



2021-2026

STRATEGIC

PLAN

A platform for NGOs collective
voice, coordination, learning,
information sharing and
communication.

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ACRONYMS AND ABBREVIATIONS

CEOs	Chief Executive Officers
COVID-19	Corona Virus Disease 2019
CSR	Corporate Social Responsibility
HCT	Humanitarian Country Team
IASC	Inter-Agency Coordination
ICT	Information Communication Technology
ICVA	International Council for Voluntary Agencies
INGOs	International Non-Governmental Organizations
INSO	International NGO Safety Organisation
NGOs	Non-Governmental Organizations (Used to collectively refer to INGOs and National Non-Governmental Organizations)
OIMS	Online Information Management Software
SHF	Somalia Humanitarian Fund
SMS	Short Message Service
SNC	Somali NGOs Consortium
SWOT	Strengths Weaknesses Opportunities and Threats
TOR	Terms of Reference
UN	United Nations
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
USD	United States Dollar
WG	Working Group

I INTRODUCTION

Somali NGO Consortium (SNC) is a voluntary coordination mechanism of NGOs working in Somalia and Somaliland. It provides a coordination platform and a common voice for the hundreds of International and National non-governmental organizations (NGOs) working in a highly insecure and complex operating environment. Effective coordination has significantly facilitated the successful delivery of humanitarian and development aid in Somalia and Somaliland. Established in 1999, SNC has since grown to become a platform for networking and coordination of NGOs to improve international aid coordination and raise the NGOs' presence and profile within the aid coordination structures for Somalia and Somaliland. SNC maintains its presence through its offices in Hargeisa, Garowe, Mogadishu and Nairobi. By the close of 2020, SNC had 105 members, out of who 66 (57%) were international and 49(43%) national NGOs.

The SNC mandate has evolved since the year 2006 when it was first defined. The amendments were necessitated by the changing operational context, member needs, the evolving realities in the implementation and coordination needs, as well as the need to position SNC more clearly within the aid structures for Somalia and Somaliland. In the 2017-2019 strategic period, SNC made progress in a number of areas. For instance, it contributed significantly to the relocation agenda, continued to advocate on issues of interest to the Somali NGOs including the NGOs Bill, Sexual Offences Bill, the Counter Terrorism Bill, the Somaliland Directive, Taxation harmonization and registration of the NGOs. Despite the successes, the strategic plan evaluation identified some gaps that SNC needs to address in the next strategy period. Among them is the need to restrict SNC mandate as an enabling programme for the NGOs operating in the Somali context. There lacks clarity on how to facilitate the strategic value addition of the INGOs to the national and small local NGOs. In addition, data and information sharing could have been inadequate in the past strategy period, a circumstance that could have impacted the ability of the SNC membership to generate lessons learnt and to build the bigger picture of aid response in the Somali context, to identify gaps and overlaps, opportunities and complementarity.

2 SNC Strategic Plan 2021-2026

The strategic planning process for 2021-2026 commenced in late November 2020. Stakeholder consultations were conducted in the context of COVID-19, a global health pandemic that restricted global and in-country movements. Consequently, interviews in the first phase were conducted virtually with selected members and other strategic stakeholders. Specifically, the feedback was obtained from a total of 04 donor partners, 10 INGOs, 07 national NGOs, 03 government officials, 03 members of the SNC Steering Council, 05 SNC staff, and one external non-member stakeholder. Data collection involved feedback on the SNC mandate, its niche, SNC vision and mission, strategic pillars, SNC strengths, weaknesses, threats and opportunities, and SNC stakeholders mapping. A strategic plan draft was then developed based on the feedback obtained and subjected to strategic planning workshops. These included in Hargeysa attended by 23 members (12 INGOs, 11 national NGOs), Mogadishu attended by 37 members (24 INGOs, 13 national NGOs), and Garowe attended by 22 members (11 INGOs, 10 national NGOs, 01 CSO Umbrella body).

To further validate the draft strategy, a number of debriefing sessions were held with strategic stakeholders and members of SNC. These included the Country Directors Forum held on Thursday 25th February and attended by 25 Country Directors, and a consultative forum held on 10th March with the SNC Secretariat to resolve the outstanding gaps. The SNC Secretariat held a follow up session on Monday 15th March to work on the Annual Operational Plan, after

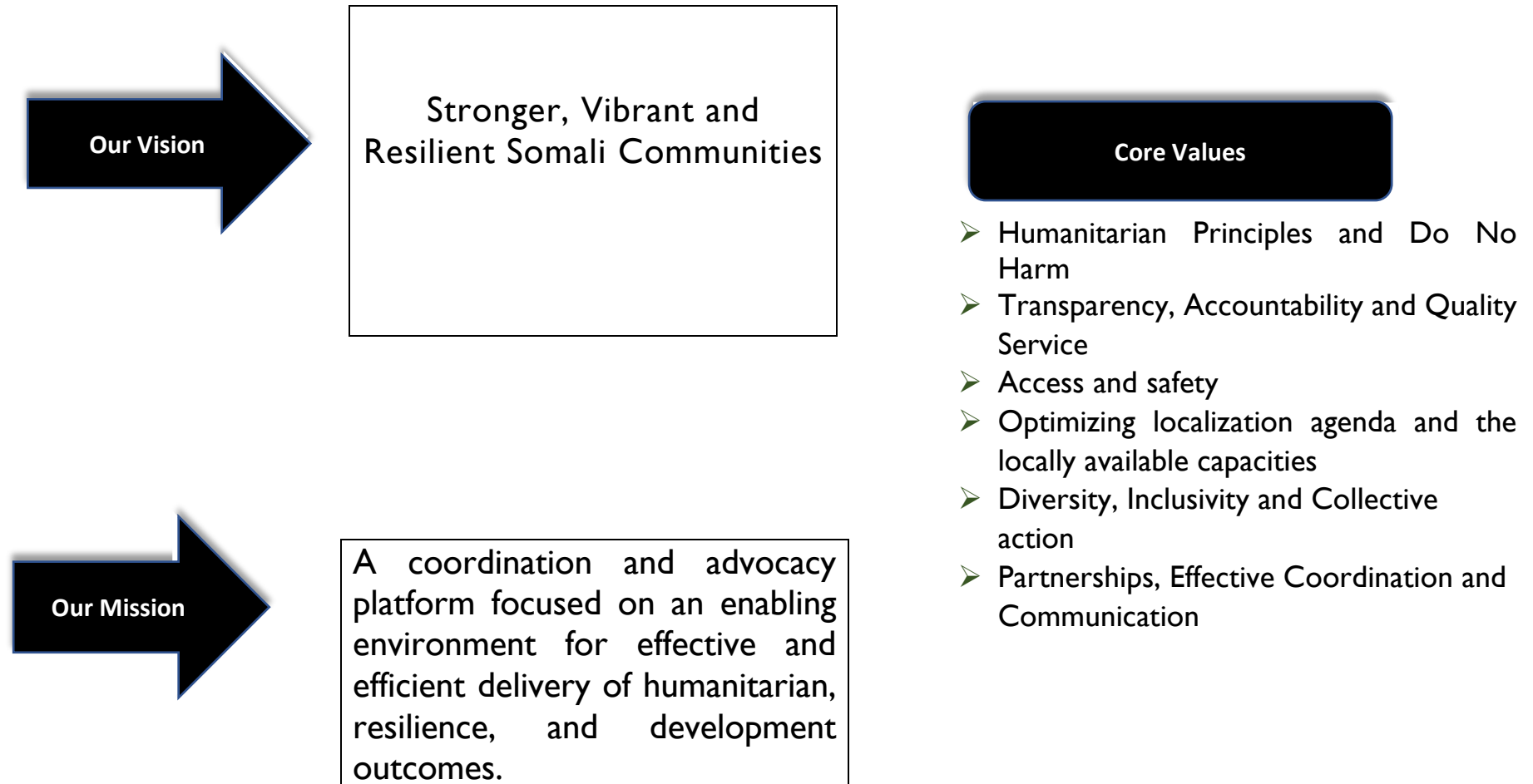
which the amended draft was circulated on 16th March 2021 for final validation by the SNC stakeholders. Based on the stakeholder's feedback, the strategy document was finalized and submitted to the Secretariat in early April 2021.

The strategic outline is elaborated below.

3 BACKGROUND

LEGAL NAME	• Somali NGOs Consortium
OUR MANDATE	• A platform for NGOs collective voice, coordination, learning, information sharing and communication.
OUR NICHE	• Liason, Linking, Advocacy, Cordination, Information Hub for NGOs
GEOGRAPHIC FOCUS	• Somalia • Somaliland
SRATEGIC STAKEHOLDERS	• National NGOs • International NGOs • Donor partners • Government • Private Sector • Academia and Research Institutions • Media • Diaspora
STRATEGY PERIOD	• 2021-2026

4 STRATEGIC OUTLINE

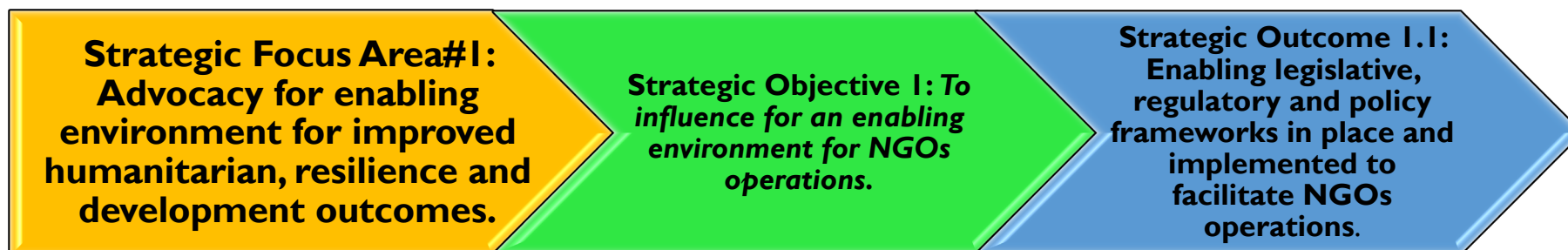


5 STRATEGIC FOCUS AREAS

The SNC Strategic Plan 2021-2026 is anchored on four (4) strategic focus areas. The focus areas are complemented with four strategic objectives under which strategic outcomes and outputs are defined, as well as the strategies for achieving the strategic outputs. This strategic intervention logic is further complemented with a Results Framework that outlines the measurement indicators, means of verification, and assumptions. See Annex 5 for the Results Framework.

The four strategic focus areas are summarized below.

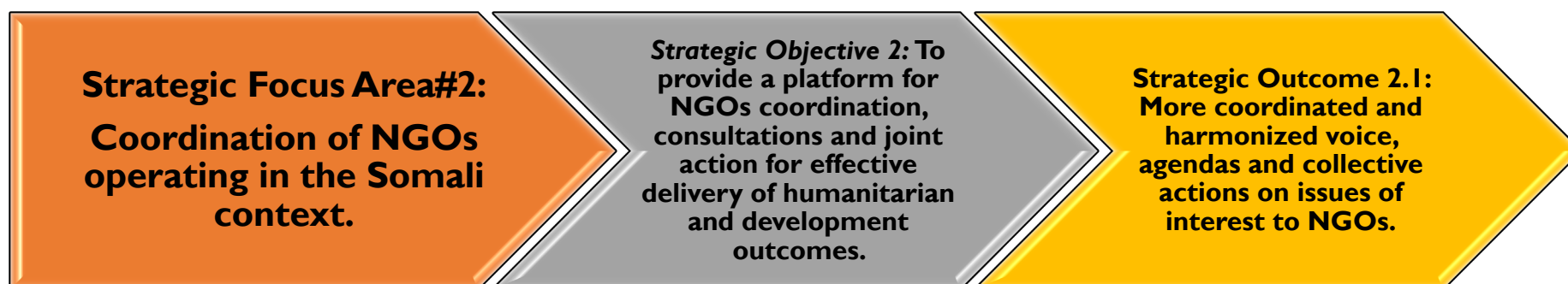




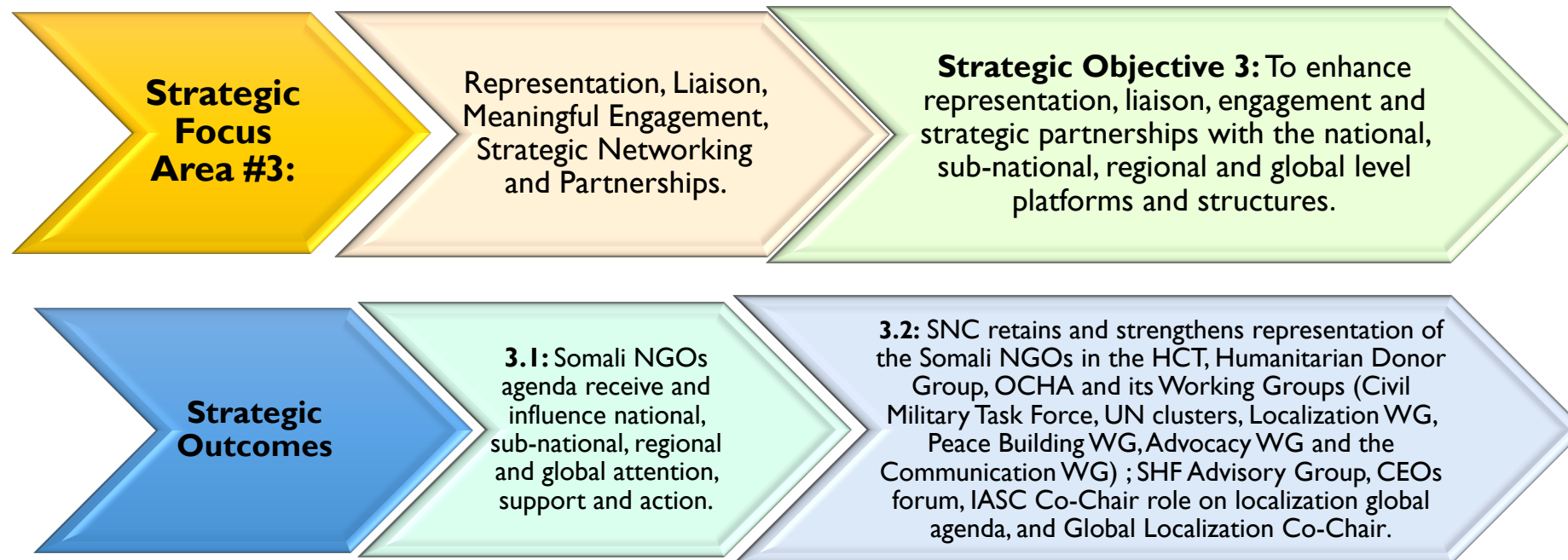
Strategic Outputs	Delivery Strategy
I.1.1: NGOs Bill reviewed to address contentious issues affecting the operations of the NGOs¹; Taxation and taxation regulations harmonized for NGOs operations in terms of goods and services; Sexual Offences Bill enacted with NGOs contribution²; Counterterrorism legislation responsive to the concerns of NGOs; Regulations affecting NGOs operations including work permits, an administrative facility, and security warranties addressed; Legal analysis of upcoming laws and policies and development of policy briefs and position papers for evidence-based advocacy. I.1.2: Government commits to addressing the access and security concerns of the NGOs. I.1.3: Localization commitments (including by donors, UN agencies, INGOs, local academia and private sector, and governments) delivered. I.1.4: An Advocacy Strategy (on jointly identified and agreed) humanitarian and development agendas developed, adopted, and implemented.	1. Regular monitoring and feedback to members on new developments, pronouncements and or resolutions around the legislation, policy and regulatory frameworks of interest to NGOs' operations. 2. Continuous member consultations to generate and endorse harmonized advocacy and communication products on enabling environment targeted at the governments and national authorities, key international actors, media, donors, and the UN. 3. Regular engagement with government administrations on the enabling frameworks; complemented with annual roundtables with government administrations to discuss NGO legislation and bureaucratic impediments. 4. Regular engagements and follow up with government administrations, donors, INGOs, local private sector and local academia to deliver their commitments (financial, administrative, policy and legislative, guidance etc) on the localization agenda. 5. Explore other influential actors like the private sector, diaspora, academia etc

¹ Reduces the risks and cost of operation for the NGOs; SNC should disseminate the provisions of the proposed NGOs Bill/Law to the NGOs to enhance their understanding and common interpretation and application of the bill, and to also foster advocacy for a more friendly NGO law in Somalia. Currently, the bill is being implemented differently in different states in Somalia.

² NGOs involvement has been limited due to its sensitive content

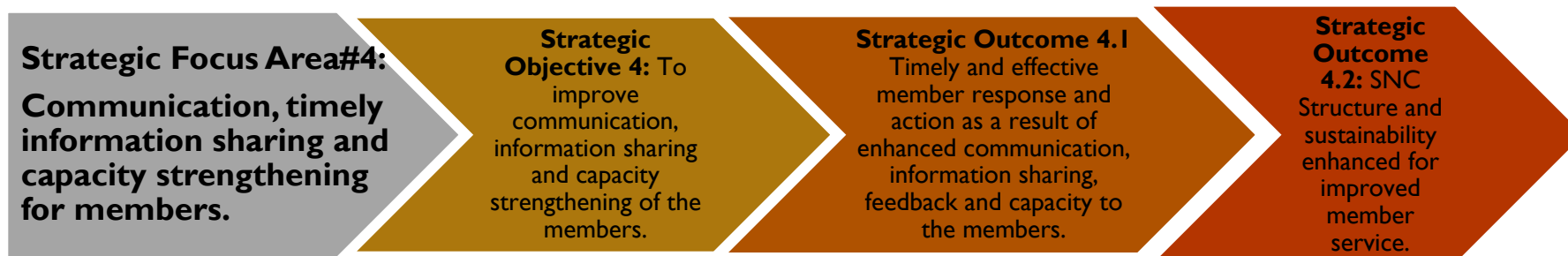


Strategic Outputs	Delivery Strategies
2.1.1: Harmonized understanding of the mandate of SNC and the rights/privileges, as well as the responsibilities of SNC members 2.1.2: Structured SNC Coordination forums held, decisions taken, implemented, and reported back to the members: i) SNC Annual General Meeting ii) Government Engagement Meetings iii) Monthly Regional Coordination Meetings iv) Monthly Country Directors'/Area Managers meetings v) Monthly Working Group meetings (Advocacy, Communication, Peace, Localization) vi) Quarterly SNC Steering Committee meeting vii) Quarterly Advisory Board meetings viii) Half year Donor Advisory Group meetings ix) Bi-Weekly/Monthly HCT meetings x) Coordination and collaboration with other strategic structures, including the UN clusters, SHF, and other Civil Society Umbrella bodies xi) Relevant Adhoc meetings with members and other stakeholders 2.1.3: Member coordination structures established, harmonized, or abolished upon member recommendation (Working Groups, Task Forces etc.).	1. Elaborate SNC mandate to the members 2. Harmonized meeting schedules developed, coordination meetings convened as per their respective schedules, and effective member mobilization and communication ensured. 3. Regular updates to members and other key stakeholders on the schedule and agendas of SNC meetings 4. Regular reminder for members to update the 3W Matrix 5. Annual review of the relevance of the member coordination structures



Strategic Outputs	Delivery Strategy
3.1.1: A framework for engagement with the government on legislative, regulatory, and administrative issues affecting operations of the NGOs elaborated³ 3.1.2: A mechanism for engaging with other legitimate local structures working outside of the government-controlled locations developed, adopted, and operationalized. 3.1.3 & 3.2.1: Key agendas of national, sub-national, regional and global concern jointly identified with members, elaborated, and presented in the relevant coordination platforms and structures; SNC facilitates effective feedback mechanism on resolutions and other important decisions to the members. 3.2.2 Linkages between the national NGOs and the UN, donors, and the INGOs enhanced. 3.2.3 Increase representation of the national NGOs to 50% in all strategic decision-making structures.	3.1.1: SNC convenes members for mapping of the relevant critical legislative, regulatory and administrative issues affecting operations of the NGOs for consideration in the engagement framework; SNC drafts, validates, and operationalizes the framework 3.1.2: Members jointly map and vet the relevant legitimate local structures for consideration in the engagement mechanism. 3.1.3 & 3.2.1: SNC convenes members for joint mapping of the relevant agendas; agendas are harmonized and position papers developed and adopted by members for presentation in the relevant coordination forums; timely actionable feedback on the outcomes is provided to the members 3.2.2: SNC proactively encourages national NGO members to attend coordination & other strategic forums 3.2.3: SNC lobbies for national NGOs 50% representation in relevant decision-making structures

³ Linked with the outputs in Expected Outcome I.1. To also include engagements to diffuse the implication of the tensions between government administrations on the operations of the NGOs



Strategic Outputs	Delivery Strategy
4.1.1 Digitize communication system and member database (Install Online Information Management Software) 4.1.2 Somali NGOs Directory with detailed member profiles; and Service Charter in place. 4.1.3 Media Engagement and Communication Strategy reviewed and implemented to improve NGOs' visibility; profiling and positioning through enhanced communication with the donors, other strategic coordination bodies, and media engagement. 4.1.4: Other relevant engagement frameworks developed complementing the existing global and localized NEXUS approaches. 4.1.5 Annual member satisfaction survey conducted and results disseminated 4.1.6 Eligible national NGOs recruited and their capacity in critical areas strengthened.⁴	4.1.1 Strengthen the ICT infrastructure to enhance timely communication and feedback with the members and other key stakeholders 4.1.2 Develop and maintain NGOs directory with clear profiles, operational locations, thematic focuses, contact details, etc 4.1.3 Media and Communication Strategy reviewed 4.1.4 Operationalize and monitor implementation of relevant strategies and frameworks developed to support member operations 4.1.5 Annual member satisfaction survey conducted and findings disseminated

⁴ Key areas of focus include but not limited to donor policies, accountability, compliance, documentation of operations, risk management, funding environment and positioning as well as the donor language; strategic partnerships, the provisions and implications of the legal environment including the NGOs Bill/Law on the NGOs operations, the localization agenda (a lot is still unclear among the national NGOs).

	4.1.6 Promote diversity and inclusivity in SNC membership; Capacity building of the members
4.2.1 SNC operating structure reviewed to include the following positions, while taking into account gender balance and diversity. 1. Deputy Director position 2. Expert Advocacy and Communication Specialist 3. SNC structure expanded to other key locations (with designated Focal Points) 4.2.2 Sustainability of SNC operations 1. TOR of the Steering Committee reviewed ⁵(include fundraising role and targets) 2. TOR of the SNC Advisory Group reviewed⁶ 3. Resource mobilization capacity of the SNC Steering Council built 4. A Fundraising Strategy to diversify funding developed and operationalized 5. Annual donor roundtables held 6. Donor mapping, profiling, and networking 7. National NGOs number increased in the Consortium 8. Install national NGOs in the board for confidence building and commitment 9. SNC mandate revised to focus on enabling role targeted at the most pressing needs of the member NGOs in Somalia/Somaliland	Improve internal capacity through strengthened organizational structure.

STRATEGY SUSTAINABILITY

To effectively sustain the SNC operations and fully implement this strategic plan, the consortium members will embrace the following plan.

1. Explore and maintain diverse/multiple funding streams and further explore innovative resource mobilization ideas such as secondment of technical support to the secretariat, including a seconded fundraising position.
2. Install a fundraising position at the secretariat (in the absence of a secondment plan)
3. Members to consider inputting a budget line towards support for SNC running costs.
4. Strategic fit of the human resources capacity with the SNC mandate and scope
5. Establish and strengthen internal systems and structures in readiness for autonomy from the host agency⁷

⁵ Currently unclear

⁶ Currently unclear

⁷ Securing autonomy is not an objective in the 2021-2026 strategic period but the gradual strengthening of the internal systems and structures are part of the intentions.

6 ANNEXES

ANNEX I: SNC STRENGTHS, WEAKNESSES, THREATS AND OPPORTUNITIES

STRENGTHS 1. Openness and diversity 2. Goodwill and willingness to engage 3. Enjoys good/preferential contact with the Somali political fraternity 4. SNC mission remains relevant and valid 5. Well-known and visible globally 6. Strong liaison and coordination role 7. Boasts of many strong NGO members 8. Long experience working in Somalia/Somaliland 9. Relates well with its donors. 10. Diversity in SNC Steering Council	Proposed Action S#2: Develop annual calendar of all coordination meetings; increased structured engagement with the government administrations, the private sector and communities on relevant issues S#3: Be more proactive on political and policy/legislative engagements S#4: Diversify communication to members S#5: Facilitate member learning exchange visits and engagement in relevant global platforms S#6: Strengthen further the liaison and coordination role S#7: Proactive recruitment of new members; engage local actors in advocacy and experience-sharing platforms S#8: Proactively monitor changing power dynamics and align action S#9: Diversify donor portfolio S#10: Ensure good representation of all members in the Steering Council
OPPORTUNITIES 1. SNC narrows down its mandate to foster enabling environment for NGOs 2. Localization of membership yet to reach optimal numbers 3. The government role is regularly changing, SNC has an opportunity to enhance existing linkages with the government (ref: NGO Bill/Law introduces new regulations and order for NGOs management etc.) 4. Localization agenda and related campaigns provide a window for SNC's influence nationally.	1. Revise the mandate to focus on enabling work⁸ 2. Proactively reach out to all eligible national NGOs to join the Consortium. All SNC Members have a role in building SNC membership. 3. Enhance the existing relationship with the government (Courtesy calls/visits to the government actors at the national, sub-national/regional levels to disseminate SNC mandate would foster SNC-Government relationship). ➤ SNC and members adopt a Code of Conduct on confidential information obtained from the government 4. Strengthen the NGOs capacity for national level influencing;

⁸ Mandate should be very clear on SNC support of its members, engagement with the various authorities/administrations

WEAKNESSES	
Structural weaknesses 1. Mission limited to humanitarian outcomes 2. Leadership and governance not institutionalized to hold in transition 3. Absence of a Risk Management Mechanism/Matrix 4. SNC Steering Council TORs unclear 5. Role of SNC Advisory Board unclear (Weak and seems unable to steer the Consortium) 6. Fewer national NGO members 7. SNC engagement with regional administrations is weak	Proposed Action 1. Expand mission to include development outcomes 2. All critical positions filled to avoid transition gaps 3. Develop, monitor, and report quarterly a Risk Management Matrix⁹ 4. Review TOR of the SNC Steering Council 5. Review TOR of the SNC Advisory Board ➤ Include a responsibility on decisions to engage with the government, including rapid decision making on political issues ➤ Specify deliverables and timeframes ➤ Proper orientation of the members on their role and expectations ➤ Extend the term of service to 2 years ➤ Selection should be through an open call for expression of interest 6. Improve SNC relevance to the young/small NGO members (Provide flexible membership arrangement plan for those with limited resources, representation, and capacity building) 7. Increase lobby advocacy and representation of the national NGOs at the regional levels
Operational Weaknesses 1. Lack of clarity on strategic deliverables, delivery strategies, and expected results 2. Inadequate feedback to the members and donors 3. Lack of NGOs voice in the strategic global donor forums 4. Poor visibility of the NGOs works 5. Increased cost of the INGOs operation	Proposed Action 1. Ensure 2021-2026 strategic plan is supported with a clear implementation framework with clear targets and strategies 2. Monthly sitrep to the members and donors complemented with regular updates as necessary 3. Jointly with members, map out all the strategic global donor forums/platforms, develop and agree on common agendas and represent Somali NGOs as necessary

⁹ Assign a competent Risk Manager, build their capacity, provide relevant technical support/backstopping

6. Dependence on donor funding than own members 7. Weak information management mechanism 8. Low membership of eligible national NGOs in the Consortium 9. Limited harmonization of local agendas among the members 10. Weak linkage with the International Council for Voluntary Agencies (ICVA) 11. A framework for engaging with the humanitarian, development and resilience Nexus lacking. 12. Directory and profiles of Somali NGO Consortium members un-updated 13. Limited proactiveness in policy legislation agendas and advocacy 14. SNC mandate overstretched	4. Develop and operationalize a context responsive Media Engagement Strategy (integrated with the existing SNC Communication Strategy), monitor and report to the members as necessary 5. Sustained engagement with the government for regulatory frameworks that are facilitative of the NGOs operations, i.e., tax harmonization and tax waivers, access and safety of NGOs; Reinforce the localization agenda and the partnerships between the national and international NGOs 6. Develop, implement, monitor, and report on the progress of the resource mobilization strategy 7. Strengthen ICT infrastructure to enhance timely communication and feedback to the members and other key stakeholders 8. Devise a strategy for recruitment, strengthening, and sustaining eligible national NGOs 9. Harmonize all local agendas with member contribution before presentation in strategic forums 10. Regular but structured engagement with ICVA (clear agendas with member input) 11. Develop and operationalize a humanitarian, resilience and development Nexus framework 12. Update the Directory 13. Map out relevant policy and legal gaps to NGOs operation and spearhead advocacy for their development/review 14. Revise mandate to align with a strategic focus
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THREATS	PROPOSED ACTION
1. SNC becomes irrelevant/member withdrawal/loss of loyalty due to ineffective member service (lack of information, accountability) 2. Low engagement by the national NGOs than INGOs in the SNC agendas 3. Disagreements between INGOs and national NGOs that compromise quality of coordination, consultations and outcomes 4. Political tensions between government administrations that impact NGO operations. SNC lacks a negotiation framework for strategic engagement with the government on the critical issues of interest to the NGOs operations. 5. Threat to the NGOs' image posed by the Somalis belief that NGOs are spies hence may be associated with security threat, especially due to their association with Western NGOs. 6. Withdrawal of funding by external donors 7. Lack of legal identity 8. High member expectations often un-aligned with the Consortium's mandate 9. Rebrand the Consortium 10. Overlap of member mandates and the government role/priorities 11. Formation of parallel coordination bodies by unsatisfied members	1. Address gaps affecting effective member service (operational gaps, membership fees, improved coordination, communication, human resource capacity, representation of national NGOs, etc.) 2. Encourage participation and engagement of the national NGOs 3. Refer to action (11) above 4. Develop a framework for engagement with the government administrations on critical issues of interest to NGOs operations 5. Increased engagement of NGOs in community service complemented with increased participation of national NGOs in the Consortium 6. Refer to action (6&7) above. 7. Analyze process and implications of disengagement from the host agency 8. Focus and clarify SNC mandate to the members 9. Rebrand the consortium, align the mandate 10. Structured, proactive engagement with the government administrations 11. Strengthen SNC to make it a platform of choice for all NGOs in the country; Proactive engagement with and coordination with other legitimate local structures.

ANNEX 2: INSTITUTIONAL CAPACITY ASSESSMENT MATRIX

Capacity Area	Current Status	Location	Proposed Strategic Actions
Staffing and staffing needs Positions currently on board	○ Director	Cross-cutting	○ Capacity strengthening of the new and existing staffs (linked with the scope/focus of the new strategy) ○ Consider double dipping as an option ○ Strategic fit with the new strategic focus areas
	○ Regional Coordinators	Mogadishu, Hargeysa	
	○ Focal Points	Garowe	
		Kismayo	
		Baidoa	
	○ Focal Points under recruitment	Galmudug	
	○ Partnership & Grants Manager	Cross-cutting	
	○ Senior Finance & Admin Manager	Cross-cutting	
Recommended new positions	○ Executive Assistant	Underway (cross-cutting)	Review the Organogram to reflect the new positions *New positions to be demand-driven based on the scope of the new strategy and available resources Independence of the organization subject to thorough analysis of the financial and operational implications, and existing capacities.
	○ Deputy Director position	Under-way	
	○ Communication & Advocacy Specialist	Under-way	
	○ Business Development (Subject to availability of funds)	Currently, fundraising is more of the Director's role complemented by the Grants Manager	
	○ SNC structure expanded to other key locations	Should be justified by the membership portfolio in the target locations	
Physical Infrastructure e.g. Capital investments and equipment etc.	○ SNC is hosted by CARE and INSO and operates within their physical structures and accountability systems.	INSO-Hargeysa Mogadishu-CARE Hargeysa-CARE Baidoa-Looking for a host agency	Additional capacity to be demand-driven
	○ Current infrastructure able to sustain the agency under the hosting arrangement		
Finances	○ Inadequate external funding ○ Limited income from membership subscription	Donor funds are limited to approximately USD300, 000 per grant per year	○ Develop and implement a resource mobilization strategy with clear annual targets ○ Target multi-annual grants (>USD500, 000 per grant) ○ Increase the number of national NGOs to boost subscription ○ A digital subscription of information products (Somali NGOs Directory, Annual Newsletter etc) ○ Engaging non-traditional donors (private sector, diaspora)

ANNEX 3: RISK MATRIX

SNC operation environment is characterized by contextual, operational and other risks that limit its ability to deliver its mandate fully. Therefore, the Consortium is expected to strategically position itself and embrace such actions that significantly reduce the risks or mitigates their impact on the operations of the Somali NGOs and its internal operations. The table below, therefore, summarizes the foreseen risks and proposes mitigation measures. Risk in the Somali context is very dynamic and hence demands flexibility in managing the same.

RISK	RISK DESCRIPTION	RECOMMENDED ACTION
Operational Risk (Inability to achieve strategic objectives)	Reduced Funding Levels: <i>Gradual diminishing attraction to the institutional donors due to over-dependence on external funding (70% of SNC budget) with marginal support from members</i>	○ A clear strategic plan with very clear targets, deliverables, monitoring indicators and time frames developed to guide fundraising ○ Piggyback on institutional donors, remain updated on the donor trends, enhance visibility with the donors through increased strategic networking, keep engagements with the donors open, advocate for increased financing with the donors on behalf of members, and aim for multi-year funding plans. ○ Endeavor to diversify the donor base, increase national membership as a source of funding, enhance strategic networking and relationship building ○ Endeavor to install a fund-raising position in the secretariat (subject to funding). SNC should also enhance education, networking and information sharing on donor trends with the national members.
	SNC Mandate	○ SNC focus on the most important areas to its members' operations for enhanced effectiveness and relevance, i.e., more in-depth focus on the legal frameworks affecting NGOs work in the Somali context. ○ Access to the humanitarian space and reach linked to the NEXUS of NGOs.
	Imbalances in the demand and supply side of SNC services occasioned by limited organizational structure	○ Review organizational structure to accommodate relevant positions described under the SWOT analysis section (structural weaknesses) ○ Relevant staff capacities developed to enhance delivery ○ Review SNC Steering Council and Advisory Board TORs ○ Advocacy and Communications Working Groups merged
	Fluid Policy and Regulatory contexts	○ Strategy for engagement with the governments on the administrative, regulatory issues of concern to the member NGOs. <i>See also relevant sections under the regulatory weaknesses</i> ○ Monitor the external engagements with the government administrations closely

	Political tensions between the various government administrations that could affect member operations	○ A clear strategy for engagement with the government administrations and feedback to members.
	Limited communication and visibility	○ Digitize communication structures for effective communication with members ○ Regular/structured updates to the members and donor partners ○ Enhanced media engagement for advocacy and visibility
REPUTATIONAL	Damage to the image and reputation of SNC and the NGO members. Shrinking CSOs space with strengthening of the government administrations.	○ Advocacy and media campaign to influence public perception of the INGOs, especially in the context of localization and the risky operational context ○ Communications campaign every 2 years to showcase the NGOs achievements and educate the public on what the NGOs do ○ A competent Advocacy and Communication Specialist recruited to spearhead structured advocacy, engagement, and communication
	Competition for limited funding opportunities between/among INGO and LINGO members	○ SNC proactively identifies upcoming funding opportunities and communicates to the national NGOs to increase their chance
ETHICAL	Risk of harm among member organizations occasioned by unethical behavior, including sexual misconduct/exploitation, inadequate duty of care, or insufficient consideration of humanitarian principles	○ SNC popularizes the humanitarian principles, including the Do No Harm, APA Framework, Prevention of Sexual Violence and Exploitation, etc, among its members and encourages compliance through members. ○ Develop and operationalize a Complaint Response Mechanism and support tools ○ Develop and or review and enforce the Members Code of Conduct, Child Safeguarding Policy, and other Confidentiality Policies/regulations
SNC INDEPENDENCE/ AUTONOMY	Lack of a legal identity affects SNC ability to open an international financial account	○ Analyze process and implications of disengagement from the host agency

ANNEX 4: STAKEHOLDER MAPPING

STAKEHOLDER	NATURE OF INTERACTION/ COLLABORATION WITH SNC	STAKEHOLDER INTEREST	RECOMMENDED ACTION
Member NGOs	○ Member service ○ Engage directly in the affairs of the secretariat ○ Oversight through the SNC Steering Council and the Advisory Board ○ Payment of subscription fees	Effective and balanced demand and supply of SNC support	Improved member service through; ○ Mediation and conflict resolution on critical issues of concern to members ○ Building stronger partnerships between members ○ Primary issues of concern to Somali NGOs prioritized and advocated for ○ Coordinated agenda setting, input and delivery ○ Effective representation and visibility at regional and global forums ○ Capacity strengthening of the Local NGO members ○ Effective, timely communication and feedback mechanism
Donors	○ Directly impact the operations of the secretariat through donor policy ○ Financing SNC secretariat ○ SNC directly participate in the Donor Group	○ SCN diversifies funding sources ○ Improved structures for donor funds management, reporting, compliance, and accountability ○ Need to be informed and	○ SNC develops Fundraising Strategy to diversify funding sources ○ Effective, timely communication and feedback mechanism to the donors ○ Closer networking and interaction with donors ○ Strengthen financial systems and accountability structures ○ Strengthen capacity of national NGOs in donor policies and compliance requirements

		updated on NGOs agendas of interest for input	○ Influence and be a strong voice of the NGOs in the donor platforms; understand and advocate to eliminate the funding barriers that face national NGOs; Advocate for the same working conditions and environment between the national NGOs and INGOs, e.g., working agreements, benefits, etc ○ Be the voice for global bargain in localization agenda and other issues of global interest
Government	○ Directly through NGOs regulatory and legal frameworks; compliance and accountability	○ Regulation of NGOs work ○ Compliance with government regulations and administrative requirements	○ SNC develops and operationalizes a strategy for engagement with the government ○ Encourage compliance among members ○ Members understand government regulations and compliance requirements
Private sector	○ Indirect interactions ○ Were key in localization issues ○ Funding/rapid response during emergencies ○ Some participate in selected workshops (Telesom) ○ Some involved in research	○ It would be an added source of funding and technological growth ○ Source of Corporate Social Responsibility (CSR)	○ SNC develops guidelines/framework for engagement with the private sector to encourage NGOs' participation and support. ○ Joint advocacy for increased government involvement in rapid response ○ A close proactive collaboration of SNC with the private sector
Media	Indirect interactions on advocacy, profiling, and visibility	Updates on SNC calendar of events for media coverage	○ SNC devises a strategy for media engagement
Academia and Research Firms (Some are private)	○ Knowledge development and dissemination ○ Technical input	○ A source of current research knowledge	○ SNC to identify suitable institutions for linking and collaboration. ○ Develop Volunteer Guidelines and Standards.

research-based NGOs		○ Source of technical volunteers	
Diaspora	○ Knowledge and experiences from other countries ○ Funding opportunities ○ Input in the national and global advocacy agendas.	○ It would be an added source of funding ○ Need to be informed and updated on NGOs agendas of interest for input ○ Source of technical volunteers	○ Develop Guidelines for engaging with the Diaspora ○ SNC devises a strategy for mobilization and linking with strategic Somali diaspora in the different countries.

ANNEX 5 RESULTS FRAMEWORK

Strategic Objective#1	Expected Outcomes	Expected Outputs	Measurement Indicators	Means of Verification	Assumptions
Strategic Objective I: To influence for an enabling environment for NGOs operations.	I.1: Enabling legislative, regulatory, and policy frameworks in place and implemented to facilitate NGOs operations.	I.1.1: NGOs Bill reviewed to address contentious issues affecting the operations of the NGOs ; Taxation and taxation regulations harmonized for NGOs operations in terms of goods and services; Sexual Offences Bill enacted with NGOs contribution; Counterterrorism legislation responsive to the concerns of NGOs; Regulations affecting NGOs operations including work permits, administrative facility, and security warranties addressed; Legal analysis of upcoming laws and policies and development of policy briefs and position papers for evidence-based advocacy.	i) NGOs Bill enacted into law with NGOs input	- Enacted NGO Act - SNC progress reports - Gazette Notices - Media reports - SNC website - SNC Annual Report	Federal Government of Somalia and the regional Governments remain open to advocacy and dialogue for an enabling legal, policy and administrative environment for NGOs.
			ii) No. of dissemination forums held		
			iii) Sexual Offences Bill enacted with NGOs input iv) Taxation and taxation regulations harmonized for NGOs operations in terms of goods and services across the states	- Enacted Sexual Offences Law - SNC progress reports - Gazette Notices - Media reports - SNC website - SNC Annual Report	
			v) Counter-Terrorism Policy* framework passed with NGOs input	- Counter-Terrorism Policy* framework - SNC progress reports - Gazette Notices - Media reports - SNC website - SNC Annual Report	
			vi) NGOs work permits for International humanitarian workers guaranteed vii) No. of security warranties guaranteed by the government on goods and services delivered by NGOs (including duties and taxes on goods transit, warehousing, customs declarations, inward processing, banking and insurance etc.)	- SNC progress reports - Gazette Notices - Media reports - SNC website - SNC Annual Report	
			viii) No. of upcoming laws & policies relevant to NGOs operations analyzed.	- Draft policy analysis papers - Minutes of consultant meetings	

				• Legal Services Contracts • SNC website • SNC Annual Report	
			viii) No. of policy briefs developed and lobby advocacy interventions implemented. ix) No. of policies passed into Bills with NGOs input; and x) No. of laws, policies Standard Operating Procedures reviewed as a result of NGOs' influencing	• Draft policy briefs • Reports of advocacy events held • Media briefs • Policy documents passed with NGOs input • SNC website • SNC Annual Report	
		I.1.2: Government commits to addressing access and security concerns of the NGOs.	i) No. of advocacy initiatives held with the government. ii) No. of new hard to access locations reached with humanitarian and development actions as a result of SNC and members lobby and advocacy work with the governments.	• SNC progress reports • Minutes of meetings held • Government reports on newly liberated areas • SNC website • SNC Annual Report	The localization agenda remains alive and the governments and other stakeholders sustain their commitment to the agenda.
		I.1.3: Localization commitments (global including by donors, INGOs, private sector, and governments) delivered.	i) No. of sessions held with the government administrations to dialogue and harmonize the meaning of localization ii) No. of sensitization sessions held with national NGOs to educate them on the meaning and implication of localization of INGOs iii) No. of global and local commitments on localization honoured with SNC's influencing	• SNC progress reports • Monthly briefing notes to members • Minutes of meetings • SNC website • SNC Annual Report	
		I.1.4: An Advocacy Strategy (on jointly identified and agreed) advocacy humanitarian and development	Advocacy Strategy developed, adopted, and implemented jointly by the members	• SNC progress reports • Monthly briefing notes to members • Minutes of meetings	

		agendas developed, adopted, and implemented.		• SNC website • SNC Annual Report	
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Strategic Objective #2	Expected Outcomes	Expected Outputs	Measurement Indicators	Means of Verification	Assumptions
<i>To provide a platform for NGOs coordination, consultations, and joint action for effective delivery of humanitarian and development outcomes.</i>	2.1: More coordinated and harmonized voice, agendas, and collective actions on issues of interest to NGOs.	2.1.1: Harmonized understanding of the mandate of SNC and the rights/privileges as well as the responsibilities of SNC members	i) Revised mandate ii) No. of sensitization sessions held	• Progress reports • Member monthly update briefs • SNC website • SNC Annual Report	Members are willing to attend the sensitization sessions
		2.1.2: Structured SNC Coordination forums held, decisions taken and implemented, and reported back to the members	iii) No. of member coordination meetings held annually iv) No. of joint decisions agreed and implemented v) No. of changes as a result of joint decisions and initiatives	• Minutes of coordination meetings • Progress reports • Member monthly update briefs • SNC website • SNC Annual Report	Members remain willing and committed to joint advocacy
		2.1.3: Member coordination structures established, harmonized, or abolished upon member recommendation (Working Groups, Task Forces etc.).	i) No. of new coordination structures established and operationalized ii) No. of existing coordination structures restructured to make them more effective, i.e., merging of Communication & Advocacy Working Group	• Minutes of consultation sessions • Progress reports • Member monthly update briefs • SNC website • SNC Annual Report	

Strategic Objective #3	Expected Outcomes	Expected Outputs	Measurement Indicators	Means of Verification	Assumptions
To enhance representation, Liaison, engagements, and strategic partnerships with the national, sub-national, regional, and global platforms and structures.	3.1: Somali NGOs agenda receive and influence national, sub-national, regional, and global attention, support, and action	3.1.1: A framework for engagement with the government on legislative, regulatory, and administrative issues affecting operations of the NGOs elaborated	i) Engagement Framework in place ii) No. of legislative, regulatory and administrative issues affecting the NGOs' operations successfully negotiated and acted upon by the government administrations. iii) No. of high-level global summits in which the Consortium raised key operational issues.	- Engagement Framework document - Minutes of consultative sessions - Progress reports - Member monthly update briefs - SNC website - SNC Annual Report	National, sub-national, regional and global context remains conducive for strategic engagements Resources will be available to facilitate global engagements
		3.1.2 A mechanism for engaging with legitimate local structures working outside of the government-controlled locations developed, adopted, and operationalized.	i) Mechanism negotiated and agreed ii) Mapping of relevant structures iii) Plan of engagement in place	- Minutes of consultative sessions - Copy of agreed plan - Data-base of the identified & vetted structures - Progress reports - Member monthly update briefs - SNC website - SNC Annual Report	
		3.1.3: Key agendas of national, sub-national, regional and global concern jointly identified with members, elaborated, and presented in the relevant coordination platforms and structures	i) No. of joint agendas identified and agreed by members for presentation in the coordination platforms ii) No. of joint agendas presented to the coordination platforms and acted upon in favour of the NGOs iii) Effective feedback mechanism for all SNC stakeholders put in place, operationalized, monitored, and reported upon.	- Minutes of consultative sessions - Progress reports - Member monthly update briefs - SNC website - SNC Annual Report	

	3.2: SNC retains and strengthens the representation of the Somali NGOs in the HCT, Humanitarian Donor Group, OCHA and its Working Groups (Civil-Military Task Force, UN clusters, Localization WG, Peace Building WG, Advocacy WG, and the Communication WG); SHF Advisory Group, CEOs forum, IASC Co-Chair role on global localization agenda, and Global Localization Co-Chair	3.2.1 Agendas for presentation in the coordination forums/structures jointly identified with the members; SNC facilitates effective feedback mechanism on resolutions and other important decisions to the members.	i) No. of joint agendas identified and agreed by members for presentation in the coordination mechanisms and WGs ii) No. of joint agendas presented to the coordination mechanisms and WGs and acted upon in favour of the NGOs iii) Effective feedback mechanism for all SNC stakeholders put in place, operationalized, monitored, and reported upon.	- Minutes of consultative sessions - Progress reports - Member monthly update briefs - SNC website - SNC Annual Report	
		3.2.2 Linkages between the national NGOs and the UN, other donors, and the INGOs enhanced.	i) No. of dialogue forums sponsored by SNC between institutional donors and national NGOs ii) No. of funding opportunities identified and shared with LNGO members iii) No. of national NGOs that accessed funding with proxy support from SNC	- Report of the donor-national NGOs dialogue forum - LNGO member reports	
		3.2.3: Increase representation of the national NGOs to 50% in all strategic decision-making structures.	No. of national NGOs sitting in the various strategic decision-making structures.	- Minutes of consultative sessions - Progress reports - Member monthly update briefs - SNC website - SNC Annual Report	

Strategic Objective #4	Expected Outcomes	Expected Outputs	Measurement Indicators	Means of Verification	Assumptions
To improve communication, information sharing, and capacity strengthening of members in the next five years.	4.1 Timely and effective member response and action resulting from enhanced communication, information sharing, feedback, and capacity to the members.	4.1.1 Digitize communication system and member database (Install Online Information Management Software)	i) Online Information Management Software (OIMS) installed and operationalized	- OIMS - Procurement protocols - Budget accountability documents	A suitable cost effective and dynamic software available
		4.1.2 Somali NGOs Directory with detailed member profiles; and Service Charter on Member Service in place.	i) SNC Member Directory developed ii) Member Service Charter in place and operationalized	- SNC Member Directory - Member Service Charter - Minutes of the consultative forum - Consultancy contracts	Resources will be available to engage services of a competent consultant to work on the directory and the Service Charter
		4.1.3 Media Engagement and Communication Strategy reviewed and implemented to improve NGOs' visibility; profiling and positioning through enhanced communication with the donors, other strategic coordinating bodies, and media engagement.	i) A strategy for media engagement developed, approved by the members, operationalized, monitored, and reported on	Media Engagement Strategy	Human resource capacity is available
		4.1.4 Other relevant engagement frameworks developed complementing the	i) A framework for engagement with the existing local and global NEXUS developed, adopted, and operationalized	- Minutes of consultative sessions - Finalized Framework	

		existing global and localized NEXUS approaches.	ii) Guidelines for engagement with the private sector & the academia developed and operationalized	- Progress reports - Member monthly update briefs - SNC website - SNC Annual Report	
		4.1.5 Annual member satisfaction survey conducted and results disseminated	i) Report of the annual member satisfaction survey	- Survey report - Survey tools	
		4.1.6 Eligible national NGOs recruited into SNC and their capacity in critical areas strengthened. ¹⁰	ii) No. of new national NGOs recruited iii) No. of national NGO staffs trained in donor policies, accountability, compliance, documentation of operations, risk management, funding environment and positioning as well as the donor language; strategic partnerships, the provisions, and implications of the legal environment on the NGOs operations including the NGOs Bill/Law, the localization agenda, etc	- Training reports - national NGOs member feedback reports	
	4.2: SNC Structure and sustainability enhanced for improved member service.	4.2.1 SNC operating structure reviewed to include the recommended new positions (Gender and diversity considerations)	i) Deputy Director position filled ii) Expert Advocacy and Communication Specialist position filled iii) Position of Fundraising Specialist filled (subject to funds availability) iv) No. of new locations with SNC focal points	- Copies of advertisement of the new positions - Recruitment Report - Minutes approving the new SNC field presence locations	Resources will be available to accommodate the new structural changes and enhance relevant capacities

¹⁰ Key areas of focus include but not limited to donor policies, accountability, compliance, documentation of operations, risk management, funding environment and positioning as well as the donor language; strategic partnerships, the provisions and implications of the legal environment including the NGOs Bill/Law on the NGOs operations, the localization agenda (a lot is still unclear among the national NGOs).

		4.2.2 Sustainability of SNC operations enhanced	i) TOR of the SNC Steering Committee reviewed ¹¹ ii) TOR of the SNC Advisory Group reviewed¹² iii) No. of trainings conducted in resource mobilization capacity of the SNC Steering Council iv) Fundraising Strategy to diversify funding developed and operationalized v) No. of annual donor roundtables held vi) No. of new donors mapped, profiles developed, and networking enhanced vii) No. of new LNGO members in the Consortium per year viii) No. of national NGOs admitted in the SNC Management Board ix) SNC mandate revised to focus on an enabling role targeted at the most pressing needs of the member NGOs	• Minutes of meetings • Copies of reviewed TORs • Training reports • Fundraising Strategy • Donor map, profiles	
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¹¹ Currently unclear

¹² Currently unclear

ANNEX 6: ANNUAL OPERATIONAL PLAN

Strategic Objective	Expected Outcomes	Expected Outputs	Deliverables	Y1	Y2	Y3	Y4	Y5
Strategic Objective I: To influence for an enabling environment for NGOs operations.	I.1: Enabling legislative, regulatory, and policy frameworks in place and implemented to facilitate NGOs operations.	I.1.1: NGOs Bill reviewed to address contentious issues affecting the operations of the NGOs; Taxation and taxation regulations harmonized for NGOs operations in terms of goods and services; Sexual Offences Bill enacted with NGOs contribution; Counterterrorism legislation responsive to the concerns of NGOs; Regulations affecting NGOs operations including work permits, an administrative facility and security warranties addressed; Legal analysis of upcoming laws and policies and development of policy briefs and position papers for evidence-based advocacy.	i) NGOs Bill enacted into law with NGOs input					
			ii) Dissemination forums held					
			iii) Sexual Offences Bill enacted with NGOs input					
			iv) Taxation and taxation regulations harmonized for NGOs operations in terms of goods and services across the states					
			v) Counter-Terrorism Policy framework passed with NGOs input					
			vi) NGOs work permits for International humanitarian workers guaranteed					
			vii) Security warranties guaranteed by the government on goods and services delivered by NGOs (including duties and taxes on goods transit, warehousing, customs declarations, inward processing, banking and insurance etc.)					
			viii) 3 upcoming laws & policies relevant to NGOs operations analyzed					
			ix) 10 policy briefs developed, and lobby advocacy interventions implemented.					
			x) 4 policies passed into Bills with NGOs input					
			xi) 4 laws, policies Standard Operating Procedures reviewed as a result of NGOs' influencing					
		I.1.2: Localization commitments (global including by donors, INGOs, and governments) delivered.	i) 15(3 per year) sessions held with the government administrations to dialogue and harmonize the meaning of localization					
			ii) 5 sensitization sessions held with national NGOs to educate them on the meaning and implication of localization of INGOs					
			iii) Global commitments on relocation honoured					

Strategic Objective	Expected Outcomes	Expected Outputs	Deliverables	Y1	Y2	Y3	Y4	Y5
		1.1.4: An Advocacy Strategy (on jointly identified and agreed) advocacy humanitarian and development agendas developed, adopted, and implemented.	Advocacy Strategy developed, adopted, and implemented jointly by the members					
Strategic Objective 2 <i>To provide a platform for NGOs coordination, consultations, and joint action for effective delivery of humanitarian and development outcomes.</i>	2.1: <i>More coordinated and harmonized voice, agendas, and collective actions on issues of interest to NGOs.</i>	2.1.1: Harmonized understanding of the mandate of SNC and the rights/privileges as well as the responsibilities of SNC members	vi) SNC Mandate Revised					
			vii) 5 sensitization sessions held with the members					
		2.1.2: Structured SNC Coordination forums (Regional, CDs, WGs) held, decisions taken and implemented, and reported back to the members	viii) 120-member coordination meetings held annually					
		2.1.3: Member coordination structures established, harmonized or abolished upon member recommendation (Working Groups, Task Forces etc).	iii) New coordination structures established and operationalized on needs basis					
			iv) Relevant existing coordination structures restructured to make them more effective i.e., merging of Communication & Advocacy Working Group					

Strategic Objective	Expected Outcomes	Expected Outputs	Deliverables	Y1	Y2	Y3	Y4	Y5
Strategic Objective 3: <i>To enhance representation, Liaison, engagements, and strategic partnerships with the national, sub-national, regional, and global level platforms and structures.</i>	3.1: Somali NGOs agenda <i>receive and influence national, sub-national, regional, and global attention, support, and action</i>	3.1.1: A framework for engagement with the government on legislative, regulatory, and administrative issues affecting operations of the NGOs elaborated	i) Engagement Framework developed and operationalized					
			ii) 5 legislative, regulatory, and administrative issues affecting the NGOs' operations successfully negotiated and acted upon by the government administrations.					
			iii) 5 high-level global summits in which the Consortium raised key operational issues.					
		3.1.2 A mechanism for engaging with legitimate local structures working outside of the government-controlled locations developed, adopted and operationalized.	i) Mechanism negotiated and agreed					
			ii) Mapping of relevant structures					
			iii) Plan of engagement in place					
		3.1.3: Key agendas of national, sub-national, regional and global concern jointly identified with members, elaborated, and presented in the relevant coordination platforms and structures	iv) No. of joint agendas identified and agreed by members for presentation in the coordination platforms					
			v) No. of joint agendas presented to the coordination platforms and acted upon in favour of the NGOs					
			vi) Effective feedback mechanism for all SNC stakeholders put in place, operationalized, monitored, and reported upon.					

Strategic Objective	Expected Outcomes	Expected Outputs	Deliverables	Y1	Y2	Y3	Y4	Y5
	3.2: SNC retains and strengthens the representation of the Somali NGOs in the HCT, Humanitarian Donor Group, OCHA and its Working Groups (Civil-Military Task Force, UN clusters, Localization WG, Peace Building WG, Advocacy and Communication WG); SHF Advisory Group, CEOs forum, IASC Co-Chair role on global localization agenda, and Global Localization Co-Chair	3.2.1 Agendas for presentation in the coordination forums/structures jointly identified with the members; SNC facilitates effective feedback mechanism on resolutions and other important decisions to the members.	i) 2 New joint agenda per year identified and agreed by members for presentation in the coordination mechanisms and WGs					
			ii) 2 New joint agenda per year presented to the coordination mechanisms and WGs and acted upon in favour of the NGOs					
			iii) Effective feedback mechanism for all SNC stakeholders put in place, operationalized, monitored, and reported upon.					
		3.2.2 Linkages between the national NGOs and the UN, other donors, and the INGOs enhanced.	i) Once in 2years dialogue forums sponsored by SNC between institutional donors and national NGOs ¹³					
			ii) 20 funding opportunities identified and shared with National NGO members					
			iii) 5 National NGO members access funding annually with support from SNC					
		3.2.3: Increase representation of the National NGOs to 50% in all strategic decision-making structures.	National NGOs sitting in the various strategic decision-making structures (Gender and diversity considerations).					

¹³ This could be made an agenda item during member coordination forums also as a strategy to have more national NGOs to attend the forums.

Strategic Objective	Expected Outcomes	Expected Outputs	Deliverables	Y1	Y2	Y3	Y4	Y5
Strategic Objective 4: <i>To improve communication, information sharing, and capacity strengthening of members in the next five years.</i>	4.1 <i>Timely and effective member response and action resulting from enhanced communication, information sharing, feedback and capacity to the members.</i>	4.1.1 Digitize communication system and member database (Install Online Information Management Software)	ii) Online Information Management Software (OIMS) installed and operationalized					
		4.1.2 Somali NGOs Directory with detailed member profiles; and Service Charter on Member Service in place.	i) SNC Member Directory developed					
			ii) Member Service Charter in place and operationalized					
		4.1.3 Media Engagement and Communication Strategy reviewed and implemented to improve NGOs' visibility; profiling and positioning through enhanced communication with the donors, other strategic coordinating bodies, and media engagement.	i) A strategy for media engagement developed, adopted by the members, operationalized, monitored, and reported on					
		4.1.4 Other relevant engagement frameworks developed complementing the existing global and localized NEXUS approaches.	i) A framework for engagement with the existing local and global NEXUS developed, adopted, and operationalized					
			ii) Guidelines for engagement with the private sector & the academia developed and operationalized					
		4.1.5 Annual member satisfaction survey conducted and results disseminated	iv) 5-member satisfaction surveys conducted					

Strategic Objective	Expected Outcomes	Expected Outputs	Deliverables	Y1	Y2	Y3	Y4	Y5
		4.1.6 Eligible National NGOs recruited into SNC and their capacity in critical areas strengthened. ¹⁴	i) 15 new National NGOs recruited					
			ii) 30 National NGO staffs trained in donor policies, accountability, compliance, documentation of operations, risk management, funding environment and positioning as well as the donor language; strategic partnerships, provisions and implications of the legal environment on the NGOs operations including the NGOs Bill/Law, the localization agenda etc					
	4.2: SNC Structure and sustainability enhanced for improved member service.	4.2.1 SNC operating structure reviewed to include the recommended new positions	i) Deputy Director position filled					
			ii) Expert Advocacy and Communication Specialist position filled					
			iii) Position of Fundraising Specialist filled (subject to funds availability)					
			iv) 2 new locations with SNC focal points					

¹⁴ Key areas of focus include but not limited to donor policies, accountability, compliance, documentation of operations, risk management, funding environment and positioning as well as the donor language; strategic partnerships, the provisions and implications of the legal environment including the NGOs Bill/Law on the NGOs operations, the localization agenda (a lot is still unclear among the national NGOs).

Strategic Objective	Expected Outcomes	Expected Outputs	Deliverables	Y1	Y2	Y3	Y4	Y5
		4.2.2 Sustainability of SNC operations enhanced	i) TOR of the SNC Steering Committee reviewed ¹⁵ ii) TOR of the SNC Advisory Group reviewed ¹⁶ iii) 5 training conducted in resource mobilization for the SNC Steering Council iv) Fundraising Strategy to diversify funding developed and operationalized v) 2 donor roundtables held vi) 4 new donors mapped, profiles developed and networking enhanced vii) 15 National NGOs admitted to the SNC Management Board viii) SNC mandate revised to focus on an enabling role targeted at the most pressing needs of the member NGOs.					

¹⁵ Currently unclear

¹⁶ Currently unclear

ANNEX 7: FINANCIAL PROJECTION

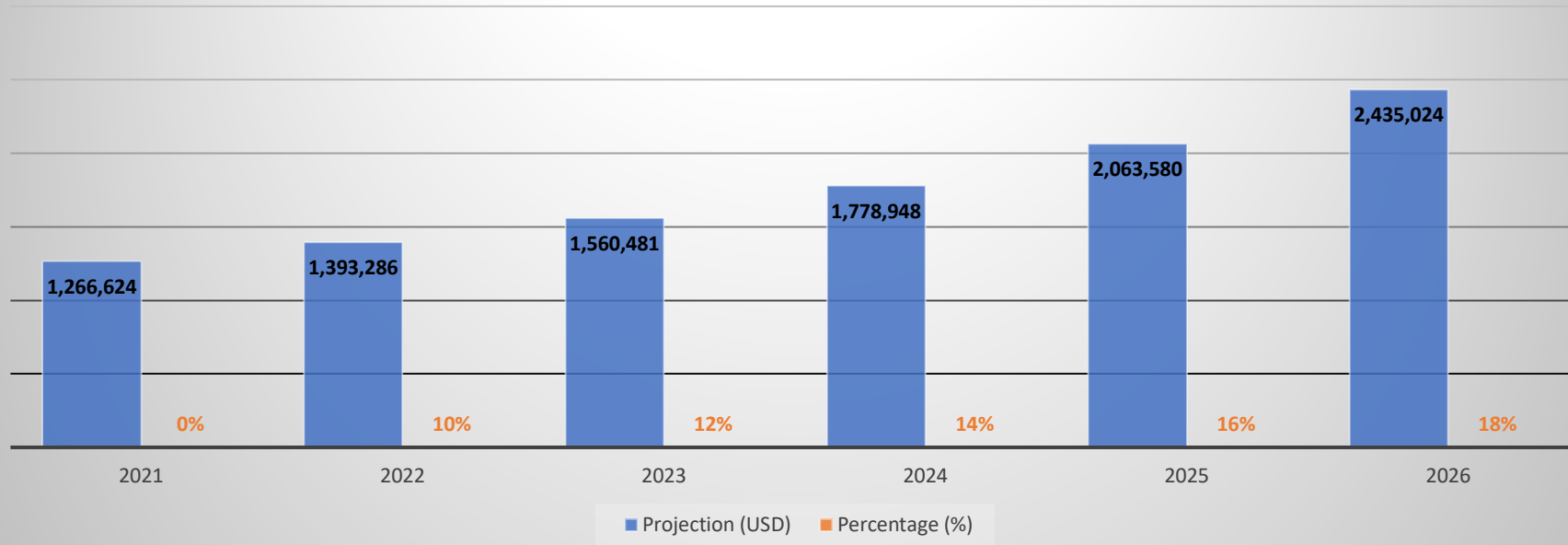
Fundraising Strategy

To secure SNC's financial future, the Consortium has prioritized four strategic focus areas. These are meant to inclusively address the common and constituent needs of the Secretariat and member organizations. Ensuring that these aims are common to a majority of the members will enable SNC to acquire additional and diverse funding within a rapidly changing funding environment. This fundraising strategy is focused on the five year: 2021-2026 strategic period, with a view to laying the groundwork required for the longer-term works (and funding) needed in 2026 and beyond. It assumes that throughout the remainder of 2021 and through to 2026, the Secretariat will continue to develop its structure and capacities. As it does so, a culture for fundraising should also be nurtured. SNC will also identify opportunities for strategic profiling of its work through partnerships with the private sector and diaspora networks, and will consider within its membership 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 SNC.

The financial projection is constituted based on the fundraising trends in the last strategic phase, and adjusted at 10% in the current year (2021) using 2020 as the base year, and subsequently graduated by 2% every year.

Years	2021	2022	2023	2024	2025	2026
Budget projections	1,266,624	1,393,286	1,560,481	1,778,948	2,063,580	2,435,024
Percentage forecasted		10%	12%	14%	16%	18%

FINANCIAL PROJECTION



ANNEX 9: SNC ORGANIZATIONAL STRUCTURE

