



## STRATEGIC PLAN 2017-2019

### BACKGROUND

NAME	Somalia NGO Consortium (SNC)	TIME PERIOD OF STRATEGY	2017-2019
GEOGRAPHIC REGION	Somalia	TIME OF VALIDATION	April 2017

#### **Overview**

The SNC has been supporting NGO coordination for the last 16 years through its core activities in, **coordination, representation, information sharing and advocacy**. It has regional offices in Hargeisa, Mogadishu, Garowe and the main office in Nairobi; with plans to increase its presence in Regional states in the coming months. The Consortium currently has 83 member organizations working across Somalia.

In December 2016, the Somalia NGO Consortium commissioned the development of its Strategic Plan (SP) for the period 2017 – 2019. This incorporated the Strategic Review of the previous Strategic Plan (2014 – 2016) – Annex: Review report.

The strategic review took place between January and March 2017. Consultations were conducted with 31 key informants, Focus Group Discussions (FGDs), with over 70 representatives of International and National/Local NGOs, who comprise internal and external stakeholders of the SNC, in Hargeisa, Garowe, Mogadishu and Nairobi. Key areas from the consultations, were developed, and 43 respondents provided feedback on the prioritization of these, in an online survey (19 International NGOs, 18 National/Local NGOs, 2 representatives from United National agencies, 2 Donors/Development partners, 1 Network/Alliance and 1 Individual). A draft Strategic Plan (SP) was formulated, based on this feedback and a strategic planning workshop, where final comments were requested on the draft SP from members, staff and representatives of all regions in Somalia and Nairobi via email, where the comments fed into the final SP document.

The Strategic plan was validated at a meeting with the SNCs Director and Steering Committee in April 2017.

This document outlines **SNCs strategic themes and approaches over the next 3 years**. It is anticipated that the simplicity of this format will assist the SNC to communicate its **strategic ambition and role as a principled collective voice of NGOs operating in Somalia**. The plan will be subsequently translated into Somali. The strategy incorporates insights and feedback from a wide consultation with stakeholders, as noted above, including: Steering Committee members, staff, donors, UN partners, INGOs, N/LNGOs, government, civil society and other coordinating fora.

It offers a flexible framework, which defines the SNC core themes of engagement in addition to its approach, providing room to further develop and operationalize specific priority areas until 2019. Due to the nature of the operating context in Somalia, and at the time of the development of this strategy, the deterioration of the humanitarian situation in Somalia, this flexibility is necessary for the SNC to ensure its focus on ‘scale up’ in 2017 in response to the priority for increased coordination and a balance between a reactive vs proactive strategic

focus.

The below presents an outline of the consistent messages received within the consultation, on the Internal **Strength and Weaknesses** and external **Opportunities and Threats** (SWOT Analysis), which was analysed to develop the Strategic themes and approaches moving forward for the SNC.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>▶ <i>Leadership</i></li> <li>▶ <i>Mix of Local, National and International NGOs</i></li> <li> <ul style="list-style-type: none"> <li>▶ <i>Responsive to membership</i></li> </ul> </li> </ul> </li> <li>▶ <i>Reputation and credibility (particularly over the last few years) – Globally, regionally and nationally.</i></li> <li> <ul style="list-style-type: none"> <li>▶ <i>Niche of the collective – Principled collective effort</i></li> </ul> </li> <li>▶ <i>Good understanding of the local context and regional representation</i></li> <li> <ul style="list-style-type: none"> <li>▶ <i>Success in reactive advocacy and influence</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▶ <i>Expectations/Needs of membership - outstrips capacity to respond (capacity stretch) and necessity for increased members engagement</i></li> <li> <ul style="list-style-type: none"> <li>▶ <i>Small/lean team compared to similar NGO consortia</i></li> </ul> </li> <li>▶ <i>Limited representation of L/NNGOs in the Steering Committee and decision making.</i></li> <li> <ul style="list-style-type: none"> <li>▶ <i>Strategy not region specific – Decentralized decision making</i></li> </ul> </li> <li>▶ <i>Reactive rather than proactive due to context- Necessary to be intentional on change/impact.</i></li> <li> <ul style="list-style-type: none"> <li>▶ <i>Need to increase Evidence and Research based Advocacy</i></li> </ul> </li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▶ <i>The National Development Plan (engagement and potential for partnership principles underpinning all ongoing relationships/interaction)</i></li> <li>▶ <i>Supporting implementation of a harmonised NGO Policy, NGOs Act and coordination of engagement with an NGO Act/Policy at Federal level</i></li> <li>▶ <i>‘Changing mindset’, building stakeholder relationships - clarity of roles, responsibilities of I/NNGOs towards stakeholders</i></li> <li>▶ <i>Localisation initiatives - Supporting funding, voice and reputation potential linkage to global commitments (Grand Bargain, Charter for Change (C4C), etc.)</i></li> <li> <ul style="list-style-type: none"> <li>▶ <i>Collective I/NNGOs leadership on risk, transparency and accountability</i></li> </ul> </li> <li>▶ <i>Decentralization - facilitate region specific strategies/grounded in specific regional contexts.</i></li> </ul>	<ul style="list-style-type: none"> <li>● <i>Weakness in Judicial and legislative system, government structures, policies etc. resulting in bureaucratic impediments.</i></li> <li> <ul style="list-style-type: none"> <li>▶ <i>Insecurity, Access concerns</i></li> <li> <ul style="list-style-type: none"> <li>▶ <i>Necessary to Focus on most vulnerable</i></li> </ul> </li> </ul> </li> <li>▶ <i>Poverty, reoccurring shocks - drought and poor resilience to shocks</i></li> <li>▶ <i>Risks – Humanitarian and Development Nexus (losing Humanitarian principle focus and perceptions of neutrality, in particular)</i></li> <li> <ul style="list-style-type: none"> <li>▶ <i>Corruption and Overall Risk Management</i></li> </ul> </li> <li>▶ <i>Limited ‘Voice’ of women, youth and other ‘vulnerable’ groups</i></li> </ul>
VISION	MISSION
<p><i>Stronger together for resilient Somali communities</i></p>	<p><i>A coordination platform, focused on an enabling environment for efficient and effective delivery of humanitarian and</i></p>

## VALUES

*In the overall mandate of the Somalia NGO Consortium the following values underpins its work:*

**| Humanitarian Principles and Do No Harm | Transparency and Accountability | Identity and Collective Action | Improvement and Quality Services**

**Humanitarian Principles and Do No harm:** We are guided by humanitarian principles of humanity, impartiality, neutrality and independence. We are committed to ethical and responsible actions and activities in the service of communities and people.

**Enabling environment:** We believe in an enabling environment as common ground for our members to operate.

**Identity and Collective Action:** We will build and nurture the identity and power of collective action of our members to achieve common goals. In all our actions, we strive to develop our members' capacity and confidence to increase the strength of their staff.

**Improvement and Quality services:** We are committed to continued improvement and delivery of high quality services to our members.

**Transparency and Accountability:** Through our policies, structures and procedures, and in all our actions, we ensure we are transparent and accountable, answering to our partners, membership and stakeholders.

## WHO WE SERVE

<b>Membership / Audience Demographic</b>	<b>Local NGOs</b>	<b>National NGOs</b>	<b>International NGOs</b>	<b>Other Stakeholders</b>
	<b>A specific 'Impact Group' for the upcoming strategy will be Youth, Women and other vulnerable groups</b>			

## THEMATIC AREAS OF FOCUS

During the life of this Strategy the SNC seeks to achieve change in three broad areas:

- **An enabling environment for improved humanitarian, resilience and development outcomes, through multi-stakeholder and multi-level engagement;**
- **Enhance collective accountability and transparency, in Somalia, through the application of International and National good practice and standards; and**

- **Facilitate the promotion and implementation of Global, Regional and National localisation commitments, through initiatives that enhance agency, voice, and capacity of local/national NGOs, in Somalia.**

## OUTCOMES

**Based on the thematic areas, specific desired change has been formulated as outcomes and respective outputs (key deliverables)**

***OUTCOME 1: Conducive environment for NGOs to operate in Somalia to ensure improved humanitarian and development outcomes by 2019.***

<i>Outputs</i>	<ul style="list-style-type: none"> <li>• Partnership principles between NGOs and Government, in Somalia, are mutually developed, agreed and used to inform all areas of engagement.</li> <li>• Supportive legal frameworks are developed and/or implemented, to guide the operations of NGOs and the role of government in regulating the sector, are in place.</li> <li>• Formal government recognition of NGOs, as key stakeholders, in humanitarian response, in different sectors and in the implementation of the relevant pillars of the National Development Plan(s) in Somalia.</li> <li>• Strategic collaboration with IGAD and other Inter-Governmental fora to influence policies related to improved humanitarian and development outcomes.</li> <li>• Clear and effective engagement with UNOCHA; including representation at the HCT, 'Access Working Group' and other relevant coordination fora, to ensure a representative and coordinated voice of NGOs and improved humanitarian access to priority vulnerable populations in Somalia, including supporting an impartial response and clarity of 'Red Lines' with local-level authorities and non-state armed actors.</li> <li>• Strategic collaboration with INSO Somalia on key areas of concern on security and access constraints.</li> <li>• Initiatives established and implemented, to support members to improve 'scale up' of humanitarian response, operationalising humanitarian principles and respond to humanitarian access concerns.</li> <li>• Commission and/or promote evidenced-based research or targeted messages to influence policies related to improved humanitarian and development outcomes.</li> <li>• Engagement in improving and influencing national, regional and global learning on the 'humanitarian and development nexus', whilst ensuring humanitarian principles are respected.</li> </ul>
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***OUTCOME 2: Improved relationships and understanding of mandate/roles between NGOs and Government, is realised, through regular dialogue.***

<i>Outputs</i>	<p>NB: Partnership principles developed in Outcome 1 inform effective dialogue with Government.</p> <ul style="list-style-type: none"> <li>• Dialogue ensures that the identity and principles of NGOs are understood and respected.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Platforms for members working on sector-based issues and ‘scale up’ of humanitarian response are coordinated for effective functioning</li> <li>• Regular Consultative fora between NGOs and government established.</li> <li>• Increased exchange of information, plans and joint actions between government ministries and NGOs in the specific sectors.</li> </ul>
<p><b><i>OUTCOME 3: Member NGOs have transparent and accountable systems in place and risk management mechanisms, based on internationally recognised standards and best practice.</i></b></p>	
<p><i>Outputs</i></p>	<ul style="list-style-type: none"> <li>• SNC in 2017, engages with the UN Risk Management Unit assessment to improve collective risk management mechanisms.</li> <li>• SNC engages with an inter-agency analysis of the most critical priority interventions, led by the HCT, to develop a coordinated strategy to define acceptable levels of risk to ensure humanitarian coverage of the most vulnerable.</li> <li>• SNC has a revised Accountability and Risk Management Framework based on international standards and informed by recent research in Somalia.</li> <li>• SNC has in place a roadmap for risk management and accountability standards, initiatives and assessment mechanism for member NGOs.</li> <li>• By the end of 2018 the SNC would have ‘assessed’ all members against its Accountability and Risk Management Framework, where the overall findings of the assessment influences improved practice of accountability and Risk Management overall in Somalia.</li> </ul>
<p><b><i>OUTCOME 4: 25% of direct funding access to Somalia L/NGOs and increased voice and representation with donors, UN, and INGOs by 2019.</i></b></p>	
<p><i>Outputs</i></p>	<ul style="list-style-type: none"> <li>• Establish a baseline of the % of L/NGO current direct funding through the UNOCHA Somalia Humanitarian Fund and other identified funding mechanisms.</li> <li>• Establish a baseline on the number of L/NGO participation and voice in decision making fora in Somalia.</li> <li>• Create platforms, opportunities and support the development of key messages for L/NGO engagement with Donors, UN Agencies and INGOs, in line with commitments reached at the World Humanitarian Summit, in particular through the ‘Grand Bargain’ and Charter 4 Change (C4C).</li> <li>• Track progress from baselines above on in direct funding, voice and representation of L/NNGOs, to inform key advocacy messages on ensuring commitments are realised.</li> <li>• Encourage cooperative approaches and improved principles of practice, with international actors that efficiently support partnerships with local organisations. This includes the establishment of a ‘Twinning Programme’ between INGOs and L/NGOs, whom have made localization commitment, developed from the lesson learnt from the ACBAR programme.</li> <li>• Increase L/NGO members’ understanding of and access to donors and UN Coordination mechanisms.</li> </ul>

- Research commissioned in 2018 on the capacity and impact of Local and National NGOs in Somalia, to inform and influence a changing narrative of local/national NGOs response.
- Donors and UN agencies recognize the ‘Twinning programme’ and assessments conducted by the SNC.

## APPROACH (How we will work)

In view of the context in Somalia and emerging issues the SNC will embrace approaches that are deemed most effective of a collective, for optimal results. These approaches will underpin all strategies and interventions and represent the “how” of doing business for the SNC in Somalia. The approaches resulted from the strategic review and confirmed by the online survey.

<b>Approach</b>	<b>We will:</b>
<b>Peer learning and information sharing</b>	<b>be creative.</b> We provide information and opportunities to learn, explore new ideas and approaches, looking for what will add real value.
<b>Collective advocacy – strategic and evidence based</b>	<b>use evidence to influence policy.</b> We base what we say and do on the best research and our members’ experiences to influence policy and practice.
<b>Membership engagement and coordination</b>	<b>be collaborative.</b> We work with our members and partners to achieve the best results.
<b>Representation and ‘Voice’ of NGO community at relevant fora</b>	<b>ensure ‘Voice’.</b> We will represent a strong and united voice for SNC members to targeted audiences, nationally, regionally and globally.

## AREAS OF DEVELOPMENT TO BE ‘FIT FOR PURPOSE’

AREA OF NEEDED DEVELOPMENT	PROPOSED ACTIONS
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Recruitment of a Deputy Director to be based in Mogadishu.</li> <li>• Given the diversity of the regions in Somalia and devolution adopted by the states, the SNC regional offices will hone strategies to respond to specific issues within their regions, where necessary, while remaining within the scope of the overall strategy.</li> <li>• Empower regional coordinators in effective coordination of meetings, increased decision making and representation.</li> <li>• Develop clear Professional Development Planning and Succession Planning within the current performance management process in the SNC.</li> <li>• Rotational acting and coaching among regional coordinators and senior programme officers.</li> <li>• Update the current ‘SNC Mandate’ document, based on changes as a result of this strategic plan.</li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>• Recruit 1 Senior Finance and Administration Officer (for Nairobi),</li> <li>• Recruit 1 Information Management Officer</li> <li>• 2 field officers to be recruited (for Baidoa and Kismayo), with a priority on Kismayo.</li> </ul>

	<ul style="list-style-type: none"> <li>• Improve in strategic advocacy and research within the team.</li> <li>• Improve in internal contract and financial management, with the handover from INSO Somalia.</li> <li>• Ensure mentoring and coaching support for senior managers in the SNC</li> </ul>
<b>Steering Committee and membership</b>	<ul style="list-style-type: none"> <li>• Establish a co-chair position for a local/national NGO representative within the Steering Committee.</li> <li>• Initiate, within the ICVA Consortium Governance initiative, a review of the Steering Committee and Sub Committees, which should result in clear recommendation to increase the engagement of members, the establishment of new committees and the effectiveness of current committees and the links to external coordination fora, based on the strategic themes and approaches.</li> <li>• Ensure courtesy calls to members monthly for feedback and implement bi-annual surveys of members (which will be explicit in the staff jobs descriptions)</li> <li>• Improve on the feedback and complaints mechanism for the SNC.</li> <li>• The SNC will review and enhance its categories of membership in 2017; full, associate, observer and provisional membership with corresponding benefits and obligations.</li> <li>• The SNC will strive for cooperation and consider co-opting umbrella association of local NGOs, secretariats of other alliances with a provision of observer status.</li> <li>• The SNC and Steering Committee, will internalize the use of and invest in technologies for remote management and communication since its structure will almost always involve a spreading of staff and members across the regions</li> </ul>

## FINANCIAL PROJECTIONS

<b>CURRENT FINANCE</b>	<p>2017: Secured Finances 627,496 USD; Funding Gap 233,148 USD</p> <p>2018: Secured Finances 281, 278 USD; Funding Gap 618,008 USD</p> <p>2019: Secured Finances 173,739 USD; Funding Gap 731,967 USD</p>
<b>FINANCIAL PROJECTIONS FOR THE STRATEGY BY 2019</b>	2,666,913 USD
<b>FUNDRAISING STRATEGY</b>	The SNC, will adopt a range of fundraising strategies, which will include raising the SNCs profile, increasing and maximizing its membership and their contributions, including through the fees structure, facilitating SNC contributions within members funding proposals or in-kind investments; Continue to engage with existing and

new donors who are funding operations in Somalia and appreciate the value of coordination, collective action and whose objectives are in congruence with the SNC mission of an enabling environment for efficient and effective delivery of humanitarian and development outcomes in Somalia.

The SNC will also identify opportunities of strategic profiling of its work, through exploration of partnerships with diaspora networks and will consider within its membership review, a rotating 'Ambassador Group' for eminent Somalis.

A Fundraising sub-group will be established to develop the initiatives outlined above and work on an 'ethical and principled fundraising framework' for the SNC.

## MEASUREMENTS OF SUCCESS

Outcome Component	When to Measure	How to Measure
<i>Conducive environment for NGOs to operate in Somalia to ensure improved humanitarian and development outcomes by 2019.</i>	Quarterly	<p>Number of bureaucratic impediments that NGOs are subjected to.</p> <p>Partnership Principles agreed and owned by stakeholders.</p> <p>NGO Policy and subsequent legislation adopted.</p> <p>Increased access to priority vulnerable populations in Somalia</p>
<i>Improved relationships and understanding of mandate/roles between NGOs and Government, is in place, through regular dialogue.</i>	Quarterly	<p>Number of consultative meetings and workshops held.</p> <p>Number of senior (director position and above) government officials attending consultative meeting.</p>
<i>Member NGOs have transparent and accountability systems in place and risk management mechanisms, based on internationally recognised standards and best practice.</i>	Quarterly	<p>Collective Risk Management mechanisms realized.</p> <p>% of NGOs assessed and found to be compliant to SNC Framework.</p>
<i>25% of direct funding access to Somalia L/NGOs and increased voice and representation with donors, UN, and INGOs by 2019.</i>	Biannually	<p>Number of consultative meetings and workshops held.</p> <p>Local/National NGOs take an active role in leadership of the Steering Committee of the SNC and external decision making fora.</p> <p>Local/National and International NGOs collectively design,</p>

		<p>contribute and implement the ‘SNC Twinning Programme’.</p> <p>% increase in direct funding to local NGOs by 2017, 2018 and 2019 respectively.</p> <p>L/NGO perception surveys.</p>
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## MANAGEMENT PLAN

How components will be assessed	How often to assess	Who will assess
Staff Meetings	Monthly	Director/Staff
Courtesy Call with members (Fed into monthly staff meetings)	Monthly	Director/Staff
Bi-Annual Survey with Members	Bi-Annual	Steering Committee
General Assembly with Members	Yearly	Steering Committee
Mid-term review	June 2018	External consultant
End-term review	December 2019	External consultant

## PUBLICITY & COMMUNICATION PLAN FOR THE STRATEGY

<b>TARGET AUDIENCE</b>	<p><i>Local/Nation NGOs (Members and Non-Members)</i></p> <p><i>International NGOs (Members and Non-Members)</i></p> <p><i>UN Agencies</i></p> <p><i>Federal Government of Somalia, Regional and State Authorities</i></p> <p><i>IGAD and Key Country and Regional Inter-Governmental bodies</i></p> <p><i>Donors/Development Partners</i></p> <p><i>Other Alliance and Networks e.g. ReDSS, ICVA, Interaction, NEAR, Humanitarian Leadership Academy</i></p> <p><i>Diaspora Networks</i></p>
<b>BEST WAY TO REACH &amp; COMMUNICATE</b>	<p>Email, phone, website, published reports, regular meetings.</p> <p>Local, national, regional and international fora</p>
<b>HOW TO MEASURE MESSAGE REACH</b>	<p>Hits on consortium website.</p> <p>Bi-annual membership surveys.</p> <p>Increased membership applications to the SNC</p>