

DRA PILOT JOINT RESPONSE 2021: IMPLEMENTATION PLAN

NEXUS Somalia



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Introduction

This Implementation Plan explains how Nexus operationalized aspects of the Perspective on Change into a specific project: the 2021 DRA pilot Joint Response. This project builds on Nexus' governance and fund management structure, as explained in the separate Nexus Governance and Structure paper. Key interventions proposed for the pilot JR, including budgetary considerations, and their contribution to the early outcomes of the PoC are detailed in section one of the

Implementation Plan, while section two explains how the details of the triple-nexus integrated humanitarian programming - one of the main interventions/workstreams - have been developed. This concern details such as geographic, programmatic and implementing Nexus member selection. Planned MEAL activities for the pilot JR, focusing on both programmatic MEAL as well as learning initiatives around the collaboration model and funding mechanism are described in section five.

Section 1: Key interventions/ workstreams for the 2021 pilot & budgetary considerations

The 2021 DRA pilot Joint Response is expected to contribute to several of the early/intermediate outcomes under both pillars of the PoC: 1.) Delivering locally-led Humanitarian Responses; and 2.) Transforming the Humanitarian System. This section describes the proposed interventions/work streams that will be invested in under the 2021 pilot as well as the main budgetary considerations.

1.1 Selected key interventions contributing to PoC Early Outcomes

The below table (page 10) provides an overview of the different intervention/keystreams and linkages to the outcomes in the PoC, while the narrative text after provides further details on the interventions.

1.2 Interventions Pillar 1 - Delivering Locally-led Humanitarian Responses

Triple-nexus integrated humanitarian programming: the majority of the budget is allocated to triple-nexus integrated humanitarian programming. A more detailed programme and budget for this part have been developed following the process outlined under section 2. Related to the triple-nexus integrated humanitarian programming, Nexus is establishing/strengthening existing Women's Forums to create a mechanism where women

groups can participate in decision-making processes and enable them to identify protection and gender issues affecting women and girls, as well as means to address these issues and more broadly guide the direction of humanitarian action in their communities. Nexus will pilot the use of a Somali-contextualized tool to advance Women's leadership in the 2021 pilot communities (see further below on the tool).

Anticipatory and Emergency Response Fund:

Under the 2021 pilot project, Nexus is developing and testing the Anticipatory and Emergency Response Fund. The allocation process is further explained in the operational procedure of the fund (annexed). The budget will be held by one of the Nexus members, WASDA, that will contract and transfer the funds to other Nexus members when the Fund has been activated.

Investing in Somali Women's Leadership:

Inclusive coalitions are built to strengthen existing spheres of influence and identify new opportunities to advance Somali women's leadership in the design, implementation, and evaluation of Nexus members' humanitarian programming. As part of the 2021 pilot project, Nexus is:

- 1) Developing a **Women's Leadership tool** contextualized for the Somali cultural context for community-level implementation. Community consultations in the design of the Tool, take into account the cultural context and identify meaningful

opportunities to engage women in community-decision making processes. The Tool is designed collaboratively, tested in communities where the pilot is implemented, to enhance the effectiveness and impact of the programming, and demonstrate the value in engaging women and girls in decision-making. The tool will be useful for local and international actors to provide genuine engagement of women and girls in the design, implementation and evaluation of humanitarian response activities.

- 2) Conducting a **gender audit** of all eight Nexus members. The gender audit will identify and understand Nexus members' approaches to gender, the meaningful participation of women and girls in programming as well as their leadership and map recommended actions that will support gender equality approaches and women's leadership in Nexus programming.

Investing in an innovative Accountability and Feedback Mechanism: In partnership with Loop¹, Nexus is investing in ensuring that Somali voices are central to the collaborative design of an open, transparent, context-specific digital feedback mechanism. Loop harnesses technology already developed in the private sector, partnering with telecom providers to create a digital platform where anyone from anywhere can feedback on the services they have received, in a transparent and real-time manner. Service providers can reply directly to feedback and can use the feedback to implement project course correction and build trusting relationships with those they are there to serve. Anyone online can have access to the data, fostering greater transparency and accountability. As part of the 2021 pilot project, Nexus is leading a **three-month scoping mission**, supported

by Loop technical IT developers and Zamid, a Mogadishu-based tech consultancy firm, to explore the feasibility and design approach required to successfully launch Loop in Somalia, ensuring that design is tailored to enable women, youth and minority clans/groups voices are heard. This involves:

- 1) **Research phase** with key actors to better understand the needs, existing approaches and opportunities in Somalia. This phase included various stakeholders within Nexus, including Monitoring and evaluation staff, Program Managers and Directors. The research phase delivered a paper outlining the key considerations for the Somali context, including technology used in Somalia to ensure connectivity and inclusiveness, translation needs, existing M&E mechanisms used, identified gaps and aspirations as well as key risks and opportunities.
- 2) **Design workshop** to discuss and refine the proposed plan and approach based on the information collected during the research phase.
- 3) **Prototype and iteratively** test the Loop platform with a wide range of possible users. This will help to define what features are critical for ensuring people trust the service and that the service can address the problems and gaps identified and have the intended impact. Populations include women, youth, refugees and displaced people, minorities and community or religious leaders, as well as a variety of Nexus staff (field staff volunteers, M&E).
- 4) The **testing** phase will include the integration of Loop into a few small-scale projects and responses to test it further.

¹ <https://www.ourloop.io/>

- 5) **A Next steps Workshop** will conclude the scoping phase, in which the newly updated Loop platform will be shared, and possible next steps of how to use Loop in the Somali context will be discussed.

1.3 Interventions Pillar

2 - Transforming the Humanitarian System

Institutional Capacity Strengthening of Nexus members: In line with Grand Bargain commitments, and the DRA Strategy Localization Objective, Nexus will utilize approximately 8% of the budget for 'Capacity Strengthening of Local Actors' to establish its Institutional Development Unit (IDU). The IDU has two objectives:

- 1) to implement institutional strengthening and capacity sharing investments in Nexus core members, and;
- 2) lead advocacy efforts more broadly within the humanitarian system to harmonize due diligence assessments and capacity-strengthening investments and work towards a model of 'graduation' for local actors.

The IDU will build a toolbox of resources for institutional assessment, strengthening and development, based on a set of essential operating procedures and due diligence standards. In 2020, Nexus members engaged an external consulting firm to undertake capacity assessments of all 8 members. Based on the assessments, each Nexus member prioritized investments in their Organizational Capacity Development plans, to guide phased, ongoing institutional development through a combination of both 'hard' and 'soft' investments. From the basis of the capacity assessments

and development plans of present Nexus members, the platform will develop and advocate for a comprehensive and singular capacity assessment which will establish a standard for donors and INGO partners across Somalia and Somaliland. Tapping into guidance and support from NEAR network, Nexus will share these learnings and tools with other local consortia across the global south.

Advocacy activities related to localizing the humanitarian system: Nexus will leverage the innovative DRA investments in programming, and undertake real-time learning to articulate and advocate in support of processes and investments that can advance meaningful, equitable Localization (eg. Anticipatory Emergency response financing; Loop accountability mechanism; Somali-Women's leadership Tool etc).

In addition, specific actions will be undertaken directed towards enhancing accountability within the humanitarian system, such as a Power Awareness analysis², and piloting the implementation of the NEAR Network's Localization Performance Measurement Framework³ to measure, report and communicate the progress that has been made towards meeting localization commitments and to inform advocacy where gaps are identified.

ICR considerations

Indirect Cost Recovery (ICR): Extensive discussions have taken place between Nexus and Oxfam Novib regarding the division of ICR. To do justice to the extensive responsibilities of Nexus members in the project and the principles of equity and localization, as well as the responsibilities of Oxfam Novib as lead applicant, it had been agreed to share the ICR as follows: 50% of the ICR will go to Oxfam Novib and the remaining 50% is to be divided based

² <https://thespindle.org/publication/the-power-awareness-tool/>

³ <http://www.near.ngo/home/workdetail?id=21>

on pro-rata between the different partners. Ineligible costs will be carried by the partner who incurs them.

In summary, the budget division for the 2021 DRA pilot JR looks as follows, considering a total budget of EUR 2,030,000:

Budget category	Rough indication and details of budget allocation
Fund Management, MEAL and audit	
Oxfam in Somalia fund management role	Managed by Oxfam in Somalia – including budget for Fund/Grant Manager and Finance Officer Approx. EUR 82,500
Audit	Managed by Oxfam - approx. EUR 15,000
Monitoring, Evaluation, Accountability and Learning	Initially managed by Oxfam - specific parts might be allocated to different actors. EUR 70,000
Delivering locally-led Humanitarian Responses	
Triple-nexus integrated humanitarian programming, including roll out of investments in Somali women leadership tool	Managed by Nexus members – including Nexus staff, programme activities, operational costs etc. Budget includes a small part for Oxfam operational and programmatic support. Approx. EUR 1,100,000
Anticipatory and Emergency Response Fund	Managed by WASDA. Budget includes costs for fund management and allocations, that follow the operational procedure for the fund EUR 250,000
Investing in Localized Women’s Leadership tool (roll out included under triple-nexus integrated humanitarian programming)	Managed by SSWC. Approx. EUR 15,000
Innovative Accountability and Feedback Mechanism – Loop scoping mission	Managed by SCI. Approx. EUR 50,000
Transforming the Humanitarian System	
Advocacy activities related to localizing the humanitarian system	Managed by SSWC. Approx. EUR 70,000
Nexus Institutional Development Unit (including gender audit and design of the standardized capacity assessment tool)	Managed by SCI (IDU Manager is hosted by SSWC). Approx. EUR 200,000.
ICR and Management fee	
Indirect Cost Recovery (ICR)	8% of total direct costs: <ul style="list-style-type: none"> – 50% of the total ICR to partners according to their share of the budget – 50% of the total ICR to Oxfam Novib
1% management fee	1% of total direct costs to lead/Oxfam Novib
TOTAL	EUR 2,030,000

Section 2: Pilot JR (triple-nexus integrated humanitarian programming) development

This section describes how the triple-nexus humanitarian programming part under pillar 1 will be further developed in terms of geographic, sectoral and partner selection.

2.1 Identification of needs and geographic/programmatic priorities

Identification of needs and gaps

The triple-nexus humanitarian programming will first and foremost be based on humanitarian needs and gaps identified across the country. A range of sources has been selected, which will be used for the analysis of this.

- **Nexus COVID-19 Public Health Research.** In response to the gap in information, Nexus members have conducted a nationally representative survey to investigate the health and economic impacts of the COVID-19 pandemic on the Somali population. The survey, which reached 4,735 Somali adults (over 18 years old) in 36 districts across 17 regions, informed Nexus' collective, evidence-based response, to ensure that Nexus humanitarian interventions adapt to the impacts COVID-19 has had on traditional coping mechanisms, safety nets, and recovery. The research helped to estimate the total prevalence of possible COVID-19 cases and the proportion of the population who

has presented COVID-19 symptoms within the past 3 months. It also assessed disparities in symptoms and protective behaviors through stratification of data by gender, socioeconomic status, educational attainment, and geographic region, as well as urban, rural, IDP settings, and it determined the economic and livelihood impacts of the pandemic and the government-imposed restrictions. Lastly, it assessed the impacts of the global pandemic on Somali remittances. This assessment/research was funded by Nexus as part of the proposal development process and served as the basis on which programmatic decisions will be made. A report highlighting the preliminary findings of the Nexus research is annexed.

- **Somalia Joint Multi-Cluster Needs Assessment (JMCNA) 2020**, led by REACH. These assessments by REACH are done on an annual basis and the final version of the 2020 assessment is expected to be published by end of September. UNOCHA and the Inter-Cluster Coordination Group (ICCG) are the mandating bodies for the assessment. The objective is to inform the 2021 Humanitarian Needs Overview (HNO) and Humanitarian Response Plan (HRP) in the context of ongoing COVID-19, locust, drought and displacement crisis in Somalia by providing updated nation-wide,

district-level, multi-sectoral analysis of current and forecasted severity of needs among the crisis-affected population. The JMCNA 2020 will provide a detailed overview of the current humanitarian needs and gaps - by sector and across sectors - in Somalia. It will also identify variations in need amongst population groups and geographical areas in order to inform response prioritisation and strategic planning.

- **FEWSNET SOMALIA Food Security Outlook Update, August 2020.** This report covers current conditions as well as changes to the projected outlook for food insecurity in Somalia. The October to December deyr rainfall season is forecast to be below average, which will be a determining factor for widespread Crisis (IPC Phase 3) outcomes in most agropastoral and pastoral livelihood zones in the absence of humanitarian food assistance. In addition to widespread Crisis (IPC Phase 3), the number of households in Emergency (IPC Phase 4) is likely to increase in areas of greatest concern, including in Bay Bakool Low Potential Agropastoral, central Addun Pastoral, central Hawd Pastoral, and Northern Inland Pastoral of Northwest. Crisis (IPC Phase 3) outcomes are also expected to persist in urban areas and IDP settlements.
- **Data/information stemming from community engagement by Nexus.** Nexus members receive data and information from the communities where they work and/or are familiar with on an ongoing basis. This can be through the feedback/accountability systems, formal assessments, community meetings and/or other channels (eg. community radio).

Selection of geographic locations and programmatic priorities

The geographic focus will include areas that are highly affected in terms of COVID-19, drought, floods and/or armed conflict. Programmatic priorities include sectors with high needs and activities are designed and implemented in a way that promotes agency and self-reliance. The following criteria will be used for selecting the geographic focus:

- 1) Integrated Food Security Phase Classification (IPC) levels
- 2) Levels of displacement
- 3) Levels of access to basic services/ severity of needs
- 4) Operational presence/coverage by other humanitarian agencies (to prevent overlap and ensure complementarity)
- 5) Accessibility/security considerations

2.2 Delivery model and partner selection

The 2021 DRA Pilot JR is entirely led and implemented by Nexus. Nexus' core members possess wide-ranging technical capacities and – uniquely – together have an operational presence across all Federal Member States of Somalia and Somaliland. Nexus member organizations have been implementing multi-sectoral humanitarian response programs for nearly three decades and are well-equipped to ensure that needs are addressed at each stage of a crisis.

The triple nexus programming component under the DRA JR pilot is implemented by four Nexus members, ensuring efficiency and focus - not spreading the resources too thinly and keeping the management burden acceptable - as well as to ensure that members have sufficient absorption capacity to implement within the 9-months' timeframe.

The members that will implement the DRA JR pilot have been selected based on these jointly agreed criteria:

- 1) Operational presence in the selected geographical focus area
- 2) Technical/thematic expertise in the areas of identified programmatic priority

As local actors, Nexus carry out these responses in a conflict-sensitive way, doing no harm, and working towards building a foundation for peace dividends and further development investments.

As requested by Nexus, Oxfam will act as the fund manager. Apart from the contract and financial management, in its role as the fund manager, Oxfam also supports Nexus members with compliance. Additionally, Oxfam will play a facilitating role in amplifying the influencing efforts of the Nexus members in regional and global fora.

2.3 Proposal development process

In relation to the development of a more detailed project outline/proposal, the above considerations and criteria with regard to geographic and programmatic focus as well as partner selection have been applied as per the steps outlined below. **Transparency** and **accountability** are the guiding principles throughout this process, and the decision-making follows Nexus agreements.

Step 1: Four Nexus members (equal geographic representation, with two from South-Central and one member each from Somaliland and Puntland) conduct the first analysis based on the above-mentioned resources/assessments and prepare a short proposal with regard to geographical focus and programmatic priorities (sectors, cross-cutting topics, target group). The four members may request input from other

staff/members with very specific expertise to support on a certain aspect if they deem it relevant. The Nexus Secretariat plays a facilitating role in Step 1.

Step 2: The proposal is presented and discussed in a Steering Committee meeting attended by all Nexus members. The proposal will be shared by email beforehand so that members have the opportunity to read and prepare questions. The Steering Committee has to approve the outline/proposal, ideally by consensus, but majority voting if needed. The meeting is led/facilitated by the chair of the Steering Committee.

Step 3: Based on the approved broad project outline, implementing members will be selected and activities further narrowed down. Nexus members with operational presence in identified locations discuss amongst themselves who is best placed to deliver on the identified programmatic priorities and activities, based on their existing technical/thematic expertise. If certain expertise is not available, they will reach out to other Nexus members with that specific expertise. This will promote cross-learning (eg. staff members of one Nexus member can temporarily support another Nexus member/work from another Nexus member's office). Selected members will make the budget allocations based on what each member is expected to deliver in response to the humanitarian needs identified and the scale of the response required.

Step 4: Selected members will individually further prepare their budgets, logframes and work plans, after which all parts are consolidated into one detailed proposal. The consolidation is, upon request by Nexus members, led by the Nexus Secretariat and the Oxfam Project Coordinator.

Step 5: The consolidated proposal for review is shared with the Secretariat, Oxfam and Nexus Steering Committee for review. Final adjustments are made by the Secretariat

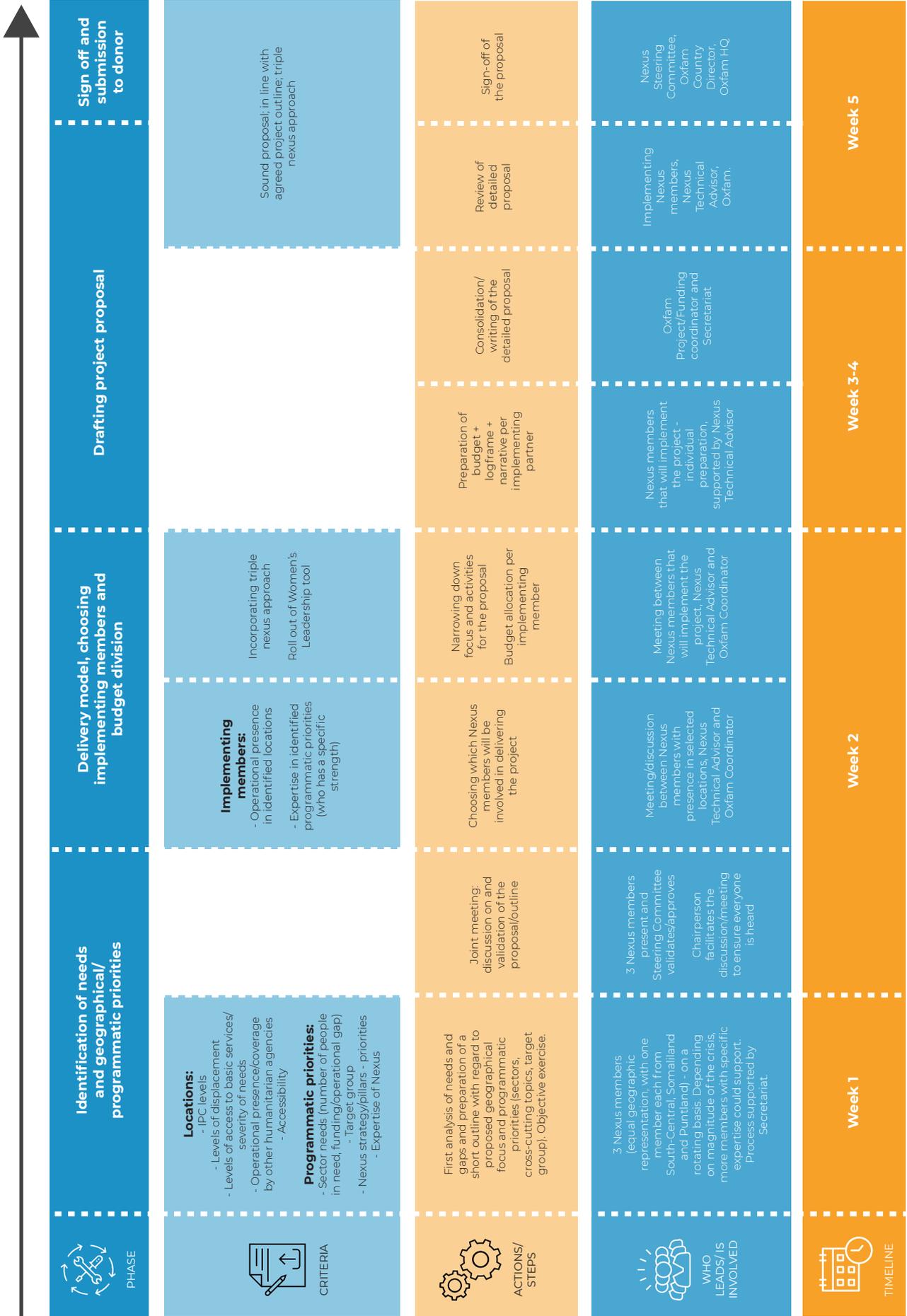
and Oxfam project coordinator based on this feedback.

Step 6: Sign off on the proposal is required from the Nexus Steering Committee and Oxfam.

Timeframe/lead-in time - the process could be concluded in approx. 1 to 1.5 month. Oxfam can contract the implementing Nexus members as soon as the detailed consolidated proposal has been approved by the Steering Committee and Oxfam.

Step 1	Week 1
Step 2 and 3	Week 2
Step 4	Week 3-4
Step 5 and 6	Week 5

The chart on the following page will provide a detailed overview of all phases, criteria, steps/actions and stakeholders/ decision-makers.



Section 3: Risk Analysis and mitigation measures

Risk factors	Likelihood	Impact	Mitigation
Contextual risk factors, impacting on project delivery			
<p>Different types of conflict could destabilize the Nexus interventions and limit access to specific locations or disrupt the supply chain.</p> <ul style="list-style-type: none"> - Armed conflict between warring parties - Sporadic clan conflict - State to state conflict (Puntland – Somaliland) 	Low	Medium	<ul style="list-style-type: none"> - Nexus members in areas of clan conflict continuously monitor spikes in conflict. Many have experience in mediating between the dispute parties. Nexus members ensure that the selection of project sites and beneficiaries does not feed into clan conflict, does not cause any harm, and is done in a conflict-sensitive and transparent way. - Nexus members have good relationships with local authorities, leaders and communities, with most staff deeply rooted in the communities they work with. They frequently liaise with these stakeholders and thereby ensure community acceptance and ownership of interventions. - Nexus members have field offices to reduce travel time for staff. - Depending on the locations serviced, contingency and risk management planning is conducted on a regular basis.
<p>Spikes in emergencies or unexpected emergencies increase vulnerability and IPC levels</p>	Medium	High	<ul style="list-style-type: none"> - Nexus members will continue to strengthen the capacity of their target communities on community-driven disaster risk reduction, particularly in the areas that are prone to natural and climate change related disasters. - Nexus' Anticipatory and Emergency Response Fund ensures quick approval and access to funding for any Nexus member to respond to needs in a timely manner; the fund criteria also request members to link any intervention to longer term development outcomes.

Risk factors	Likelihood	Impact	Mitigation
Contextual risk factors, impacting on project delivery			
Strong ties to government, local authorities and leaders give opportunities for capture/influencing of Nexus members, leading to untransparent and unfair decision-making	Low	High	<ul style="list-style-type: none"> - Nexus members follow strict beneficiary registration and verification procedures to ensure support reaches the most vulnerable; Oxfam will support those who need to solidify the criteria and registration/verification processes.
The EURO exchange will drop significantly against the USD or local prices increase significantly			<ul style="list-style-type: none"> - Adapt the budget and activity plan to the new reality and costs and inform the DRA 2.0 lead timely if this leads to deviations beyond the allowed flexibility.
Institutional risk factors and compliance issues, impacting on project delivery and realization added value			
Multiple donor and INGO partnership assessment tools lead to overcompliance and ineffective programming/start up	Low	Medium	<ul style="list-style-type: none"> - Capacity assessments of all nine core members were undertaken by an independent consulting firm in Q3 2020, using Save the Children's comprehensive due diligence tool. Organisational Development plans are being prepared for each organisation, identifying strengths, opportunities for capacity sharing between partners, and institutional investments needed, both in terms of soft-investments (e.g. technical advice, policy development) and hardware/infrastructure components (e.g. equipment and computer programs). - Nexus members, Oxfam and others are part of an initiative within the Somalia NGO Consortium to develop a partnership compliance/assessment tool for Somalia (Called 'SPAT', Somalia Partnership Assessment Tool); several INGOs have started to advocate internally to use this tool for partnership assessments in the future.
Delays in receiving funds from the INGOs/donors due to long bureaucratic procedures, necessitating pre-financing by Nexus members and delayed start of activities	Medium	Medium	<ul style="list-style-type: none"> - Key emergency funding such as the anticipatory and emergency response fund are hosted and managed by a Nexus member, to ensure quick fund transfers within Somalia. - Monthly or quarterly forecasting and timely report submissions ensure compliance from Nexus and accountability from INGOs/donors.

Risk factors	Likelihood	Impact	Mitigation
Contextual risk factors, impacting on project delivery			
<p>Failure to meet project objectives because of unclear (grant) management responsibilities between Nexus members</p>	<p>Low</p>	<p>Low</p>	<ul style="list-style-type: none"> - Nexus has a clear governance and fund management structure in place to take crucial decisions, with grant management handled by the Project Management Committee, with clear reporting lines; individual projects are managed by the awarded Nexus members, with others supporting technically. - Regular monitoring and review of progress and burn rate is in place, with the Secretariat/Oxfam as overall responsible, allowing for timely identification of gaps in implementation or corrective action.
<p>Fraud and risk of diversion in general and specifically at targeting in the delivery phase (inclusion/exclusion of beneficiaries) and/or cash and voucher theft.</p>	<p>Low</p>	<p>High</p>	<ul style="list-style-type: none"> - Oxfam will conduct appropriate due diligence and risk assessment processes as necessary with Nexus members. - Oxfam will organize a grant kick off workshop with a focus on compliance. - Clear and elaborate beneficiary selection and verification mechanisms agreed upon by Nexus, INGO partners and communicated transparently to local authorities/leaders. - Ensure grants (cash/vouchers) are paid out to registered beneficiaries and not through proxies. Community representatives will also help to verify the beneficiaries during payments. - Use of reputable money vendors and use of mobile money transfers directly to beneficiaries registered lines. - Nexus members have fraud protection policies in place that are monitored and ensure that any staff engaged receive respective training on anti-fraud practices.

Risk factors	Likelihood	Impact	Mitigation
Contextual risk factors, impacting on project delivery			
Sexual Exploitation and Abuse Safe programming risks	Medium	High	<ul style="list-style-type: none"> - Nexus members have basic safeguarding policies in place; Oxfam will continue to work with Nexus members on solidifying procedures, measures and practices to prevent, respond sensitively and safely to and protect individuals from harm committed by staff and related personnel. This includes setting identifying and establishing safe reporting channels Nexus beneficiaries can access to report SEA and misconduct. - Oxfam is committed to work with Nexus members on Safe Programming, ensuring ongoing risk analysis and adaptive management in every Nexus intervention. Safe programming risks are manifold and range from fraud, misconduct, PSEA, issues of neutrality and impartiality to beneficiary data management issues.
Programmatic risk factors			
Overlap of resources in specific locations, leading to duplication of assistance.	Low	Low	<ul style="list-style-type: none"> - No risk within a Nexus response due to a clear proposal development process/governance structure that eliminates areas of duplication from the onset. - Nexus members are present and active in national and regional cluster meetings, Somalia HCT, SHF advisory board, and local coordination bodies.
Sustainability of Nexus interventions beyond project-related funding	Low	Low	<ul style="list-style-type: none"> - Nexus members commit to only work in locations where they have a presence and existing community relationships. - By including a long-term development element into each proposal or emergency/anticipatory grant, Nexus is committed to offering communities more resilience- and development-focused outcomes, rather than one-off projects. - Nexus will engage in pro-active fundraising, to establish a donor base and solidify the local response work across Somalia.

Risk factors	Likelihood	Impact	Mitigation
Contextual risk factors, impacting on project delivery			
<p>Key risks with regards to beneficiary selection:</p> <ul style="list-style-type: none"> - Government / Local authorities/ community gate keepers influence selection process/ nepotism. - Local leaders ask for commission from recipients. - Conflict ignited when some villages receive UCT and others do not. UCT may escalate latent clan conflict, for example between host and displaced communities. 	Low	Medium	<ul style="list-style-type: none"> - The beneficiary selection and verification process is conducted jointly by programme and MEAL staff, following established SOPs and guidelines (Oxfam to support). It is done in close consultation with authorities, engaging beneficiaries in setting selection criteria and verification of beneficiaries. - Encouraging use of feedback and accountability system to carry out proper analysis of village/location dynamics before the intervention. - Collaboration with Loop to meaningfully gather feedback from target communities, and support transparent cash transfer systems.

Section 4: Monitoring, evaluation and learning

This section on MEAL of the pilot JR describes a number of activities that will be undertaken over the course of the project. It has elements of both programmatic MEAL as well as learning initiatives around the collaboration model and funding mechanisms.

Accountability and feedback mechanisms:

Besides investing in the development of an innovative and contextual accountability mechanism through Loop, Nexus members will gather feedback on their work through their existing complaints and feedback tools. Each member already uses toll-free phone hotlines – the most commonly used and preferred feedback tool by beneficiaries in Somalia – as well as additional methods such as community meetings or helpdesks. Over the course of the 2021 DRA pilot Joint Response project, Oxfam is supporting Nexus members in harmonising feedback and data collection mechanisms towards building common tools for Nexus members to use in future programming. This includes the transfer of data collection and beneficiary registration from paper to digital means. Oxfam currently operates an accountability and programme dashboard which already includes information shared by some Nexus members. By digitalizing data and feedback collection, the Nexus dashboard will be able to provide more detailed information on Nexus' work across Somalia. MEAL and programme staff will also see their capacity on M&E and accountability strengthened through support from Oxfam and the Institutional Development Unit.

Additional feedback information Nexus will integrate into programming comes from Radio Ergo, a radio station that broadcasts humanitarian news and information across

Somalia and Somali-speaking regions. Programming is based on local reporting as well as direct calls from people who can raise issues concerning themes such as health, education, protection, agriculture and livestock, gender, youth and employment, environmental protection, culture and governance. Call content and feedback gathered through the radio's independent voice feedback platform is consolidated and shared with the humanitarian community on a weekly basis. Data gathered through this platform will inform Nexus' anticipatory and emergency response fund, as callers inform about issues arising in their regions, e.g. water shortages, locust invasions, or not receiving timely and effective humanitarian assistance.

Joint Monitoring and Learning exercises:

Depending on the COVID-19 situation, Nexus members will also conduct monitoring exercises, such as post-distribution monitoring, jointly. The Nexus MEAL Coordinator together with the MEAL Working Group will lead the development of the survey with contextual and programmatic input from the implementing members. In this way, Nexus can establish their own survey/PDM tool, approved by members and rolled out across platform interventions. The survey forms will be uploaded to tablets/mobile handsets and staff/enumerators trained in the usage. Oxfam will support the roll-out of joint PDMs across Nexus. Nexus members will also receive training and support on general MEAL and approaches such as the most significant change approach and outcome harvesting.

Real-Time Review: Led by the Nexus MEAL Coordinator, Nexus members will

conduct a participatory Real-Time Review mid-response, to identify challenges and lessons learned, as well as to document emerging trends/best practices of the Nexus way of working. Findings will directly be incorporated into the further delivery of Nexus programming under this grant and facilitate the identification of capacity strengthening and advocacy support needs within the Institutional Development Unit (IDU) which benefits all Nexus members. The RTR team will comprise the lead, responsible for the data collection process, analysis and report writing, and a gender-balanced team of two staff per Nexus member. Tools will include questions related to the Core Humanitarian Standards (CHS) and the Nexus way of programming. Focus group discussions and Key Informant Interviews with beneficiaries and government officials will be led by Nexus member staff (RTR team); tool training and familiarisation will precede the RTR exercise. Reflection meetings and an RTR learning event will engage all Nexus members on the findings and emerging trends of the Nexus work.

Evaluation of the Nexus way of humanitarian programming: Nexus will conduct a process evaluation of the 'Nexus way of humanitarian programming' as compared to the usual way Nexus members implement projects. Differences between these approaches will be highlighted, particularly with regards to decision-making and proposal processes, timeliness and effectiveness of humanitarian assistance as well as community perceptions towards Nexus' work. The evaluation will also explore the opinions of Nexus member staff towards working with others on a joint Nexus response and identify opportunities and limitations of both implementation models.

NEAR Localization Performance Measurement Framework – The DRA as an opportunity to showcase the transition towards equitable, quality locally-led partnerships: Nexus views the

opportunity to work with the DRA as unique and unlike other funding mechanisms. DRA's strategic pillars (Accountability, Innovation, Collaboration, Localization) align with Nexus vision and Perspective on Change and provide an opportunity to work towards a model for equitable partnerships based on joint advocacy and mutual learning. Nexus will utilize the opportunity to work with the DRA to establish two-way feedback, piloting the use of the NEAR Localization Performance Measurement Framework to evidence progress made towards achieving localization commitments. The development of the LPMF has been guided by the aspiration to offer an approach that is clear, practical, and that can assist in strengthening the evidence base for localization and advance a common understanding of the progress that is being made towards achieving this, as well as identifying areas of weakness. The aim is to encourage measurement and research as a means of promoting localisation, monitoring localization across six pillars: Partnerships; Funding; Capacity, Coordination and complementarity; Policy, influence and visibility; and, Participation.

Participatory evaluation processes to strengthen citizen-state relations: Nexus will draw on members' experience in development programming to use opportunities to strengthen accountability between communities and their local government authorities, through participatory evaluation tools, combined with advocacy training and support. For example, in establishing baseline data, rather than purely needs assessment approaches, Nexus will seek to employ Asset Based Community Development approaches that focuses on community assets and strengths, focuses on mobilizing community and individual capacities, passions, and builds and reinforces community leadership. The idea being, that Nexus will empower citizens to voice their priorities, but that these processes

are not solely for the purpose of evaluating the effectiveness of Nexus programming, but also inform and reinforce feedback to improve local governance humanitarian response planning and structures.

Sharing of best practices with wider DRA and locally-led consortia in other countries: Learning from Nexus' governance structure, Institutional Development Unit and locally-led anticipatory and emergency response fund offers many opportunities for sharing of best practices with the Future DRA Task Force, the wider DRA and similar consortia

and platforms in other countries. Nexus members, Oxfam and Save the Children are already using their extensive networks to promote Nexus-like consortia among their peers and partners. Oxfam is for example already supporting locally-led consortia and approaches in Uganda, Bangladesh, Afghanistan and the Philippines, where partners are eager to share and learn from the Somalia experience. The collaboration model that Nexus offers will be challenged and refined with the support of these peers. Oxfam will support Nexus in developing learning papers and linking them to like-minded local actors across the globe.

Section 5: Role of the Dutch Relief Alliance (DRA)

In the 2021 DRA Joint Response, the relation between DRA and Nexus has the potential to be more than a donor-recipient relationship. The 2021 DRA pilot Joint Response provides an exciting opportunity to take the DRAs objectives of localization, collaboration and accountability a step further in a meaningful and innovative manner. As such, the DRA has enabled Nexus members to rethink conventional humanitarian approaches and envision new ways of working in which humanitarian aid can be led and delivered locally. Moving forward, the DRA plays a vital role in sharing newly acquired lessons learned and practices within their internationally-recognized network to further improve and inspire our collective localization-efforts.

In collaboration with the Localization and Advocacy working groups, the Nexus Platform aspires to reach donors and humanitarian agencies beyond Somalia as it is critical that learnings can be applied to

different contexts across the globe. As such, this approach piloted by the Nexus Platform in Somalia aims to inform humanitarian agencies, beyond those directly involved, to pilot innovative approaches in line with the Grand Bargain.

As a recently established platform still in development, Nexus members can tap into the wealth of knowledge and expertise of the DRA on how to build a strong alliance – for example how to manage and navigate individual interests within an alliance to ensure that, like DRA, the Nexus platform is built on trust and a shared vision – solidifying a collective that can achieve (much) more than they could achieve individually, but also in terms of how to build the platform further in terms of operational procedures and regulatory frameworks. DRA could share its relevant documents with Nexus members for inspiration and conversations with key DRA staff could help Nexus in developing the Platform further.

Acknowledgements

DRA 2.0

The [Dutch Relief Alliance \(DRA\)](#) is a coalition of 15 Dutch aid organisations in partnership with the [Netherlands Ministry of Foreign Affairs](#) (MoFA). The structure of the DRA enables participating NGOs to respond to major international crises in a timely and effective manner. The DRA responds to humanitarian crises by designing Joint Responses (JR) drawn up and implemented by the members best placed to respond to a crisis. DRA Joint Responses are underway in, amongst others, Nigeria, the Central African Republic (CAR), South Sudan, Yemen, Sudan, the Syria region, and Somalia.

In 2019, the DRA initiated a pilot project, in which “should stretch us in our thinking and imagination around collaboration, building on what we have achieved already”⁴. In the initial phase, the successful applicant to the DRA Pilot programme is tasked to develop a process, which will lead to the implementation of a pilot that will test ways to take DRA JR experiences to a next level and further improve collaboration for increased effectiveness of emergency interventions. The ultimate goal of the pilot is to test if/whether putting in practice the Future DRA principles in a JR allows the DRA collective to improve cooperation between members to increase the effectiveness of emergency aid interventions.

In this context, DRA means the following by ‘Improvement’:

- Local ownership/leadership for sustainability of results
- Allow for long-term focus beyond emergency response
- Improved / increased impact
- Create possibilities for attracting additional funding

This pilot project was an opportunity for the Nexus platform to more clearly articulate and plan its humanitarian pillar of work. In doing so, the pilot developed intervention strategies that traverse the (traditional) boundaries of development, humanitarian and peace programming that have a more long-term perspective and bring continuity in responding to the many recurrent crises Somalia currently faces. Moreover, to overcome the structural inequities present in the Somali humanitarian system, the pilot mapped out pathways to shift power towards Somali humanitarian actors. Thus, moving from a predominantly internationally led humanitarian system in Somalia towards a humanitarian system where local organizations are in the driver’s seat.

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This paper is the result of a series of workshops attended by all Nexus members. Executive and Deputy Directors and Humanitarian staff included:

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⁴ From the Call for Proposals DRA 2.0. document

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ABOUT NEXUS:

Nexus is a paradigm-shifting platform of Somali civil society, strategically investing in the institutions of civil society and government to lead the way in identifying, scaling and integrating community-owned and driven solutions to humanitarian, development and peacebuilding needs.

