the Diaspora engagement in the Netherlands, as well as in other European countries and North America.

HIRDA's approach is based on the following key principles to bring about change:

- Projects should be based upon the demands and needs of the community
- Increasing the awareness and capacity of individuals and community organizations regarding issues such as, education, health and access to food, as well as the function of decision-making processes and democratization, is essential for developing a self-reliant community which is capable of taking care of its own needs; HIRDA believes that the key to development lies in strengthening local individuals, communities and other local institutions that are responsible for the implementation of development interventions.
- Building ownership of activities through the establishment of local (community) management structures, which will be involved right from the start of the activity, will ensure projects become self-sustainable and less dependent on external funding and support;
- Incorporate peace building and reconciliation activities in the program to enhance mutual respect and tolerance within the communities. To this end, HIRDA promotes the integration of the civic approach in the curriculum of primary schools. The civic approach pays more attention to the children's social life and their responsibility towards others and the community. Children will be exposed to civic education through group discussions, schools plays, etc;
- Involving Diaspora individuals and organizations as a tool to increase financial remittances, the direct support of the work force and knowledge to Somalia.

## Target groups

### In the East African region

The formal education activities are targeted at children of school age, especially girls, to promote their right to education and to create better perspectives for their future. The informal education is targeted at youth and adults, especially women. Teachers are targeted for capacity building as an integrated part of improving the quality of education.

Women are a specific target group for HIRDA; to strengthen women's social and political position in the community and to increase their financial independency. Community leaders, CSOs, CBOs and remittance receivers are targeted to develop knowledgeable and civilized individuals and members of society who can advance themselves in life skills and who may contribute to achieving self-reliant communities.

Relief services of HIRDA are targeted at IDP and people in disaster areas.

Where possible, HIRDA will target the so-called 'lost' generation. This group is often destabilizing communities as a result of their difficult position: They missed education opportunities when they were young, and now face problems in getting a paid job or grasping job opportunities so struggle to become financially independent and self-reliant.

### **In the Netherlands and other developed countries**

The activities of HIRDA target Somali migrants (esp. youngsters), Diaspora organizations and migrant network organizations; to increase their engagement for the development of their home country.

Dutch government, the European Commission, other governments and governmental organizations are targeted to increase international attention for the development of Somali ethnic groups in East Africa.

One of the objectives of HIRDA is to enhance the sustainability of development efforts in conflict areas such as Somalia. In this light, HIRDA's experience with project implementation will also be available to multi- and bilateral development organizations and NGOs that choose to channel their development efforts through others.

## **Strategic partners**

### **In Somalia and neighboring countries**

HIRDA has always operated in a volatile and convoluted environment. Often, the insecurity level was so high, that the gun possession ratio was one in every five males. In such a volatile environment in Somalia, HIRDA was able to implement projects with cooperation of the HIRDA team in Somalia and with community stakeholders, local administration, government institutions and local NGOs. For the next five years it is HIRDA's priority to continue establishing good working relationships with local stakeholders, national and local authorities, CSOs, CBOs and NGOs to facilitate an effective implementation of projects.

## **Geographical areas**

HIRDA has been working in Gedo en Galgaduud regions for the last 12 years. We will continue to work with our existing partners and gradually build new partnerships in other regions of South-Central Somalia, as well as in Somaliland, North East Kenya and within the boundaries of Somali Regional Government in Ethiopia. These are the specific regions per zone in East Africa that we aim to cover by the end of this strategic planning period:

- South-Central Somalia: Banaadir/Mogadishu, Lower and Middle Shabeele, Hiiraan, Galgaduud, Gedo, Lower Juba and Bay.
- Somaliland: Hargeysa, Sanaag and Sool, Awdal.
- North East Kenya: Garrisa, Wajeer and Mandheera
- Somali regional government in Ethiopia: Jigjiga, Wardheer and Qalaafe

We will select reliable partners in new regions and will connect with the Diaspora originating from those regions and Diaspora NGOs to improve accessibility and ownership creation but also for funding purposes.

MFSII funding will be used for projects in South-Central Somalia. Other sources of funding will apply to the remaining regions.

Intervention areas

HIRDA will focus on the following intervention areas in the next 5 year period from 2011 to 2015:

- Education
- Gender and identity related issues
- Humanitarian response
- Sustainable livelihoods
- Diaspora engagement
- Lobby, advocacy and publicity will be a part of all these intervention areas.

## Education

HIRDA aims to give the school aged children their right to education and create better perspectives for their future. In Somalia and among Somali ethnic groups in neighboring countries, enrolment rates in primary education are still very low. HIRDA's focus will be on promoting equal access for boys and girls and to favor a more child friendly learning environment. Improved access to and enhanced quality of education will result in better job opportunities for school graduates. This will have a positive effect on the family income and hence on the willingness of families to send their children to school. In Somalia, one of the biggest obstacles towards achieving sustainable good quality education is that teachers are often working on a voluntary basis or for a small salary. HIRDA's main challenge will be to secure teachers' salaries by organizing community education committees who must ensure payment. To address socio-economic and health issues HIRDA will facilitate curriculum development and inclusion on various subjects for awareness-raising purposes, also in the neighboring countries.

HIRDA's objectives to increase the access to sustainable, qualitative and accessible basic education for all children regardless gender are:

1. Creation of child friendly learning environment through building and renovating classrooms in order to reduce overcrowding, providing new school furniture, rehabilitation of schools and providing school education tents;
2. Enhancing educational opportunities for children of school age, in particular for girls, orphans and children of marginalized groups;
3. Enhancing the quality of the education by ensuring that the schools have skilled teachers possessing strong subject content knowledge, and capacity to manage the school and to engage in well planned and accurate forecasting of education development activities and by supporting curriculum development.
4. Promoting the establishment, continuation and cooperation of education umbrella organizations in the region to favor mutual learning;
5. Raising community awareness on the importance of education, the value of self-reliance, participatory decision making and community ownership, targeting especially parents, teachers and community leaders;
6. Increasing the enrolment in secondary schools.

Besides support to formal education, HIRDA also aims to support informal education to contribute to a reduction in illiteracy rates and to promote job opportunities for women and the so-called 'lost generation' as well as to promote peace, stability and services in the region.

With respect to informal education, HIRDA's objectives are:

1. Supporting vocational education and training;
2. Promoting adult education programs and literacy classes;
3. Promoting peace and stability in the region through edutainment and sport.

## Gender and identity related issues

"Gender inequality, which remains pervasive worldwide, tends to lower the productivity of labor and the efficiency of labor allocation in households and the economy, intensifying the unequal distribution of resources. It also contributes to the non-monetary aspects of poverty – lack of security, opportunity and empowerment – that lower the quality of life for both men and women. While women and girls bear the largest and most direct costs of these inequalities, the costs cut broadly across society, ultimately hindering development and poverty reduction,"<sup>2</sup>

HIRDA recognizes the important role that women play in development. They provide food for the family, raise the children, and are often the binding factor between families in the community. There is a lot to enhance in the overall situation of Somali women in Somalia and East African region as well as amongst Diaspora. Poverty, lack of access to education and primary healthcare, high-risk of contracting HIV/AIDS, maternal mortality during delivery, harmful traditional/cultural and social practices such as FGM, gender-based violence, lack of access and control of economic resources, lack of participation in decision-making processes are the main issues that HIRDA will address in this context.

Therefore, besides this intervention area, the rights-based approach, gender justice and conflict sensitivity will be integrated into all intervention areas. HIRDA will contribute to the development of guidelines and indicators to monitor gender mainstreaming with counterparts and their programs in cooperation with alliance partner Oxfam Novib.

Our specific program for gender and identity related issues withholds the following objectives:

1. Enabling women to organize themselves, to express their needs and to take part in negotiation and decision making processes by strengthening women's social and political position in the community through the creation of women empowerment centers where women can discuss freely about their role in society and peacemaking process and where trainings are organized on various topics to increase the power of women;
2. Enabling women to increase their independency by organizing financial literacy training and by providing micro-credits to women entrepreneurs;
3. Continuing the campaign of eradicating the practice of FGM through awareness raising and through the creation of alternative professions for women circumcisers and by recruiting key persons in the community who will become ambassadors for awareness raising regarding these issues;
4. Improving the care for mothers and children by the construction or rehabilitation of mother and child health centers, by providing vaccines and food for children suffering from malnutrition, and by training Community Health Workers in first aid;
5. Awareness-raising and networking will be promoted and facilitated.

As to the second point, we will continue our efforts in South-Central Somalia to increase access to financial services both in number of direct clients as well as geographical location. The recently set up small scale micro credit facilities will be strengthened and assisted to be replicated in various urban areas with a view to serve both urban and neighboring rural based clients. Besides providing credit opportunities, this anticipated MFI and eventually network will also be used as a platform to extend remittance services to the beneficiaries beyond the established outlets by the end of this five year period. In addition, we shall explore

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<sup>2</sup> Gender and Development Group -World Bank, from the report "Gender Equality and the Millennium Development Goals"

possibilities of organizing more rural based beneficiaries into self-managed livelihood groups and link them to the micro credit facilities and eventually MFI's.

## Humanitarian response

### Relief

Somalia has suffered from 18 years of civil war and severe natural calamities such as drought and flooding. These disasters directly affected the degree of self-reliance of communities and the access to primary education. Therefore, HIRDA aims to provide relief services to minimize the impact of these calamities on their projects. HIRDA's objectives for the coming 5 years are to:

1. Provide food, shelter, water and sanitation to IDP and people in disaster areas;
2. Facilitate the (re)settlement process for IDP;
3. Reduce the number and severity of conflicts between IDP and residents by offering mediation services to the parties involved.

### Self-reliance of communities

Raising awareness of individuals and groups in the community is a sine qua non for the development of any community. Strong and self-reliant communities are needed to sustain the program's activities in the field of education, health and women empowerment, especially in Somalia where there are no effective government basic services provided.

With respect to building self-reliant communities, HIRDA's objectives are to:

1. Develop knowledgeable and civilized individuals and members of society who can advance themselves in life skills and ensure sustainability;
2. Increase the capacity of community organizations in all intervention areas by offering continuous capacity building trainings;
3. Reduce violence and promote peace and reconciliation within the community and its neighbors by organizing reconciliation and peace promotion activities and by providing civic and social education at schools and in the communities;
4. To put direct assistance to the Somali people, capacity building of Somali organizations, and protection of conflict victims as well as reducing the destructive attitude and division between Somali communities in and outside Somalia higher on the agenda of the international community.

By involving the local community intensively with the activities, we wish to build trust and confidence, to open discussions on sensitive issues like FGM and HIV/AIDS and to change the mentality of the community with respect to these issues gradually.

## Sustainable livelihoods

Interventions in this area will mostly focus on adaptation of rural livelihoods to climate change, to build resilience of communities against climate change and frequent disasters. This will include:

1. Supporting livestock management and marketing support, fodder production;
2. Supporting improvement of farming systems in areas that are suitable for rain fed and irrigated farming, including support to storage and marketing of products;
3. Environmental education and awareness-raising on environmental rehabilitation incl. rehabilitation and conservation of grazing lands and water sources, as well as small scale projects for establishment of protected areas e.g. as tree nurseries and work on renewable energy;

4. Leveraging remittances to development in order to decrease community dependence.

Opportunities will be explored to link livelihoods programs to micro credit facilities in our gender program. Our livelihoods work will also connect to education (e.g. environmental education) and humanitarian response (sustainability of reconstruction after disaster).

## **Diaspora engagement**

The interest and engagement of Diaspora in the development of Somalia and other East African regions where Somalia ethnic groups are living, is important to give the development the required boost. However, engaging Somali Diaspora to take an active role in the development is a difficult and challenging task. A division and a destructive attitude between Somali communities living in Somalia and other parts of East Africa also exist among Diaspora living in Europe or the United States.

Remittances, which are the main economic source of the Somali community, are not shared equally. The rural communities do not have the same access to the funding sent by their families abroad. Most of the benefits of these overseas contributions stay within urban areas. HIRDA will use its network with financial institutions to contribute to a more equal distribution of remittances, also by facilitating Hawala (remittance transfer networks).

Another problem to tackle is that remittances induce dependence. This puts an enormous burden on the shoulders of the senders especially when we take into consideration that less and less senders will be carrying this load in the future because the generations to come have less connections with their country of origin.

In this context HIRDA will take action in the following areas:

1. Change brain-drain into brain-gain by mobilizing Diaspora to provide their expertise to their country of origin;
2. Increase financial and social remittances;
3. Leverage the remittances by providing financial literacy training to migrants and their family in East Africa (for a more effective and efficient use of funds), by establishing remittance networks and by using contacts with financial institutions to lower transaction cost and increase flexibility of money transfers;
4. Increase the interest for issues related to "Migration & Development" by participating in and initiating different networks of migrant and development aid organizations; and by attending and initiating debates, trainings, conferences and meetings;
5. Reduce the destructive attitude and division between Somali communities and NGOs by setting up awareness raising campaigns.

A proven fact by experience is that Somali Diaspora can only contribute to the development of East Africa if they are well integrated in their host country. Migrants with low education levels usually have poor career perspectives and low income levels; hence they will be focused on their own struggle rather than on the development of their home country. This is why HIRDA works on the integration of Somali youth. HIRDA seeks to involve young people in the work of the organization and takes care that the younger generation, having less strong ties with their home country, see the importance of contributing to their home country. Also, integrated Somali youth are seen as important actors for raising awareness among young Dutch people, and for promoting debates on female circumcision and poverty reduction in East Africa.

In this context, HIRDA will take action to:

1. Encourage young migrants to benefit from the opportunities offered by the host country (such as education, self development and job opportunities) and enhance their integration. This will be done, for example, through the organization of sport events, debates, exchanges, fundraising events.
2. Encourage young migrants to get involved in development issues through innovative ideas that provoke their imagination.
3. Encourage citizenship and citizen participation, incl. voter education, citizen's charters, etc. to create familiarity with democratic governance models and practices especially amongst youngsters so they can participate in decision-making processes in the Netherlands and commence to believe that this is a feasible option for the Somali situation as well.

## FUNDRAISING STRATEGY

HIRDA will need more than € 5 million to implement the strategy described in this document of which € 2.4 million is requested from Dutch government out of MFSII funding (2011 – 2015). The remaining amount will be funded by other sources. This funding strategy identifies available opportunities for possible sources of income generation.

### **Diaspora contribution**

By enhancing our visibility and promoting HIRDA in the media we hope to increase contributions of Friends of HIRDA.

### **Volunteer Labor and Services**

HIRDA maintains a manual of skilled labor rates by country. These rates are applied to determine the Euros value of donated labor. In some cases, the Euros equivalent of donated labor and the market value of donated services can be considered as matching funds for grant funded projects hence be booked as in kind contributions of HIRDA to the projects.

### **Fundraising events**

HIRDA plans to get a CBF which will allow the organization to engage in fundraising in the Netherlands.

HIRDA plays an active role in the Netherlands and is a member of different platforms like DFD, ADFD, SomNGO, which enables it to undertake fundraising activities through these platforms. Besides, HIRDA has branches in different places in Europe and North America that are and will be responsible for fundraising for Somalia. There are almost 20.000 Somalis in The Netherlands who will be targeted for fundraising purposes. HIRDA has also good relationships with different Somali organizations with which they can organize fundraising activities for specific projects in Somalia. HIRDA used to collect money during weddings and other festivities, informal gatherings, festivals, etc. In mosques and other places where Somali people gather HIRDA booked success in raising contributions for its cause. We will continue with and intensify our focus on these activities.

### **UN**

HIRDA takes care that the organization is not depending on funding from the Netherlands only. Therefore HIRDA has built a good relationship with UN organizations who are working in Somalia. Since 2004 HIRDA somalia has succeed to get funds from UNICEF in the education and health sector, that relationship went in a good order, after a couple of years the health department in UNICEF also became a partner with HIRDA.

### **Other Funders**

HIRDA has got support from different funders in the past, they will continue their support. These organization mostly financed humanitarian response activities in Somalia. Likewise SRF has supported emergency relief.



### **Donations**

Until recently HIRDA didn't have a strategy to explore possibilities of attracting donor enterprises. In this strategic planning period, we will develop this strategy and start implementing it.

Our initial thoughts are in the direction of approaching multinationals, banks, insurance companies and hospitals that have a social policy which corresponds with our core values. Main focus of these initiatives will be attracting resources for our programs per intervention area or for the sustainability of our organization. We are also deliberating on establishing relationships with SME for smaller contributions on project bases.

HIRDA will also explore the possibilities to connect with the associates of its alliance partners to attract donors and apply for funding together with the IMPACT Alliance partners individually or collectively.

### **Social Entrepreneurship**

Organization of events and activities related to our expertise (e.g. counseling, training) conducted for third parties will be acquired more actively to generate income.

Furthermore, to secure sustainability of the organization, HIRDA is deliberating on exploring the possibilities of social entrepreneurship. For the moment, these deliberations are at brainstorming level but we expect to make considerable progress and maybe even commence implementation within this strategic planning period.

## ORGANIZATIONAL STRUCTURE AND NEEDS

Currently, HIRDA has a hands-on board, an executive director and a program officer in the Netherlands. HIRDA Somalia employs a country director, a secretary and a finance officer.

With the expected growth in volume and the geographical and contextual extension of HIRDA's activities, the organization will adapt its structure to the new strategic plan as shown in the chart on the next page.

The HIRDA board will repel its implementing character and become a solely policy making and supervisory organ which is responsible for developing and monitoring the policy and strategy of the organization and supervising the results.

Its members will be chosen according to their specific experience and knowledge in:

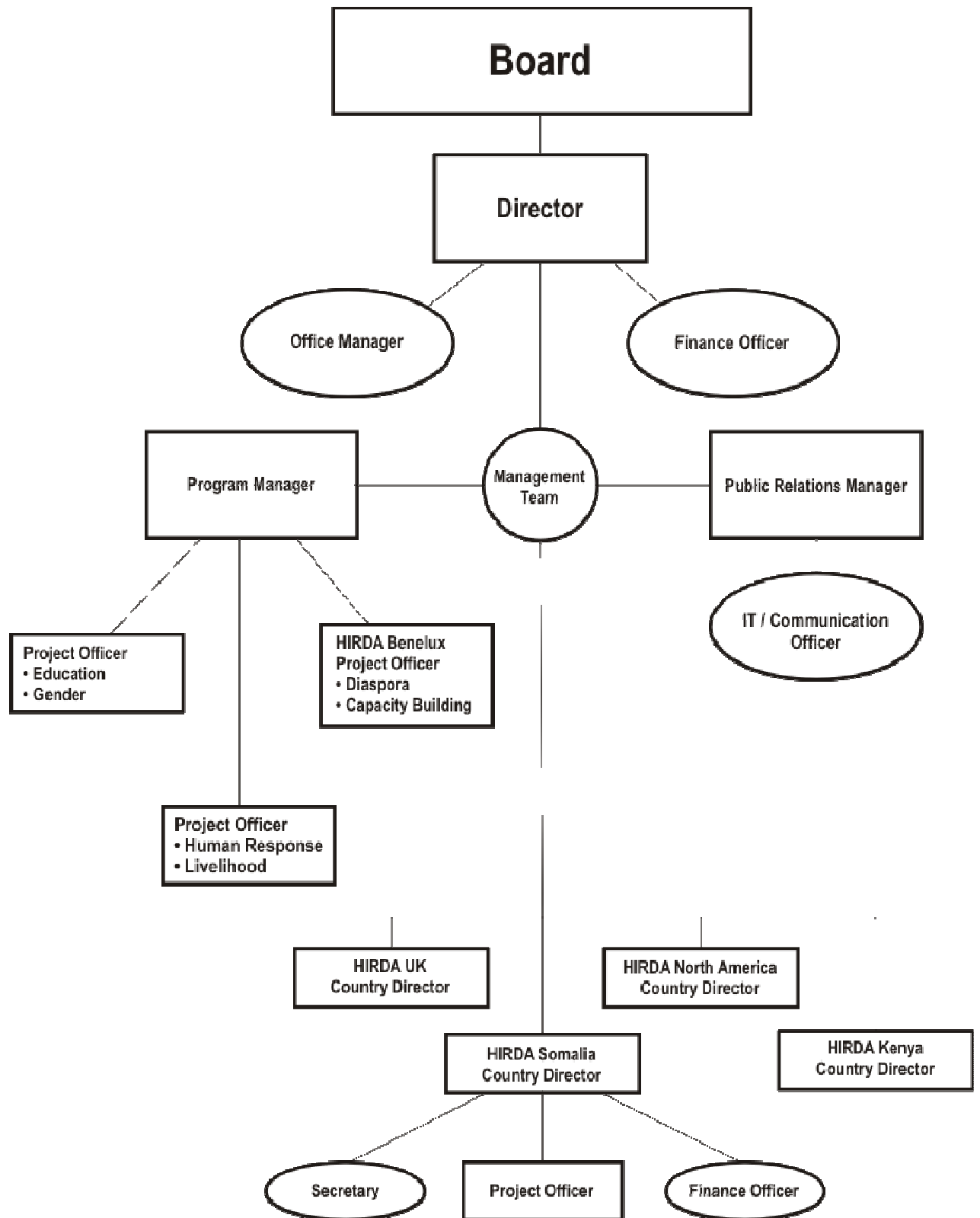
- strategic organizational development;
- finance and fundraising;
- communication and networking;
- international relations and development;
- Somali context.

Board members are expected to specialize in one, or more, intervention areas. They approve the annual operational plan and monitor its progress. The Executive Director is accountable to the board on operational, financial and human resource management. An annual performance appraisal of the Executive Director is amongst the duties of the Board. The members assemble once a month for an official board meeting.

To be able to realize the organization envisioned and ensure sustainability HIRDA has to tackle the following problems within the next few years:

- The capacities of local and Netherlands staff need to be improved.
- Organization relies primarily on volunteers this makes it highly dependent on fluctuating and instable human resource. Professionals are needed to make optimal use of these volunteers.
- Professionals have to be attracted and kept to fulfill the below mentioned positions.
- Diversity of regular funders and donors is not sufficient.
- Code Wijffels has to be implemented.

## Organizational Chart



## ABBREVIATIONS & PLACENAMES

ADFD	African Diaspora For Development
AET	Agricultural Education and Training Africa
AMISOM	African Union Mission in Somalia
ARAHA	American Relief Agency for the Horn of Africa
BADA	Baardheere Agricultural Development Association
CBF	Centraal Bureau Fondsenwerving (Dutch Central Bureau Fundraising)
CBO	Community Based Organization
CEC	Community Education Committee
CED	
CIDA	Canadian International Development Agency
CSO	Civil Society Organization
DFD	Diaspora Forum for Development
EU/EC	European Union/European Commission
Eurosom	Somali Football competition in Europe, USA & Canada
FGM	Female Genital Mutilation
FPEN	
FSAN	Federatie Somalische Associaties Nederland
GEN	Gedo Education Network
Global Fund	Global Fund to Fight AIDS, Tuberculosis and Malaria
HCI	Human Capital Institute Africa
HIRDA	Himilo Relief and Development Association
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HornAfrik	The first community TV and radio station in Somalia
IASC	Inter-Agency Standing Committee
ICT	Information and Communication Technology
IDP	Internally Displaced People
IDRF	International Development and Relief Foundation
IFAD	International Fund for Agricultural Development
ITTF	International Table Tennis Federation
JEN	Juba Education Network
LIFE	
MCH	Maternal and Child Health
MEL	Monitoring, Evaluation and Learning
MFS	Medefinancieringsstelsel (Dutch Government Development Funding Scheme)
MIND	Migrant women Initiatives in the Netherlands for Development
NCA	
NGO	Non Governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs
OLPC	One Laptop Per Child
Partos	Branchevereniging voor particuliere internationale samenwerking in NL
PHRC	
PSO	Vereniging voor Personele Samenwerking met Ontwikkelingslanden
SADO	Social-life and Agricultural Development Organization
SAG/Somali	
SANA	
SDF	
SEPROG	Somali Education Promotion Groups
SHW	Social Health Worker
SGBV	Sexual and Gender Based Violence
SomNGO	Somali Non Governmental Organization's network
SOMVAO	Somalische Vereniging Amsterdam en Omgeving
SRF	Somali Relief Fund
TBA	Traditional Birth Attendant
TFG	Transitional Federal Government
TROCAIRE	Development agency of the Catholic Church in Ireland
UIC	Union Islamic Court
UN	United Nations
UNDP	United Nations Development Program
UNICEF	United Nations Children's Fund
USA	United States of America
WEC	Women Empowerment Center
WFP	World Food Program
WHO	World Health Organization
Abudwaaq	District in Galgaduud
Awdal	Region in Somaliland
Baardheere	District in Gedo

Banaadir	Region in South Somalia
Bay	Region in South Somalia
Berbera	Port city in Somaliland
Boosaaso	Port city in Puntland
Boorama	City in Awdal
Galgaduud	Region in Central Somalia
Garrisa	District in north eastern region of Kenya
Gedo	Region in South Somalia
Hargeysa	Capital of Somaliland
Hiiraan	Region in Central Somalia
Jigjiga	District in Somali Regional Government area in Ethiopia
Qalaafe	District in Somali Regional Government area in Ethiopia
Kismaayo	District in Lower Juba
Lower Juba	Region in South Somalia
Lower Shabeele	Region in South Somalia
Mandheera	District in north eastern region of Kenya
Mogadishu	Capital of Somalia
Sanaag	Region in Somaliland
Sool	Region in Somaliland
Wajeer	District in north eastern region of Kenya
Wardheer	District in Somali Regional Government area in Ethiopia