



**SOMALI
COMMUNITY
CONCERN**

Strategic Planning Manual 2024 -2026



1 Message from the Chairman of the Board of Directors (BoD)

I am pleased to present SCC's strategic plan for the period of 2024 to 2026 on behalf of the Board of Directors. We want to express our gratitude to all SCC staff members, community members, partners, and donors for their active participation and support in the strategic planning process. This plan was developed through a collaborative and inclusive approach involving various stakeholders at different levels. Without the valuable contributions and support from our stakeholders, this planning endeavor would not have been successful. Therefore, SCC acknowledges and appreciates all the stakeholders involved.

This Strategic Plan is significant as it communicates our organization's mission, core values, and vision for the next three years. It also outlines the strategic directions that will guide us in achieving our vision and fulfilling our mission. As we pursue these strategic directions, we will focus on developing services, implementing programs, and fostering partnerships. Our goal is to create a just and sustainable Somali society where every Somali can experience improved living standards and equitable development. This objective can only be accomplished by strategically transforming the lives of the most vulnerable communities in Somalia and using sustainable approaches in humanitarian and development interventions.

SCC is enthusiastic about embarking on this new journey over the next three years, during which we will implement our new strategic plan. With your support, we are confident in our ability to succeed in our mission and continue to be an organization that we can all be proud of. We sincerely appreciate your valuable input, ongoing support, and enthusiasm as we embark on this transformative journey to improve the lives of our people.



Thank you all, Mr. Abdirashid Mohamoud Addani, Chairman of SCC

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3 LIST OF ACRONYMES

AS	Al Shabab
AMISOM	African Union Mission in Somalia
ARC	American Refugee Council
BOD	Board of Directors
BRA	Banadir Regional Administration
CCCM	Camp Coordination and Camp Management
CECs	Community Education Committees
CFM	Complaint Feedback Mechanism
CHF	Common Humanitarian Fund
CID	Criminal Investigation Department
CLTS	Community-Led Total Sanitation
CMCs	Camp Management Committees
CMR	Clinical Management of Rape
CSO	Civil Society organizations
CtC	Child to Child
DRC	Danish Refugee Council
ECD	Early Childhood Development
ESC	Education Sector Coordination
FCDO	Foreign, Commonwealth & Development Office
FGM	Feminine Genital Mutilation
FGS	Federal Government of Somalia
FLR	First Line Response
GBV	Gender Based Violence
HPs	Hygiene Promoters
HQ	Headquarter
HRF	Human Relief Foundation
IAS	International Aid Services
ICRC	International Commission for Red Cross
ICT	Information & Communication Technology
ICWG	Inter-Cluster Working Group
IDPs	Internally Displaced Peoples
IOM	International Organization for Migration
IPV	Intimate Partner Violence
ISPP	Internal Systems Policies and Procedures
JICA	Japan International Cooperation Agency



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JVA	Joint Voluntary Action
LC	Local consultant
LIFE	Local Initiatives for Education
MoPIC	Ministry of Planning and International Cooperation
NFE	Non-Formal Education
NFI	Non-Food Items
NGO	Non-Governmental Organization
NISA	National Intelligence & Security Agency
NRC	Norwegian Refugee Commission
ODAT	Organizational Development Assessment Tool
OSC	One Stop Center
PEP	Primary Education Program
PESTLE	Political Economic Social, Technological, Legal & Environmental
PHRN	Peace & Human Rights Network
PPE	Personal Protective Equipment
SCAC	South Central Aids Commission
SCC	Somali Community Concern.
SHF	Somali Humanitarian Fund
SRH	Sexual & Reproductive Health
STIs	Sexually Transmitted Infections
SWOT	Strengthening Weakness Opportunities and Threats
SYLP	Somali Youth Livelihood Program
TLCs	Temporary Learning Centers
TVET	Technical Vocational Education Training
UNFPA	United Nations Population Fund
UN HABITAT	United Nations for Human
UNHCR	United Nations High Commissioner for Refugee
UNICEF	United Nations Children’s Fund
UN-OCHA	United Nations Office for the Coordination of Humanitarian Affairs
WASH	Water Sanitation and Hygiene
WGSS	Women & Girls Safe Space
WHO	World Health Organization
WinS	WASH in Schools



4 EXECUTIVE SUMMARY

Somalia Community Concern (SCC) is a well-established national organization operating as a voluntary, non-governmental, non-political, non-partisan, and nonprofit entity. Since 2003, SCC has been actively assisting, even in challenging and hard-to-reach areas, with expertise in emergency response and developmental programs. The organization's primary objective is to break the cycle of dependence for impoverished and marginalized households by addressing the root causes of vulnerability to environmental and socioeconomic shocks. SCC focuses on serving the most vulnerable and marginalized groups in Somalia, including children, adolescents, women, persons with disabilities, people from minority clans, and internally displaced persons.

Over the years, SCC has successfully completed numerous projects aimed at improving the lives of underprivileged and vulnerable individuals, particularly women, children, and IDPs. These projects have covered a wide range of areas, including food assistance, Shelter, Water, Sanitation, and Hygiene (WASH), healthcare, protection, education, peacebuilding, and capacity-building. SCC places great importance on partnerships with community organizations, leaders, and institutions to ensure that its projects contribute to sustainable development. The organization believes in working with the beneficiary communities rather than simply working for them, making their involvement central to the success of the projects.

To develop the strategic plan, SCC conducted a three-day workshop led by an international consultant named Mr. Daniel Gichohi from January 26th to 28th, 2023, at the Ramada Hotel in Mogadishu. The workshop involved 20 individuals, including SCC staff, board members, and stakeholders. Various methods were employed to assess the organization's current situation, goals, objectives, and vision for the future. The outcomes of the strategic planning workshop provided SCC with the framework for making informed decisions and adapting to changes in the operating environment. Concrete programs and activities were identified to help SCC achieve its objectives and parameters.

Implementing the strategic plan will involve adopting broad strategies, including capacity building, advocacy, partnership, and collaboration, and applying information and communication technology (ICT) in programs and projects. Monitoring and evaluation will be crucial in tracking progress, ensuring accountability, providing feedback, and identifying emerging lessons and best practices. This information will further inform decision-making at both operational and strategic levels, enhancing the effectiveness of SCC's efforts.

Overall, SCC's commitment to addressing the needs of vulnerable communities in Somalia is evident through its extensive experience, partnerships, and the development of a comprehensive strategic plan. The organization's focus on sustainable development and collaboration with local communities' positions SCC to make a lasting and positive impact on the lives of those it serves.

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5 ORGANIZATIONAL DESCRIPTION

5.1 Background

For more than 33 years, Somalia has experienced political instability and conflict, resulting in the erosion of social cohesion and the collapse of state and community structures. In addition, land degradation and erratic weather have left the country vulnerable to more frequent and larger magnitude droughts, devastating cyclones, and frequent flooding, contributing to further loss of livelihoods, extreme poverty, and large-scale population displacement.



Even as Somalia is witnessing a rebirth in development, reconstruction, and peacebuilding, recurrent climatic shocks (droughts and flooding) and protracted civil war have left the Somali people and society in critical need of assistance at all levels. The need for emergency support and sustainable social and infrastructure development has never been greater and is crucial to ensure the survival of Somalia and the prevention of future conflict. It is against this backdrop that Somali Community concern was launched in Somalia.

Somalia Community Concern (SCC) is a well-established organization in Somalia that operates on a national scale. It is a voluntary, non-governmental, non-political, non-partisan, and nonprofit organization dedicated to emergency response and developmental programs. Since its inception in 2003, SCC has been at the forefront of emergency response efforts, even in challenging and hard-to-reach areas, to provide aid to those who are most in need.

Our primary objective is to break the cycle of dependence for impoverished and marginalized households by addressing the underlying factors that contribute to their vulnerability to environmental and socioeconomic shocks. We believe that sustainable change can be achieved by targeting the root causes of vulnerability rather than solely providing short-term aid. By doing so, we aim to empower individuals and communities to become self-reliant and resilient in the face of future challenges.

SCC's programs are specifically designed to cater to the needs of the most vulnerable and marginalized groups in Somalia. These include children, adolescent boys and girls, women, persons with disabilities, people from minority clans, and internally displaced persons. We recognize the unique challenges faced by these populations and strive to ensure that our interventions are inclusive, equitable, and responsive to their specific circumstances.



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Through our comprehensive approach, SCC implements various initiatives encompassing emergency relief, rehabilitation, and long-term development. We work collaboratively with local communities, government agencies, and other stakeholders to identify and prioritize the most pressing needs. Our programs encompass various sectors, such as education, healthcare, livelihoods, water and sanitation, and protection, with the goal of fostering sustainable development and improving the overall well-being of the communities we serve.

With a dedicated team of professionals and volunteers, SCC remains committed to positively impacting the lives of vulnerable individuals and communities in Somalia. We strive to build resilience, promote social inclusion, and uplift those most in need, ensuring a brighter and more prosperous future for all.

5.2 Geographical Area

Geographical Region: Somalia is in the Horn of Africa, bordered by the Gulf of Aden to the north, the Indian Ocean to the east, Kenya to the southwest, Ethiopia to the west, and Djibouti to the northwest.

Area: Somalia covers an area of approximately 637,657 square kilometers (246,201 square miles), making it the 43rd largest country in Africa.

Population: The population of Somalia is estimated to be around 15 million people. However, obtaining accurate population figures is challenging due to ongoing conflicts and displacement.

Ethnic Groups: Somalia is primarily inhabited by ethnic Somalis, who comprise most of the population. The Somali people share a common language, culture, and historical background. There are also minority groups, including Bantu, Arabs, and various Somali clans and subclans.

Climate: Somalia has a predominantly arid and semi-arid climate. The country experiences two main seasons: the dry season (from December to February) and the rainy season (from April to June). The northern regions, such as Somaliland and Puntland, receive more rainfall than the central and southern parts of the country. Temperatures in Somalia vary based on location and season, with coastal areas being generally hot and humid, while inland regions are drier and experience greater temperature fluctuations.

Resources: Somalia possesses various natural resources, including untapped reserves of minerals such as uranium, iron ore, tin, gypsum, and natural gas. The country also has a coastline that stretches over 3,333 kilometers (2,071 miles), offering potential for fisheries and maritime resources. Additionally, Somalia has agricultural potential, particularly in the southern regions, with crops such as bananas, sorghum, maize, and livestock being important resources for the economy and livelihoods of many Somalis.

It is important to note that the situation in Somalia is complex, with ongoing political instability, conflicts, and humanitarian challenges that have significantly impacted the



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country's development and utilization of its resources.

SCC operates in multiple regions of Somalia, specifically in Banadir, Lower Shabelle, Middle Shabelle, and Galgadud. The organization's primary objective is to improve livelihood conditions in these areas by fostering community participation and enabling local capacities for self-help and self-reliance. SCC achieves this by facilitating short- and long-term project activities that are planned and managed by the communities themselves.

Although SCC's current activities are concentrated in the mentioned regions, the organization is open to expanding its operations to other areas if opportunities align with its strategic objectives. SCC recognizes the importance of adapting and growing to reach more needy communities.

In all the operational areas within the mentioned regions, SCC has been registered, accepted, and acknowledged by the local communities. This demonstrates the trust and recognition that the organization has gained through its work in these regions.

Since its establishment, SCC has successfully implemented 79 projects, encompassing hardware and software initiatives, which have benefited the communities. These projects have covered a wide range of areas, including education programs in all four regions, Water, Sanitation, and Hygiene (WASH) services for internally displaced persons (IDPs) and impoverished hosting communities, healthcare services for IDPs and impoverished hosting communities, Gender-Based Violence (GBV) programs in Banadir and Lower Shabelle regions, peacebuilding and conflict resolution programs, and livelihood programs in river line areas of Somalia.

SCC remains committed to enhancing and expanding its programs to reach more needy people, particularly in Somalia's southern and central regions. The organization strives to make a tangible and lasting impact on the lives of vulnerable individuals and communities by addressing their specific needs and supporting their journey toward improved livelihoods and self-sufficiency.

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5.3 Benadir Region

5.3.1 Education

Access to education is a fundamental human right that should be available to all individuals, including those affected by conflict and other crises.

Unfortunately, access to education is often disrupted in emergencies, preventing learners from experiencing the transformative effects of safe, inclusive, and quality education.

At SCC, we recognize the barrier of education faced by children who are at risk of exploitation, early child marriage, child labor, and those from low-income households.

To address these challenges, we implemented in Kaxda and Dayniile districts of Banadir region range of interventions, including but not limited to school feeding programs, providing monthly teacher incentives, distributing teaching and learning materials, capacity development for education stakeholders, interventions for child protection and child rights, child safeguarding initiatives, development of learning infrastructures such as safe learning spaces, promotion of inclusive education, initiatives to increase access to WASH in schools such as the construction of gender-sensitive latrines and handwashing facilities, and learner-centered psychosocial support. In the year 2023, we registered several achievements in 30 IDP schools in Dayniile and Kaxda districts. 21 schools in Dayniile and 9 schools in Kaxda district.

A total of 6,340 students (3,514 boys and 2,826 girls) including 44 special needs students (16 girls and 28 boys) in 19 schools, were provided basic education services and safe drinking water; 10 classrooms and 4 latrines were rehabilitated; educational materials provided to 30 schools which 6,340 primary students in the schools benefit to enhance the quality of teaching and learning; 114 teachers (38F) trained on child-centered methodologies; 90 Community Education Committees (38 M and 52 F) trained in school management; Strengthened inclusive education for marginalized groups (pastoralist, internally displaced persons, returnees, children with special education needs and girls); Improved education quality through improvement of learning environment.

5.3.2 CCCM Project

In 124 locations and communities, SCC has been enhancing the living conditions of internally displaced people (IDPs), guaranteeing fair access to services, and providing aid to anybody in need in the Kaxda and Dayniile District of Mogadishu.

Our Camp Coordination and Camp Management (CCCM) projects aim to ensure equitable access to assistance, protection, and services for persons living in displacement sites. The projects focus on improving the living conditions of people during displacement while seeking and advocating for durable solutions to end camp life and organizing the closure and phase-out of camps.



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The main activities include ensuring that IDPs have uninterrupted access to basic services through continuous coordination with relevant stakeholders and monitoring the quality of services. Other activities focused on site development and expansion include leveling of ground and site preparation to mitigate the risk of flooding during the rainy season, creating community spaces, and maintenance of existing sites. Leadership structures, representing all segments of population (men, women, youth, elderly, disabled and other vulnerable people) in IDPs sites are strengthened through trainings on CCCM concepts and best practices and better involvement in decision making regarding site management and development. Achievements and Impact of these projects include:

- **10,484** households received cash grants, WASH, and non-food items to cushion them against economic shocks
- **SCC provided 375 cell phones** with sim-cards to vulnerable households, enabling them to send and receive money on mobile money platforms
- **401** Community Awareness sessions were conducted in **341** sites, reaching a total of **9186** members
- **75 IDP** camps benefited from CCCM activities
- **198** people were recruited, provided with tools, and engaged in the Cash for Work program targeting garbage collection and camp rehabilitation.
- SCC procured sanitation and PPE tool kits for **80** unskilled cash-for-work garbage collectors to improve camp hygiene
- **10 Multipurpose Community Centers** were constructed and furnished
- **150 fire wardens** from the IDP community were trained on fire prevention as a strategy to curb rampant break of fires at the IDP camps
- **525 camp management committee members (CMCs)**, composed of elders, youth, and women from the target 75 IDP sites, were selected and trained in camp management.
- Information Materials with key messages were printed and posted at strategic public places within the camps
- **500 GDLITE Solar Home Lighting Systems** were procured and distributed to IDP settlements. **3000** individuals benefitted from this to improve safety within IDP camps.
- **SCC engaged and trained 80 garbage collectors in the IDP camps** to improve the sites' cleanliness.
- **SCC established 16 complaint feedback mechanisms (CFMs) boxes** at 16 IDP site levels. Overall Affected Persons.



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5.3.3 Protection

SCC Implementing GBV with integrated SRH project funded UNFPA/FCDO has established GBV one-stop centers in Kismayo and One WGSS and two one-stop centers and safe space in Kaxda district in Banadir region to assist those in need of GBV services. However, the project had a short duration of six months; from November 2022 to April 2023, it assisted the overpopulation of 62,000 women and Girls at the IDPs. The services provided to the beneficiaries were sensitization of GBV awareness by the SCC mobile team, psychosocial support, case management, and immediate clinical management of rape within 72hours in the prevention of unwanted pregnancy and transmission of HIV and other STIs and temporary accommodation three times meal at the space shelter. In March 2023, in Kaxda district, Somali Community Concern (SCC) distributed 750 dignity kits and 227 menstrual hygiene to the most vulnerable women and adolescent girls in 16 IDP camps with the most caseloads and 50 unconditional cash assistance in GBV and new arrivals. The project was completed on 30th April 2023.

In June 2023, SHF funded Two OSC and ONE WGSS in Kaxda, where so far, 18000 beneficiaries' women and girls have been assisted by GBV survivors with GBV awareness, case management and follow-ups, clinical management of rape IPV, and denial of resources. SCC has distributed 1540 dignity kits to 842 women and 698 girls and 100 Cash assistance to the most vulnerable women and girls of the GBV survivors. The project duration is from June 2023 to Feb 2024

Most of the SCC activities implemented in Banadir include education programs, CCCM & FLR, protection of GBV for women and children, and health services for IDPs and poor hosting communities.

5.4 Middle Shabelle Region

5.4.1 WASH

Middle Shabelle Region is in the north direction of Mogadishu. The region economically depends on farming, livestock, and coastal fishing. The region comprises eight districts: Jowhar, Bal'ad, Rage Elle, Adan Yabal, Adale, Warsheik, Mahadai and Runirgod. The region has an estimated population of 516,036 thousand inhabitants according to the population estimation survey of 2018 – 2019 by the Ministry of Planning and International Cooperation (Mopic) and its international partners, even though the outcome was not supported by the local authority.

WASH activities in IDP settlements are crucial for protecting health, preventing diseases, promoting human rights and dignity, and contributing to the displaced population's overall well-being, resilience, and social cohesion. They are essential to humanitarian response, emergency preparedness, and sustainable development efforts in these challenging contexts.



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SCC undertakes a range of WASH initiatives aimed at ensuring access to safe water, sanitation facilities, and hygiene promotion. Here are some common WASH activities conducted by SCC in IDP settlements in this year 2023:

This outcome encompasses several key elements, including the provision of clean drinking water, the construction of sanitation amenities, effective hygiene promotion, and capacity building for community stakeholders. Through these efforts, SCC aims to improve access to safe water, enhance sanitation conditions, and promote good hygiene practices within communities. By addressing these vital aspects of WASH, SCC seeks to improve the overall health and well-being of individuals and contribute to the realization of the basic human rights of IDP communities in the Jowhar district. The main achievements during this project include: 50 main shallow wells and water sources were chlorinated daily for 5 months to provide safe drinking water to 21,000 vulnerable persons in the target villages and IDP camps in Jowhar; SCC and communities engaged 50 garbage collectors (3 males and 47 females) and provided them with sanitation kits (gloves, face masks, wheelbarrows, shovels and rakes) to keep the environment clean in the villages and IDP camps in Jowhar; 364 flood proof latrines, 5 new shallow wells were constructed and 22 existing shallow wells rehabilitated in Jowhar; SCC established and trained water management committees (84 persons) for the constructed and rehabilitated shallow wells in Jowhar; SCC distributed hygiene kits to 1,000 HHs (6,000 persons) in the villages and IDP camps in Jowhar, the contents of the hygiene kits included household water storage containers/jerry cans (20 litre), bucket and Laundry/ hand washing soap which promoted handwashing during critical moments; SCC distributed sanitary kits to 320 drought-affected Women and adolescent girls in Jowhar.

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5.4.2 EL-NINO Flood Response

In collaboration with the WASH Cluster, Somali Community Concern (SCC) distributed hygiene kits targeting 1000 households in the Mahaday District of Middle Shabelle. The distribution addressed urgent hygiene needs in response to the El Niño-induced flooding crisis affecting communities in the specified locations.

The work being done was primarily motivated by the pressing need to supply basic hygiene supplies to homes still dealing with the impact of the devastating floods. SCC and the WASH Cluster collaborated to



implement a planned and systematic strategy to address the growing health hazards and difficulties that the flood-affected communities were facing. This distribution effort was not only a humanitarian gesture; it was also necessary to protect the resilience, health, and dignity of homes dealing with the upsetting effects of the natural disaster.

The coordinated effort sought to strengthen the communities against the ongoing challenges posed by the developing crisis in addition to addressing the acute hygienic needs. SCC and the WASH Cluster set out on a mission to provide useful and significant solutions to households dealing with the turbulent aftermath of El Niño-induced floods by combining resources, experience, and teamwork. The project embodied a profound dedication to helping the impacted communities and creating a path toward healing, resiliency, and optimism in the face of hardship.

IMPACT OF THE DISTRIBUTION:

The hygiene kit distribution had several positive impacts on the flood-affected households:

Improved hygiene practices: Beneficiaries were equipped with essential items such as soap, water floc, buckets, chlorine, and MHM sets, enabling them to maintain proper hygiene practices.



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Reduced health risks: The distribution of hygiene kits contributed to a reduction in health risks associated with unsanitary conditions and inadequate hygiene practices.

Enhanced awareness: SCC engaged with the beneficiaries, providing information on the proper use of hygiene items and conducting awareness sessions on hygiene practices, thereby increasing awareness and knowledge within the community.

In addition to that, SCC contributed and handed over 3000 empty sandbags to the Deputy Ministry of Agriculture and Irrigation of Hirshabelle State of Somalia-based in Jowhar to prevent El-Nino floods.

5.4.3 Protection

Sexual abuse and exploitation, rape, and Intimate Partner Violence (IPV) are continuously increasing amidst the prevailing drought, especially in the Kismayo lower Juba, Jowhar Middle Shabele, and Banadir regions of Somalia. The less than average Gu' rainfalls in the second and third quarter of 2022, has resulted in crops failure and the death of livestock, severely impacting household income. Subsequently, this affects the ability of heads of households, typically male, to fulfill traditional responsibilities of primary provision for families and increases the burden of providing economic support by women and adolescent girls, in addition to their existing caretaking responsibilities. GBV is often a result of families' disruption of income, restricted mobility, and denied or restricted access to labor and land. The prevalence of GBV increased during the drought, and there is no sign of it decreasing amidst the ongoing drought - the worst drought crisis Somalia has experienced in a decade.

Jowhar Lower Shabele state has also been affected by droughts, and SCC implemented the GBV project from 1st January 2023 to 31dec 2023, funded by UNFPA/Japan. SCC has constructed two permanent premises, one for OSC and one for WGSS, in Horsed and Hantiwadaag villages in Jowhar. The SCC GBV team has reached 11430 beneficiaries in sensitization of GBV awareness and educating about the effect FGM has on girls and declared that SCC has zero tolerance for FGM. Most cases reported are intimate partner violence and denial of resources, which has resulted in prolonged droughts. 1240 dignity kits are provided to the affected women at the IDPs in Jowhar.

5.4.4 Environmental Hazards

Somalia, located in the Horn of Africa, faces several environmental hazards that pose significant challenges to its population and ecosystems. Some of the major types of environmental hazards in Somalia include:

- 1. Drought:** Somalia is prone to frequent and severe droughts, often resulting in water scarcity, crop failures, and livestock losses. Prolonged droughts can lead to famine, displacement, and increased vulnerability to diseases.
- 2. Desertification:** The process of desertification, whereby fertile land turns into desert



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or semi-arid regions, is a significant environmental hazard in Somalia. Overgrazing, deforestation, and unsustainable land use practices contribute to the expansion of deserts, reducing available agricultural land and exacerbating food insecurity.

3. **Flooding:** While Somalia experiences droughts, it is also prone to periodic flooding, particularly along its major Rivers, such as the Shabelle and Juba. Heavy rainfall and poor infrastructure and inadequate drainage systems can lead to flash floods, destroying homes, crops, and infrastructure and causing displacement and loss of life.
4. **Soil Erosion:** Deforestation, inappropriate land management practices, and overgrazing contribute to soil erosion in Somalia. Eroded soils are less fertile, reducing agricultural productivity and exacerbating food insecurity. Soil erosion also leads to sedimentation in rivers and water bodies, affecting aquatic ecosystems.
5. **Coastal Erosion:** Somalia has a long coastline along the Indian Ocean, and coastal erosion is a significant hazard. Rising sea levels, intensified storms, and inadequate coastal management contribute to the loss of land, displacement of coastal communities, and damage to infrastructure.
6. **Conflict and Insecurity:** While not strictly an environmental hazard, conflict and insecurity have severe environmental consequences in Somalia. Armed conflicts can lead to the displacement of communities, destruction of infrastructure, and disruption of essential services. Conflict also fuels illegal activities such as deforestation, wildlife poaching, and illegal fishing, threatening biodiversity and natural resources.
7. **Pollution:** Pollution, including water pollution, air pollution, and improper waste management, is a growing concern in Somalia. Industrial activities, urbanization, and inadequate waste disposal systems contribute to the pollution of water sources and the degradation of air quality, posing health risks to the population.

Addressing these environmental hazards requires a combination of sustainable land and water management practices, climate change adaptation strategies, investment in infrastructure, and conflict resolution efforts. International cooperation and support are crucial to mitigating the environmental challenges facing Somalia.

5.4.5 Activities to be Addressed to Prevent Environmental Hazards

To prevent and mitigate environmental hazards in the Hir-Shabelle State of Somalia, various activities and measures can be undertaken. Here are some key actions that can be addressed:

1. **Sustainable Land Management:** Implementing sustainable land management practices, such as reforestation, afforestation, and agroforestry, can help combat desertification and soil erosion. Promoting sustainable farming techniques, such as terracing, contour plowing, and crop rotation, can also improve soil fertility and reduce erosion.



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2. **Water Conservation and Management:** Encouraging water conservation practices, such as rainwater harvesting, efficient irrigation systems, and water recycling, can help mitigate water scarcity and drought impacts. Constructing and maintaining water storage infrastructure, such as dams and reservoirs, can ensure reliable water supply during dry periods.
3. **Disaster Preparedness and Response:** Developing early warning systems and emergency response plans for floods, droughts, and other natural disasters is crucial. This includes investing in weather monitoring equipment, establishing community-based disaster management committees, and conducting awareness campaigns to educate the population about emergency preparedness and response protocols.
4. **Coastal Protection and Management:** Implementing coastal protection measures, such as constructing seawalls, planting mangroves, and restoring dunes, can help combat coastal erosion. Integrated coastal zone management plans should be developed to regulate coastal development, preserve ecosystems, and ensure sustainable use of coastal resources.
5. **Climate Change Adaptation:** Developing and implementing climate change adaptation strategies is essential to address the impacts of climate change in the Hir-Shabelle State of Somalia. This includes promoting climate-resilient agriculture, diversifying livelihoods, improving water resource management, and integrating climate change considerations into urban planning and infrastructure development.
6. **Environmental Education and Awareness:** Conducting educational programs and awareness campaigns about environmental conservation, sustainable practices, and the importance of preserving natural resources can help foster a culture of environmental responsibility among the population. This includes educating communities about the consequences of environmental hazards and empowering them to take action to protect their environment.
7. **Strengthening Institutions and Governance:** Enhancing institutional capacity and governance structures related to environmental management is crucial. This involves improving environmental regulations, enforcing environmental laws, strengthening environmental monitoring and enforcement agencies, and promoting transparency and accountability in natural resource management.
8. **International Cooperation and Support:** Collaboration with international organizations, donor agencies, and neighboring countries is vital for addressing environmental hazards in the Hir-Shabelle State of Somalia. This includes accessing financial resources, technical expertise, and knowledge sharing to implement sustainable development projects, strengthen resilience, and promote environmental conservation.

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By implementing these activities and measures, Hir-Shabelle State of Somalia can make significant progress in preventing and mitigating environmental hazards, promoting sustainable development, and safeguarding its ecosystems and communities.

5.5 Galgadud Region

Geographically, the region is located approximately 340 km northeast of Mogadishu, the capital city of Somalia. It consists of eight districts, namely Ceeldheer, Ceelbuur, Galcad, Cabudwaq, Balanbale, Galdogob, and Dhusamareeb. Geographically, the region falls within a semi-arid and agro-pastoral zone. The population, estimated at around 569,434 according to the Mopic survey conducted with international partners, primarily engages in livestock herding and fishing.

Galgadud region shares borders with three other regions: Mudug to the north, Middle Shabelle to the west, and Hiran to the south. This geographical context shapes the region's unique characteristics and influences the challenges and opportunities faced by its inhabitants.

In 2008, SCC successfully established an office in the Galgadud region with the acceptance and support of the Galgadud Regional Administration and the Ministry of Interior and Federal Affairs. The purpose of this office is to collaborate with local communities in improving their livelihood situations, enhancing the capacity of local leaders, and implementing small-scale projects that directly benefit the community.

SCC has been actively involved in participating and supporting the communities in addressing various challenges they have faced. These include droughts, inter-clan conflicts, cholera outbreaks, illiteracy, and even the devastating impact of tsunami tidal waves. By actively engaging with the communities and understanding their specific needs, SCC aims to provide effective assistance and support in times of crisis.

The organization recognizes the importance of working closely with the local communities, collaborating with them to develop sustainable solutions, and empowering them to become self-reliant. SCC's presence in the Galgadud region signifies its dedication to making a positive impact on the lives of the people in this area, addressing their immediate needs while also promoting long-term development and resilience.

The SCC office in Galgaduud played a crucial role in advocating for and aiding internally displaced persons (IDPs) who recently fled from Mogadishu. The SCC team in the region actively collected essential items such as food, non-food items, and plastic sheets from the local communities to support the survival of these displaced individuals. Among the most affected by the war in the past two decades are women and children, who have been particularly vulnerable.

In addition to immediate relief efforts, SCC strategically planned to promote its activities through workshops. These workshops focused on issues related to the protection of IDPs,



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identifying potential activities, and creating an environment where individuals can assert their rights and values and access essential services such as education, healthcare, food, water, and shelter.

Furthermore, SCC operates a primary school called Ceelhareeri, which was established in 2005 by the Somali diaspora community in London, UK. The school is currently managed by four teachers, a headmaster, a watchman, and a cleaner. The diaspora community covers the school's running costs through SCC's Galgadud office. The region has experienced recurring clan conflicts, and SCC actively participated in meetings where communities engaged in negotiations. SCC provided facilitation support during these meetings and ensured that refreshments were available.

Moreover, SCC conducted an emergency program in mid-2019 to assist the community in the Galcad district, which was affected by a cholera and diarrhea outbreak. The SCC team volunteered, distributed medical supplies, and provided logistical support during the mission.

The Galgadud region stretches along the coast of the Indian Ocean, covering approximately 40 miles. It consists of two districts, Galcad and Ceeldheer. Fishing is the livelihood for 10% of the communities, while 70% rely on livestock, and the remaining 20% engage in agricultural activities.

However, since 2019, the region has been occupied by Al Shabab, a militant group. As a result, SCC has faced significant security concerns, which have hindered the implementation of any activities in the region. Despite these challenges, SCC remains committed to supporting the communities in Galgadud and seeking opportunities to address their needs and improve their livelihoods once the security situation allows.

5.6 Lower Shabelle Region

Lower Shabelle is one of the eighteen regions in Somalia situated in the southern zone. It shares borders with Banadir to the north, Middle Shabelle to the northeast, Bay to the northwest, and Middle Juba to the south. Known for its abundance in fishing, livestock, and agriculture, Lower Shabelle is considered the most prosperous region in the country.

The region's current population is approximately 1,202,219 people, primarily engaged in farming and fishing activities. The region boasts fertile farmlands and productive fishing grounds, supporting the livelihoods of its residents.

To address the needs of the growing population, SCC has constructed three block latrines with five stances each along the Afgoye road, specifically in the districts of Kaxda and Dayniile. These districts have a significant number of internally displaced persons (IDPs) who have fled various circumstances, such as floods and conflicts. Before the construction of these latrines, the sanitation facilities were inadequate, posing challenges for both IDPs and poor host communities who had to endure long queues daily.



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Approximately 60% of the population in Lower Shabelle is involved in farming activities, while 15% are engaged in livestock herding, and 25% operate within the fishing sector. The region comprises nine districts: Merka, Brava, Qoryoley, Afgoye, Sablale, Kurtunwarey, Wanlawen, Awdheegle, and Tora-Tore.

Lower Shabelle currently hosts many IDPs in Somalia, particularly those who have recently fled from the crises in Mogadishu. It is estimated that there are 180,000 families of IDPs scattered across Mogadishu and Afgoye. SCC has an office in Merka, the capital city of the region, which was established in 2005 to assist in community development projects. The SCC team in the region plays a crucial role in coordinating monthly meetings to provide updates on the regional situation and advocate for the needs of IDPs. They also report these updates to the SCC headquarters in Mogadishu.

SCC has implemented various education programs in the region, establishing 67 temporary learning facilities for IDPs and poor hosting communities. These facilities have benefited a total of 4,588 learners. Additionally, SCC has established Water, Sanitation, and Hygiene (WASH) program, focusing on Community-Led Total Sanitation (CLTS) activities in riverine villages. The program targets 27 villages in Afgoye, aiming to improve water and sanitation conditions in these communities.

Despite the challenges and the significant number of IDPs in the region, SCC remains committed to supporting the communities of Lower Shabelle, addressing their immediate needs, and promoting sustainable development for their long-term well-being.

6 PRIORITY AREAS OF INTERVENTION

SCC has a wide range of activities focusing on the following areas:

- ❖ Camp Coordination and Camp management (CCCM)
- ❖ Education, training & Capacity building.
- ❖ Humanitarian Aid and Emergency Relief.
- ❖ Health Care and Nutrition for Mothers & Children
- ❖ Water, Sanitation, and Hygiene (WASH).
- ❖ Livelihood & Food security.
- ❖ Environment & Climate Change
- ❖ Peace building & Conflict Resolution.
- ❖ Protection /CP/GP/GBV/HLP



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7 TARGET BENEFICIARIES

SCC is committed to collaborating with communities at large to improve the overall social conditions, foster positive social changes, and facilitate problem-solving in human relationships. Their goal is to empower and liberate individuals, ultimately enhancing their well-being. In the next five years, SCC will focus on engaging with various groups, including:

1. Internally Displaced Persons (IDPs) and Poor Hosting Communities: SCC recognizes the specific challenges faced by IDPs and the communities hosting them. They will work closely with these groups to address their unique needs and promote inclusive development. This includes providing support to women groups, youth groups, traditional elders, religious groups, and business groups within these communities.
2. Community Education Committees (CECs) and Parents: SCC acknowledges the importance of education in transforming lives and communities. They will actively involve CECs and parents in their programs to improve access to quality education, enhance school management, and foster community participation in the education sector.
3. Water, Sanitation, and Hygiene (WASH) Committees: SCC understands the significance of clean water and proper sanitation for public health. They will collaborate with WASH committees to implement initiatives that promote access to safe drinking water, improved sanitation facilities, and hygiene practices in communities.
4. Teachers and Health Professionals: SCC recognizes the critical role played by teachers and health professionals in community development. They will support and collaborate with these professionals to enhance educational opportunities and healthcare services in the areas they operate.
5. Local Authorities and Government Officials: SCC acknowledges the importance of working with local authorities and government officials to create an enabling environment for community development. They will engage in partnerships and advocacy efforts to influence policies and ensure the inclusion of community perspectives in decision-making processes.

By targeting these diverse groups, SCC aims to foster collaboration, participation, and ownership within the communities they serve. Through inclusive approaches, they seek to empower individuals, strengthen social bonds, and bring about positive changes that lead to sustainable development and improved well-being for all.



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8 CURRENT SITUATION ANALYSIS

Somalia has faced significant political, security, and humanitarian challenges for several decades. The country has experienced ongoing conflict, political instability, and the presence of various armed groups. Here are some key points to consider:



Political Situation: Somalia has been working towards establishing more stable political system. Since 2021, there have been some notable political developments in Somalia. The Federal Government of Somalia, established in 2012, has made efforts to rebuild state institutions and consolidate its authority. However, political divisions, clan-based rivalries, and lack of widespread trust have hindered progress.

Security Challenges: The security situation in Somalia has been tumultuous, with multiple armed groups operating in different regions. Al-Shabaab, an Islamist militant group affiliated with Al-Qaeda, has been the most prominent threat, carrying out attacks against government institutions, security forces, and civilian targets. In response, the Somali National Army, supported by African Union Mission (AMISOM) forces, has been conducting military operations to counter Al-Shabaab's presence and influence. However, the group still maintains control over some rural areas and continues to launch attacks.

Humanitarian Crisis: Somalia has faced recurring humanitarian crises, including droughts, famine, and displacement of populations. These crises have resulted in food insecurity, malnutrition, and displacement of people within Somalia and across borders. Humanitarian organizations have been assisting, but the scale of the need remains significant.

Humanitarian Situation: Somalia has been grappling with ongoing humanitarian challenges. The country has experienced recurrent droughts and food crises, leading to high levels of food insecurity and malnutrition. Additionally, internal displacement remains a significant issue, with many Somalis seeking refuge in makeshift camps or urban areas. Humanitarian organizations continue to assist, including food, water, healthcare, and shelter, to address the needs of vulnerable populations.

Governance and Corruption: Governance challenges and corruption have been persistent issues in Somalia. Building effective and accountable institutions has been a long-term goal, but progress has been slow due to political and security constraints. Corruption has undermined public trust and hindered the equitable distribution of resources.

International Involvement: The international community remains engaged in supporting



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Somalia's stabilization and development efforts. The United Nations, African Union, and other partners provide financial aid, technical assistance, and capacity-building support to the Somali government to help stabilize the country and build its institutions. The international community also plays a crucial role in coordinating humanitarian assistance to address the country's urgent needs.

Economic Recovery: Somalia's economy has shown some signs of recovery in recent years, although it still faces significant challenges. Key sectors include agriculture, livestock, telecommunications, and remittances from the diaspora. However, the lack of infrastructure, limited access to finance, and ongoing insecurity have hindered economic growth and investment opportunities.

8.1 Environmental Justice

Environmental justice in Somalia focuses on addressing the inequalities and injustices related to environmental degradation and access to resources. Here are some key aspects of environmental justice in Somalia:

- 1. Equitable Resource Distribution:** Environmental justice aims to ensure the fair and equitable distribution of natural resources such as water, land, and forests. It emphasizes the need for policies and practices that prevent resource exploitation and depletion while promoting sustainable resource management that benefits all segments of society, including marginalized communities.
- 2. Access to Clean Water and Sanitation:** Environmental justice advocates for universal access to clean and safe drinking water and adequate sanitation facilities. In Somalia, where water scarcity and contamination are significant challenges, promoting access to clean water sources and improving sanitation infrastructure is crucial for the well-being and health of communities, particularly those in marginalized areas.
- 3. Mitigating Pollution and Health Risks:** Environmental justice seeks to reduce pollution and minimize health risks associated with environmental degradation. This involves addressing industrial pollution, waste mismanagement, and other environmental hazards that disproportionately affect marginalized communities. It calls for stricter regulations, effective enforcement, and the promotion of sustainable practices to protect human health and the environment.
- 4. Land Tenure and Dispute Resolution:** Environmental justice includes addressing land tenure issues and providing mechanisms for resolving land disputes. In Somalia, where land conflicts are common, ensuring secure land rights and transparent land governance is essential for preventing land-related injustices and displacement of vulnerable communities.
- 5. Climate Change Adaptation and Resilience:** Environmental justice encompasses efforts to enhance climate change adaptation and build resilience among vulnerable



communities. This involves implementing strategies to cope with climate change impacts, such as droughts, floods, and sea-level rise. Ensuring that adaptation measures consider the specific needs of marginalized communities and promote their participation is a key aspect of environmental justice.

- 6. Community Participation and Decision-Making:** Environmental justice emphasizes the inclusion and participation of communities, especially marginalized groups, in decision-making processes related to environmental policies and practices. It recognizes the importance of empowering communities to have a voice in shaping environmental decisions that directly affect their well-being and promoting their rights to a healthy and safe environment.
- 7. Environmental Education and Awareness:** Environmental justice involves promoting environmental education and awareness among the population, particularly marginalized communities. This includes raising awareness about environmental rights, sustainable practices, and the impacts of environmental degradation. Building knowledge and capacity is essential for empowering communities and facilitating their engagement in environmental justice initiatives.

To achieve environmental justice in Somalia, it is necessary to strengthen environmental governance, enhance institutional capacity, address social and economic inequalities, and promote sustainable development practices that prioritize the well-being of all segments of society. Collaboration between government institutions, civil society organizations, and international partners is crucial for advancing environmental justice goals in Somalia.

8.2 Challenges of Environmental Justice in Somalia

Environmental injustice in Somalia presents several challenges that exacerbate social, economic, and environmental disparities. Here are some key challenges:

- 1. Marginalized Communities:** Certain communities in Somalia, particularly those living in rural areas, often face environmental injustice. They experience limited access to basic services such as clean water, sanitation, and energy, leading to health risks and lower quality of life.
- 2. Resource Exploitation:** Somali communities, especially those living in poverty, often bear the brunt of resource exploitation. This includes unsustainable fishing practices, illegal logging, and overgrazing, which result in environmental degradation and depletion of natural resources. The negative impacts disproportionately affect marginalized communities who rely on these resources for their livelihoods.
- 3. Land Disputes and Insecurity:** Somalia has a history of land disputes exacerbated by environmental factors such as desertification and land degradation. Weak land tenure systems, lack of clear regulations, and ongoing conflicts contribute to land-related injustices and displacement of vulnerable populations.



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4. **Pollution and Health Risks:** Industrial activities, waste mismanagement, and inadequate environmental regulations contribute to pollution in Somalia. This pollution, including air and water pollution, poses significant health risks to nearby communities, particularly those living in proximity to industrial sites or waste disposal areas.
5. **Inadequate Environmental Governance:** Somalia's environmental governance structures and regulatory frameworks are often weak, hindering the enforcement of environmental standards and the protection of communities' rights. Insufficient capacity, corruption, and limited resources further undermine effective environmental governance and perpetuate environmental injustice.
6. **Climate Change Vulnerability:** Somalia is highly vulnerable to climate change impacts, particularly droughts and floods. These events lead to food insecurity, displacement, and loss of livelihoods, with marginalized communities disproportionately affected due to limited resources and adaptive capacity.
7. **Limited Awareness and Participation:** Environmental knowledge and awareness among the general population, especially marginalized communities, are often limited. This hampers their ability to understand their rights, advocate for environmental justice, and participate in decision-making processes that affect their communities.
8. **Post-conflict Challenges:** Somalia's decades-long conflicts have left significant challenges in their wake, including environmental degradation and limited institutional capacity. Rebuilding and addressing environmental injustices in the post-conflict context requires comprehensive efforts and the coordination of multiple stakeholders.

Addressing these challenges requires a comprehensive approach, including strengthening environmental governance, promoting sustainable resource management practices, enhancing awareness and education on environmental rights, and ensuring the inclusion and participation of marginalized communities in decision-making processes. It is essential to prioritize environmental justice in policies and programs, allocate resources accordingly, and foster partnerships and collaboration among government agencies, civil society organizations, and international actors.

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8.3 Effects of Environmental and Climate Justice in Somalia

Environmental and climate justice play crucial roles in addressing the challenges faced by Somalia, a country highly vulnerable to environmental degradation and climate change impacts. Here are some of the effects of environmental and climate justice in Somalia:

- 1. Natural Resource Management:** Environmental and climate justice efforts in Somalia aim to ensure equitable access to and sustainable management of natural resources such as water, land, and forests. This helps protect the livelihoods of local communities and prevents conflicts arising from resource scarcity.
- 2. Resilience to Climate Change:** Climate justice initiatives focus on building resilience among vulnerable communities in Somalia. This includes implementing adaptation strategies to cope with the impacts of climate change, such as droughts, floods, and desertification. Enhancing resilience helps reduce the vulnerability of communities and promotes their long-term well-being.
- 3. Conflict Prevention and Peacebuilding:** Environmental degradation and resource scarcity have been linked to conflicts in Somalia. By promoting environmental and climate justice, it becomes possible to address the root causes of conflicts and promote peacebuilding efforts. Equitable resource management and access help reduce tensions and promote stability.
- 4. Sustainable Livelihoods:** Environmental and climate justice efforts can support the development of sustainable livelihoods in Somalia. This includes promoting sustainable agricultural practices, supporting renewable energy initiatives, and fostering economic opportunities that are environmentally friendly. Such efforts can help reduce poverty, improve living conditions, and enhance overall well-being.
- 5. Gender Equality:** Environmental and climate justice initiatives in Somalia also emphasize gender equality. Women are often disproportionately affected by environmental degradation and climate change impacts. Promoting equal participation and representation of women in decision-making processes, these initiatives help ensure their rights are protected and their perspectives are included in environmental and climate policies.
- 6. Conservation and Biodiversity:** Somalia has diverse ecosystems and unique wildlife, including endangered species. Environmental and climate justice efforts aim to promote conservation and protect biodiversity. This involves establishing protected areas, combating illegal wildlife trade, and raising awareness about the importance of environmental stewardship.
- 7. International Cooperation:** Environmental and climate justice require cooperation and partnerships. Somalia benefits from collaborations with international organizations, donor agencies, and neighboring countries in addressing environmental



challenges and adapting to climate change. Such cooperation fosters knowledge exchange, capacity-building, and financial support for sustainable development.

Overall, environmental and climate justice efforts in Somalia have the potential to promote sustainable development, reduce vulnerabilities, prevent conflicts, and enhance the well-being of communities. Somalia can work towards a more equitable and resilient future by addressing the inequalities and injustices associated with environmental degradation and climate change impacts.

8.4 Addressing Environmental Justice

As a local NGO in Somalia, addressing the environmental effects in the country requires a comprehensive and community-centered approach. Here are some steps SCC will take:

- 1. Community Engagement:** Engage with local communities, particularly those most affected by environmental issues, to understand their needs, concerns, and priorities. Involve them in decision-making processes and ensure their active participation in designing and implementing environmental projects.
- 2. Environmental Education and Awareness:** Conduct awareness campaigns and workshops to educate communities about environmental conservation, sustainable practices, and protecting natural resources. Promote knowledge about climate change, pollution, and waste management to facilitate behavior change and empower communities to act.
- 3. Sustainable Resource Management:** Work with communities to develop sustainable resource management practices that ensure the responsible use of natural resources. This includes promoting agroforestry, sustainable agriculture, and efficient water management to mitigate environmental degradation and enhance resilience.
- 4. Climate Change Adaptation:** Assist communities in implementing climate change adaptation strategies. This could involve supporting the adoption of drought-resistant crops and water harvesting techniques and promoting sustainable livelihood practices resilient to climate variability.
- 5. Water and Sanitation Projects:** Collaborate with communities and stakeholders to develop and implement water and sanitation projects. This may include constructing wells, water storage facilities, and sanitation infrastructure to improve access to clean water and reduce waterborne diseases.
- 6. Environmental Advocacy and Policy Influence:** Advocate for environmental justice and sustainable local, regional, and national development. Collaborate with government agencies, policymakers, and other NGOs to influence policies and regulations that address environmental challenges and promote sustainable practices.



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- 7. Waste Management and Pollution Control:** Implement waste management initiatives, including waste collection, recycling, and proper disposal systems. Raise awareness of the impacts of pollution and work towards reducing pollution levels in communities and ecosystems.
- 8. Capacity Building and Skill Development:** Provide training and capacity-building programs to equip local communities with the necessary skills and knowledge to participate actively in environmental conservation efforts. This could include training on sustainable agriculture, natural resource management, and environmental monitoring.
- 9. Collaboration and Partnerships:** Forge partnerships with local and international organizations, government agencies, and relevant stakeholders to leverage resources, expertise, and networks. Collaborate on joint projects, share best practices, and coordinate efforts to maximize impact.
- 10. Monitoring and Evaluation:** Establish a robust monitoring and evaluation system to assess the impact of environmental projects and ensure accountability. Regularly measure progress, collect data, and evaluate the effectiveness of interventions to inform future decision-making and improve program outcomes.

By implementing these strategies, SCC can contribute to addressing the environmental effects in Somalia, promote sustainable development, and improve the well-being of communities.



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9 INTRODUCTION OF ORGANIZATION

Somalia Community Concern (SCC) is an established national organization that operates as a voluntary, non-governmental, non-political, non-partisan, and nonprofit entity. With a focus on emergency response and developmental programs, SCC has been at the forefront of providing aid since 2003. They have a track record of operating in challenging and inaccessible locations to reach those most in need. SCC's overarching goal is to break the cycle of dependence for impoverished and marginalized households by addressing the root causes of vulnerability to environmental and socioeconomic shocks.



SCC's programs primarily target the most vulnerable and marginalized groups in Somalia, including children, adolescents, women, persons with disabilities, individuals from minority clans, and internally displaced persons (IDPs). Over the years, SCC has successfully completed over 79 projects aimed at improving the lives of underprivileged and vulnerable individuals, particularly women, children, and IDPs. These projects have encompassed various sectors such as food assistance, shelter, water, sanitation and hygiene (WASH), healthcare, protection, education, peacebuilding, and capacity building.

The organization places great importance on its relationship with beneficiary communities, recognizing that their involvement is crucial to project success. SCC works in partnership with community organizations, leaders, and institutions to ensure that their projects contribute to sustainable development. Their approach involves designing and implementing projects with, rather than solely for, the local communities. SCC's dedicated teams are committed to supporting vulnerable communities in Somalia and assisting them in building a better future by providing tailored responses to their specific needs. They deliver aid to crisis-affected populations using a localized, globalized, multidisciplinary approach adaptable to each unique context. By maintaining a connection between emergency, rehabilitation, and development efforts, SCC ensures that interventions made during crises are meaningful and sustainable. Their long-term presence in the area, coupled with community engagement, helps break the cycle of poverty and guides populations toward development.

SCC aims to empower youth and development practitioners to eradicate poverty, illiteracy, and diseases in Somalia. They actively contribute to peacebuilding and development

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programs by providing access to education, healthcare, water, sanitation, and hygiene (WASH) services, community empowerment, livelihood improvement, awareness raising, networking, and advocating for marginalized individuals. The organization coordinates its projects through a liaison office in Kenya and its main office in Somalia. They receive support from various partners, including UNICEF, UN-OCHA/SHF, UNHCR, HRF, IOM, NRC, and UNFPA.

SCC maintains a non-discriminatory approach and targets various groups, including young children, youth, men, women, and local leadership through elders. Through partnerships with UN agencies and international NGOs, SCC has conducted numerous assignments in Somalia, gaining a deep understanding of the target areas. For instance, their collaboration with UNICEF involves implementing emergency education response plans to support IDPs and host communities, providing education kits to children, offering refresher training courses to teachers and Community Education Committee (CEC) members, and supplying teacher incentives and teaching materials to schools.

9.1 Vision

We envision Somalia in which every human being attains the right to survival, protection, development, and participation.

9.2 Mission

SCC's mission is to enable people whose lives and livelihoods are shattered by conflict and disaster to survive, recover, and continue with their lives

9.3 Aims and Objectives of the Organization

SCC is working towards achieving the following objectives for the benefit of its target group

- Implement need-based projects and programs with special emphasis on primary health care, protection, CCCM, conflict resolution and peacebuilding, WASH, and Emergency education.
- Inspiring youth and women through skills training and the creation of employment opportunities
- Lifting the most vulnerable Somali households out of extreme poverty and dependence on external aid and alms by giving them the skills and microgrants they need to establish themselves in work or business
- Capacity building of volunteers to participate in activities that add value to the lives of ordinary citizens, i.e., hygiene promotion, traditional midwifery, and community education
- Increasing equitable access to quality education, providing safe learning environments, and ensuring retention and improved learning outcomes for the most



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vulnerable girls and boys in Somalia

- Supporting peacebuilding and conflict resolution through working with local communities to promote dialogue, reconciliation, and co-existence
- Ensure cost-effective, affordable, and accessible community-based health services, especially for women and children (Primary health, antenatal and postnatal).
- To enhance the health and nutrition services for mothers and children through capacity building for the staff of regional and District health centers
- Protection and preservation of culture, language, and tradition of Indigenous people
- To establish/construct primary and secondary schools to facilitate access to education for school-going children.
- To increase the enrolment of school-aged children in primary schools in South/Central Somalia by supporting primary schools with teaching and learning materials
- To reduce incidences of harmful cultural practices through awareness-raising work with parents on child rights and their roles and responsibilities towards girls
- To facilitate sustained access to safe water for households (for human and livestock use) in South/Central Somalia by developing and/or rehabilitating various water points and sources
- To reduce waterborne and sanitation-related instances of disease in South/Central Somalia through community training & sanitation infrastructural development support
- To improve mothers' health and their knowledge of health and nutrition issues.
- To ease vulnerability and save the lives of vulnerable persons affected by disasters (natural or man-made) through the provision of food aid & other emergency relief support
- To ensure continued food security for pastoralists and agro-pastoralists in South/Central Somalia through skills development, the creation of linkages, and other appropriate agricultural support
- Using community dialogues as platforms to bring people together in a safe space, to build awareness about harmful consequences of sexual violence, and help participants transform harmful social norms related to gender, masculinity, stigma, and silence about sexual violence.

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9.4 Core Values

- Self-dedication and Commitment.
- Transparency and accountability.
- Volunteerism and hard work.
- Credibility.
- Neutrality.
- Internal democracy.
- Nonviolence attitude
- Non-prejudice in religion, race, clan, and factionalism.

9.5 Implementation Modalities of SCC Activities

To achieve self-explanatory development activities, the SCC board of directors and management team will strictly use the following core strategies to implement the various projects and activities. They include:

- a. Refer to sphere guidelines and humanitarian acts in all interventions.
- b. Cooperate with national and international donors and benevolent individuals willing to intervene and make changes in the dire situation at the local community level.
- c. Assist local people in formulating their own needs to viable standards, assuring the project's sustainability.
- d. Adhere to the SCC principles, policies, and procedures to avoid confusion.
- e. Give appropriate attention, priority, and respect to local traditions, customs, and beliefs to avoid tension and confrontations in the project-targeted areas.
- f. Exercise internal democracy, a code of conduct, principles, and constructive and positive criticism from stakeholders and the community in general.
- g. Consider collaborative means and decision-making with community stakeholders for the project's sustainability.



9.6 STRATEGIC PLANNING WORKSHOP

A strategic planning workshop took place in Mogadishu from January 26th to 28th, Dec 2024. The workshop involved 35 participants, including staff, the management team, board members, and selected stakeholders who have a strong relationship with SCC. The workshop was guided by a pre-planning process that determined the individuals directly involved in the strategic planning and established a timeframe for the process. Additionally, SCC conducted a preliminary assessment of the external environment before the workshop.

The main objective of the workshop was to formulate actions to be achieved by SCC over the next three years through strategic development. Strategic development serves as a planning tool for organizing activities, establishing the organizational structure, setting up financial systems, and planning projects. It aims to design the ideal future for the organization effectively.

During the workshop, various methodologies were employed, including brainstorming sessions, presentations, group discussions, and question-and-answer sessions. These methods facilitated interactive and collaborative discussions among the participants.

The workshop findings included a PEST analysis, which examines the political, economic, social, and technological factors that could impact SCC's operations. This analysis helps identify external influences that may affect the organization's strategic planning and decision-making.

The specific purposes of SCC's strategic planning were as follows:

- 1. Develop proper planning and allocation of resources:** The workshop aimed to ensure that SCC effectively plans and allocates its resources, allowing for the implementation and monitoring of activities that align with the organization's long and short-term goals.
- 2. Engage appropriate stakeholders:** SCC emphasized the importance of involving the right stakeholders during the planning process. Their inputs and perspectives are crucial in shaping the organization's activities and strategies.
- 3. Reflect stakeholder and beneficiary perspectives:** The workshop emphasized the need to incorporate the viewpoints and interests of stakeholders and beneficiaries in the implementation plans. This ensures that the plans are responsive and considerate of their needs.
- 4. Flexibility in implementation plans:** SCC recognized that monitoring and evaluation systems play a vital role in adapting and adjusting implementation plans. The workshop aimed to create a framework that allows for flexibility and adjustments based on the feedback and insights gained through monitoring and evaluation processes.



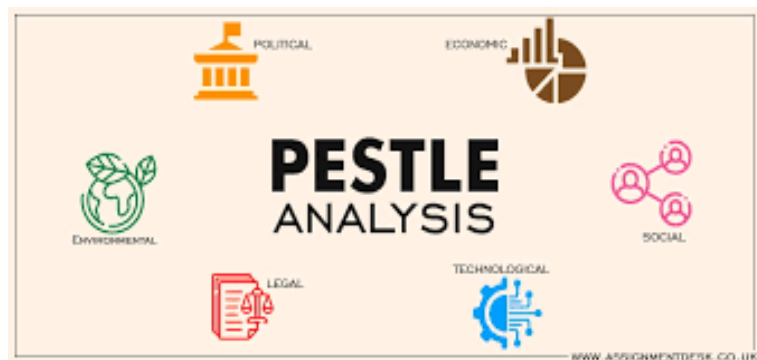
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- 5. Prioritize proper planning and resource allocation for projects:** SCC emphasized the importance of comprehensive planning and effective allocation of project resources. This ensures that projects are well-organized and have the necessary resources to achieve their objectives.

By focusing on these specific purposes, SCC aimed to enhance its overall organizational effectiveness, improve resource management, and ensure that its activities contribute to the achievement of its long-term goals. The strategic planning workshop served as a crucial step in aligning SCC's activities with its vision and mission, ultimately driving positive impact and sustainable development in the communities it serves.

9.6.1 PESTLE ANALYSIS

The participants of the workshop fostered radical crucial tips for the pestle analyses, and they recommended the following points:



9.6.2 Political Environment

The political environment in Somalia is complex and characterized by a combination of clan-based dynamics, regional power struggles, and efforts to build a functioning federal system. Here are some key aspects of the Somali political landscape:

- 1. Federal Government Structure:** Somalia operates under the federal system, where power is divided between the federal government and regional states. The federal government consists of executive, legislative, and judicial branches, with a president as the head of state. The country is divided into federal member states, each with its own regional government and president.
- 2. Clan-Based Politics:** Clan affiliations play a significant role in Somali politics. Somalia's society is organized along clan lines, and political allegiances often align with specific clans or sub-clans. Clan dynamics influence political decision-making, power-sharing agreements, and the distribution of resources. Clan-based politics can both facilitate and hinder political stability and inclusivity.
- 3. Power-sharing and Political Bargaining:** Somali politics often involve power-sharing arrangements and negotiations among various political actors. These negotiations aim to balance clan interests, regional aspirations, and political representation. Political

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bargaining and consensus-building are essential for maintaining stability and avoiding conflicts.

4. **Regional Dynamics:** Somalia's regional states, including Puntland, Jubbaland, Galmudug, Hir-Shabelle, Southwest, and Somaliland, have varying degrees of autonomy and political influence. These regions have their political structures, security forces, and local administrations. Managing relations between the federal government and regional states is an ongoing challenge, with disputes arising over resource allocation, power-sharing, and constitutional interpretations.
5. **Security Concerns:** Ensuring security and countering the influence of armed groups, particularly Al-Shabaab, is the top priority for the Somali government and international partners. Security forces, including the Somali National Army and AMISOM, have been engaged in military operations against militant groups. However, the security situation remains fragile in many parts of the country, with ongoing attacks and insurgent activities posing significant challenges.
6. **International Engagement:** The international community has been actively involved in supporting Somalia's political development, security, and governance. The United Nations, African Union, and regional organizations have facilitated peace talks, provided financial aid, and supported capacity-building initiatives. International partners also play a role in mediating political disputes and promoting dialogue among Somali political actors.

It's important to note that the Somali political environment is dynamic, and the balance of power and political dynamics can shift over time. Ongoing efforts are being made to strengthen political institutions, promote reconciliation, and foster inclusive governance to address the country's challenges and build a stable political environment.

The collapse of state institutions in Somalia has resulted in the emergence, demise, and resurgence of numerous political parties, clan-affiliated militias, loose alliances, and other internal actors over the past two decades. The sheer number of these actors, whether driven by clear political objectives or not, has made the peace process in Somalia exceptionally challenging. Addressing urgent issues necessitates the Somali political landscape to focus on crucial matters such as implementing an enforceable ceasefire, disarmament of various clans, establishing political institutions in preparation for elections, engaging in substantial discussions about the desired type of government outlined in Vision 2016, and undertaking constitutional reforms through parliamentary members.

However, the Somali government faces potential obstacles beyond the mere relocation of institutions. These obstacles include securing domestic sources of revenue to operationalize government institutions and financial systems, effectively executing governance activities with an excessively large Cabinet, establishing independence and dispelling claims of being a proxy for Addis Ababa, and negotiating with autonomous regions such as the Southwest State



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of Somalia, Puntland, the Jubaland Administration (JVA), and the independent region of Somaliland.

During workshops and discussions, participants highlighted several issues that need attention:

- Inadequate management and operational capacity of Somali institutions in various thematic areas under the Somali Compact for the Consolidation of Peace (SCC).
- Numerous political interventions and conflicts of interest between different parties hinder the progress of the political process.
- Insecurity in work environments, which poses significant risks and challenges to effective governance and implementation of policies.
- Weak or poorly developed political agendas within the government, which can hamper the formulation and implementation of effective policies and strategies.
- Recurring conflicts among government institutions, leading to inefficiencies and a lack of coordination in decision-making and implementation.

Addressing these challenges requires concerted efforts to build institutional capacity, foster political dialogue and reconciliation, enhance security and the rule of law, and promote socio-economic development. The Somali government must engage in inclusive and participatory processes that prioritize the interests and aspirations of the Somali people while also working towards building trust and cooperation among various political actors and stakeholders.

9.6.3 Economic Environment

The economic environment in Somalia faces numerous challenges, but it also presents some opportunities for growth and development. Here are key aspects of the Somali economic landscape:

1. **Informal Economy:** Somalia's economy is predominantly characterized by an informal sector, which includes activities such as trade, livestock production, and remittances. Due to the absence of a strong formal economy, informal businesses play a significant role in providing livelihoods and contributing to economic activity.
2. **Agriculture and Livestock:** Agriculture and livestock are vital sectors of Somalia's economy. The country has a large pastoralist population, and livestock (such as camels, cattle, and goats) is a crucial source of income and export. Agriculture, including crop production and fishing, also contributes to livelihoods and food security, although it is susceptible to environmental challenges like droughts.
3. **Remittances:** Remittances from the Somali diaspora are a lifeline for many households in Somalia. Money sent by Somalis living abroad plays a crucial role in supporting



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families, financing businesses, and driving consumption. Remittances contribute significantly to the country's economy and are a stable source of foreign exchange.

4. **Financial System:** Somalia has a fragmented financial system, with a mix of formal and informal financial institutions. The Somali shilling (SOS) is the predominant currency used, alongside other currencies such as the US dollar and Kenyan shilling. Mobile money services have gained popularity and are widely used for financial transactions.
5. **Infrastructure and Investment:** Infrastructure development remains a significant challenge in Somalia. Years of conflict and instability have left the country with inadequate road networks, limited access to electricity and water resources, and insufficient telecommunications infrastructure. However, there are emerging investment opportunities in sectors such as telecommunications, energy, and transportation, attracting interest from domestic and foreign investors.
6. **Humanitarian and Development Assistance:** Somalia receives significant humanitarian and development assistance from international organizations and donor countries. This aid plays a crucial role in addressing immediate humanitarian needs, supporting basic services, and helping to build long-term resilience and development capacities.
7. **Economic Governance and Institutions:** Strengthening economic governance and institutions is a critical priority for Somalia. Addressing corruption, improving regulatory frameworks, and fostering transparency are essential for attracting investment, promoting business growth, and ensuring inclusive economic development.

It's important to note that the Somali economic environment is complex, and the challenges facing the country require comprehensive and sustainable solutions. Efforts to develop infrastructure, diversify the economy, improve governance, and enhance human capital are ongoing, intending to foster economic stability and reduce poverty in the long term.

Struggling with political instability and recurring famines, Somalia finds itself in a vulnerable position. The absence of robust institutions and effective policies hampers meaningful economic progress, resulting in a large portion of the population living in dire poverty. The agricultural sector holds utmost significance, with livestock contributing around 40 percent of the country's total domestic output and over half of its meager export earnings.

A significant portion of the population remains excluded from formal trade and banking systems, while private investment opportunities remain scarce. However, the Somali diaspora's remittances continue to play a crucial role as a source of foreign exchange and economic support for most Somalis. These financial inflows assist households in combating poverty and meeting their basic needs.

Challenges persist within the Somali economic landscape, including:



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- Insufficient infrastructure development hindering trade and economic activities.
- High inflation rates, particularly in food prices, lead to an imbalance between the value of the currency and the cost of essential goods.
- Government taxation policies that impose burdensome taxes on food and non-food items, further straining the already impoverished population.
- Reliance on foreign workers, which can affect job opportunities and limit the circulation of wealth within the local economy.
- General instability within the country, characterized by ongoing conflicts, political unrest, and violence, creating an unfavorable environment for businesses and economic growth.
- Security concerns, including roadblocks, car bombs, suicide attacks, and sporadic military actions, leading to disruptions in business activities and hindering economic development.

Addressing these challenges requires comprehensive efforts to establish political stability, improve infrastructure, implement sound economic policies, and enhance security. It is imperative to prioritize initiatives that promote inclusive economic growth, stimulate private investment, diversify the economy beyond agriculture, and provide opportunities for job creation. By fostering a stable and conducive economic environment, Somalia can work towards reducing poverty, improving living standards, and achieving sustainable development.

9.6.4 Social Environment

The social environment in Somalia is shaped by various factors, including cultural traditions, clan dynamics, religious practices, and the impact of prolonged conflict. Here are some key aspects of the Somali social landscape:

- **Cultural Diversity:** Somalia is a culturally non-diverse country. Somali culture is rich and deeply rooted, with various traditions and customs across regions and communities. Social norms, practices, and values often revolve around hospitality, communal solidarity, and respect for elders.
- **Clan and Kinship Structures:** Clan affiliations play a central role in Somali society, influencing social relations, political dynamics, and resource allocation. Clans provide a sense of identity, protection, and support networks. Clan elders hold significant influence and are often involved in conflict resolution and decision-making processes.
- **Islam and Religious Practices:** Most Somalis are followers of Sunni Islam, which significantly influences social life and governance. Islamic values and practices shape



various aspects of Somali society, including family life, education, and legal systems. Mosques and Islamic schools are important social and educational institutions.

- **Gender Roles and Women's Empowerment:** Traditional gender roles in Somalia often assign distinct responsibilities to men and women. While women make important contributions to society, they often face challenges related to limited access to education, healthcare, economic opportunities, and decision-making positions. Efforts to promote gender equality and women's empowerment have gained traction, but progress is gradual.
- **Education and Literacy:** Somalia faces significant challenges in the education sector, including limited access to quality education, high illiteracy rates, and inadequate infrastructure. Conflict and insecurity have disrupted schooling, and many children, particularly in rural areas, are unable to attend school. However, efforts are being made to improve access to education and enhance literacy rates.
- **Displacement and Refugees:** Somalia has experienced significant internal displacement and refugee outflows due to conflict, droughts, and other humanitarian crises. Displaced populations often face challenges related to access to basic services, housing, and livelihood opportunities. The presence of refugee camps and the return and reintegration of internally displaced persons pose ongoing social and economic challenges.
- **Youth and Employment:** Somalia has a sizable youth population, and youth unemployment rates are high. Creating employment opportunities, vocational training programs, and entrepreneurship support are crucial for harnessing the potential of the youth and reducing social and economic vulnerabilities.

Efforts are ongoing to address the social challenges faced in Somalia, including promoting social cohesion, strengthening social institutions, improving access to essential services, and fostering inclusive development. Community engagement, social reconciliation, and investments in social infrastructure and services are vital for building a more resilient and cohesive Somali society.

Somali society has been deeply affected by a massive displacement crisis caused by prolonged civil war and conflict. This has resulted in the displacement of millions of people who have sought refuge in distant locations far away from their homeland. As a consequence, there are now tens of thousands of Somali refugees residing in various countries across Europe, the Middle East, the USA, and Canada.

The Somali population has endured the traumatic experiences of war and being uprooted from their homes. They now face the immense challenges of adapting to life in a post-modern society, which can be a significant adjustment given the cultural, linguistic, and socioeconomic differences they encounter.

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Currently, Somali people have indicators 4.5 to measure their political system of government. Therefore, Somali society faces a range of pressing issues both within the country and among its diaspora communities:

- **High influx of internally displaced persons (IDPs) and refugees:** The ongoing conflict and humanitarian crises have led to a continuous flow of IDPs and refugees seeking safety and assistance.
- **Societal incapacitation:** The protracted conflict and displacement have severely weakened the social fabric of Somali society, resulting in fractured communities and weakened social cohesion.
- **Limited access to education:** A significant portion of the population, particularly those affected by displacement, face obstacles in accessing quality education and acquiring the necessary skills for personal and economic development.
- **Collapse of social services:** The prolonged conflict and displacement have strained the provision of essential social services, such as healthcare, clean water, and sanitation, leading to a collapse of these vital systems.
- **Inadequate health institutions:** The healthcare infrastructure in Somalia has been severely impacted by the conflict, resulting in limited access to quality healthcare services for the population.
- **Collapse of traditional and cultural systems:** The upheaval caused by war and displacement has disrupted traditional and cultural systems, eroding the social structures and practices that have long provided stability and cohesion within Somali society.

Addressing these challenges requires concerted efforts from the Somali government, international organizations, and the global community. It involves providing humanitarian aid, rebuilding infrastructure, strengthening social services, promoting education and healthcare access, and supporting the revival and preservation of traditional and cultural systems. By addressing these issues, there is hope for the Somali people to rebuild their lives, find stability, and foster a sense of belonging and identity in the face of immense adversity.



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9.6.5 Technological Environment

The technological environment in Somalia has seen significant development and transformation in recent years, although it still faces various challenges. Here are some key aspects of the Somali technological environment:

- 1. Telecommunications and Mobile Technology:** Somalia has witnessed remarkable growth in telecommunications, particularly mobile technology. Mobile networks cover a significant portion of the country, enabling widespread access to communication services. Mobile money services, such as the popular platform "Hawala," have revolutionized financial transactions, providing opportunities for financial inclusion and economic development.
- 2. Internet Connectivity:** Internet connectivity has expanded in Somalia, with the increasing availability of mobile internet and the establishment of fiber-optic networks. This has improved access to information and facilitated communication, e-commerce, and online services. However, internet penetration rates and access to reliable and affordable internet services remain relatively low, particularly in rural areas.
- 3. E-Government Initiatives:** The Somali government, in collaboration with international partners, has initiated e-government projects aiming to improve public service delivery and governance. These initiatives include the digitization of government services, electronic payment systems, and the establishment of online platforms for citizen engagement and information dissemination. However, implementing e-government initiatives faces challenges due to limited infrastructure, low digital literacy, and inadequate resources.
- 4. Start-up Culture and Innovation:** Somalia has witnessed the emergence of a vibrant start-up culture, with young entrepreneurs leveraging technology to address local challenges. Tech hubs and incubators have been established in major cities like Mogadishu, fostering innovation and providing support for tech start-ups. These initiatives focus on sectors such as e-commerce, fintech, health tech, and Agri-tech.
- 5. Cybersecurity:** Somalia, like many other countries, faces cybersecurity threats such as hacking, data breaches, and online scams. The absence of comprehensive cybersecurity regulations, limited awareness, and inadequate technical expertise poses challenges in effectively addressing these threats. Efforts are being made to enhance cybersecurity measures and strengthen the legal framework to protect individuals, businesses, and critical infrastructure.
- 6. Access to Electricity and Infrastructure:** Limited access to reliable electricity remains a significant challenge for technological development in Somalia. Power outages and inadequate infrastructure hinder the establishment of data centers, reliable internet



connectivity, and the operation of technology-driven businesses. Efforts are underway to expand electricity access and improve infrastructure to support technological advancements.

- 7. Digital Divide:** There is a significant digital divide in Somalia, with disparities in access to technology, internet connectivity, and digital literacy between urban and rural areas, as well as among different socio-economic groups. Bridging this divide requires investment in infrastructure, digital skills training, and initiatives to promote digital inclusion, particularly for marginalized communities.

While the technological environment in Somalia has shown significant progress, challenges and opportunities for further growth remain. Addressing these challenges and maximizing the potential of the technological environment in Somalia will require concerted efforts from the government, private sector, and international partners. It involves investing in infrastructure development, promoting digital literacy, fostering entrepreneurship and innovation, strengthening cybersecurity measures, and ensuring equitable access to technology and internet connectivity across the country.

9.6.6 Legal Environment

The legal environment in Somalia has been significantly shaped by the country's complex history, political turmoil, and ongoing challenges. Due to the collapse of the central government in 1991, Somalia has experienced a fragmented legal system with multiple sources of law operating concurrently.

- 1. Traditional and Customary Law:** Traditional and customary law plays a prominent role in Somali society. It is based on long-standing cultural practices, norms, and religious influences, particularly Islamic law (Sharia). Customary law varies among different clans and communities, and its application differs across regions.
- 2. Transitional Federal Charter and Constitution:** In 2004, Somalia adopted the Transitional Federal Charter, which served as an interim constitution until a permanent one could be established. In 2012, a new federal constitution was ratified, outlining the structure of the federal government, the division of powers, and fundamental rights. However, the implementation of the constitution remains a challenge due to ongoing political instability.
- 3. Federal System and State-Level Laws:** Somalia operates under the federal system, with the central government and regional states having devolved powers. Each state has its legal framework and may enact laws within its jurisdiction, including legislation on governance, administration, and local issues.
- 4. Islamic Law (Sharia):** Islamic law, derived from the Quran and the teachings of the Prophet Muhammad, is an essential component of the legal system in Somalia. Sharia influences various aspects of personal status, family matters, and inheritance.



However, the interpretation and application of Sharia can vary among different regions and communities.

- 5. International Law:** Somalia is a member of the United Nations and has ratified several international treaties and conventions. These include human rights instruments, such as the Universal Declaration of Human Rights, which provide a framework for promoting and protecting fundamental rights within the country.

Efforts are being made to strengthen the legal framework in Somalia. These include initiatives to build capable and independent judiciary systems, enhance legal education and training, promote the rule of law, and harmonize and codify laws to ensure consistency and coherence within the legal system.

The absence of women in the justice sector has significant consequences for survivors who wish to report cases or seek prosecution in Somalia. A direct correlation can be observed between the presence of women in senior positions within the Criminal Investigation Department (CID) of the police and the Attorney General's office and an increase in the reporting, investigation, prosecution, and conviction of perpetrators. To address this issue, the following key areas require attention:

- Judiciary institutions should prioritize the provision of legal aid to ensure that survivors have access to legal representation and support throughout the legal process.
- Efforts should be made to develop adequate legal instruments and enhance the expertise of legal professionals to effectively address the unique challenges faced by survivors and ensure fair and just legal proceedings.
- The lack of a robust judiciary and law enforcement body poses a significant obstacle, hindering the effective delivery of justice and protection for survivors. Measures should be taken to strengthen these institutions and improve their capacity to handle cases related to gender-based violence and other forms of abuse.
- The protection issues faced by Internally Displaced Persons (IDPs) and the impoverished hosting communities are often overlooked. It is crucial to address their specific needs and vulnerabilities, ensuring their access to justice and protection.
- Customary or Xeer law, administered by clan elders, remains prevalent throughout Somalia. Efforts should be made to harmonize customary practices with formal legal systems, ensuring that the rights and protection of survivors are upheld.
- Access to protection within the community is often determined by factors such as clan affiliation, gender, socio-economic status, and geographic location. Efforts should be made to ensure equal access to protection and justice for all, irrespective of these factors.



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- Special attention should be given to addressing the unique challenges faced by children in conflict with the law and child victims, ensuring their rights are protected, and appropriate measures are taken for their well-being and rehabilitation.
- Efforts should be made to address the specific needs of women who are both victims and perpetrators, providing support and rehabilitation programs tailored to their circumstances.
- Persons who have HIV/AIDS require specialized attention within the justice system, ensuring their rights are protected and their unique needs are addressed.
- The justice system should also consider the rights and protection of mentally ill persons, providing appropriate care and support while ensuring their fair treatment within the legal framework.
- Adequate protection measures should be in place for refugees, Internally Displaced Persons (IDPs), and foreign nationals, ensuring their access to justice and protection within the host country.

Addressing these key areas will require comprehensive efforts, including legislative reforms, capacity building of justice sector institutions, awareness campaigns, and collaboration with civil society organizations and international partners. By promoting gender equality, strengthening the justice system, and ensuring access to justice for all, Somalia can take significant steps towards protecting survivors and ensuring accountability for perpetrators of violence.

9.6.7 Environmental

Somalia is one of the poorest and least developed countries in the world and, as such, presents unique challenges in terms of natural resource management. As a result of more than 35 years of civil unrest, Somalia's governance structures have fallen apart, and militias control different parts of the country. In addition, the regions of Somaliland and Puntland have unilaterally declared autonomy.

Land degradation is a key environmental issue in Somalia, closely linked to desertification, drought, and unsustainable livestock and agricultural practices. Other environmental concerns include food insecurity and livelihoods, possible hazardous waste, lack of marine and coastal management, and the mitigation and management of natural disasters.

- i. Environmental problems have been faced in Somalia, particularly in south and central Somalia, for the past seventeen years.
- ii. Many business groups export valuable country heritage resources, such as mango trees, female animals, charcoal, and wild animals.
- iii. Many foreign ships are polluting Somali water, pouring chemical wastage and other



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dangerous waste from the ships.

- iv. Many Somali vendors scatter carelessly used plastic bags into public locations, resulting in environmental dilapidation.

9.6.8 Networking and Affiliated Partners in Intervention

SCC has partnered with local, international, and UN Agencies as follows:

1. UNICEF -Somalia
2. World Health Organization (WHO)
3. UNFPA Somalia
4. Human Relief Foundation (HRF)
5. UNOCHA Somalia
6. Norwegian Refugee Commission (NRC)
7. ICRC Somalia
8. UN HABITAT Somalia
9. SFG Line ministries
10. Banadir Regional Administration (BRA)
11. Hirshabelle State
12. South-West Regional State
13. Galmudug Regional State
14. South Central Aids Commission (SCAC)
15. Peace & Human Rights Network (PHRN)
16. SOCENSA
17. Education Cluster
18. Health Cluster
19. Protection Cluster
20. WASH Cluster
21. Food Security & Livelihood Cluster
22. Shelter/NFI Cluster



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- 23. Inter-Cluster Working Group (ICWG)
- 24. Education Sector Coordination (ESC)
- 25. PSEA network
- 26. Sanitation Water for All (SWA)
- 27. Fightfoodcrises network

9.6.9 Accountability Affected Populations

SCC is committed to upholding AAP to all its stakeholders, including the beneficiaries, supporters, and the wider society. The organization places great importance on ensuring transparency and responsible financial management. SCC aims to be accountable to its donors, ensuring that funds and resources are utilized effectively and efficiently to maximize the impact of its programs and projects.

Financial accountability is a core principle for SCC. The organization maintains high transparency in its financial practices, ensuring that all financial transactions and decisions follow established guidelines and regulations. SCC strives to provide accurate and timely financial reports to its donors, demonstrating how their contributions are utilized to bring about positive change in the communities served.

In addition to being financially accountable to donors, SCC recognizes the significance of being accountable to the communities where it operates. The organization actively engages with the local communities, seeking their input, feedback, and involvement in decision-making processes. SCC values the trust and support it receives from these communities and aims to ensure their needs and priorities are considered when planning and implementing programs.

By maintaining accountability, SCC seeks to build and strengthen stakeholder relationships. This accountability extends beyond financial matters and encompasses the organization's commitment to delivering high-quality and impactful services. SCC continuously evaluates its programs, seeking feedback from beneficiaries and making necessary adjustments to improve the effectiveness of its interventions.



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SCC's dedication to accountability reflects its commitment to responsible and ethical practices. By being transparent, responsive, and accountable to all stakeholders, SCC strives to foster trust, maximize the positive impact of its work, and effectively contribute to the betterment of the communities it serves.

9.6.10 Gender Mainstreaming

In any humanitarian crisis, the impact is felt by all genders at the community and household levels. The effects of such crises are not limited to a particular gender but have far-reaching consequences that affect men, women, and gender-diverse individuals. Recognizing this, it becomes evident that gender equality is a critical factor for societal progress. Achieving gender equality requires the active participation and commitment of all individuals, regardless of gender, to ensure that everyone benefits from humanitarian assistance.



During times of crisis, it is crucial to strike a balance in providing humanitarian aid and support. This balance entails considering individuals' unique needs, vulnerabilities, and capacities across different genders. It involves addressing the specific challenges faced by women, men, and gender-diverse individuals and working towards creating an equitable and inclusive response.

Gender equality is not only essential for promoting social justice but also for fostering sustainable development. When all genders are given equal opportunities and resources, societies can tap into the full potential of their human capital. By empowering women and addressing gender disparities, societies can benefit from all individuals' diverse perspectives, skills, and contributions.

To achieve this balance and promote gender equality in humanitarian assistance, it is necessary to adopt a gender-responsive approach. This approach involves analyzing and addressing the different needs and priorities of women, men, and gender-diverse individuals and integrating these considerations into all stages of emergency response and recovery efforts.

It is important for humanitarian organizations, governments, community leaders, and



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individuals to actively engage in promoting gender equality and challenging harmful gender norms and stereotypes. This requires creating an environment where women and men have equal access to resources, decision-making power, education, healthcare, and economic opportunities.

By recognizing the importance of gender equality and actively working towards it, communities can build resilience, promote social cohesion, and ensure that everyone, regardless of gender, can fully participate and benefit from humanitarian assistance and development initiatives. It is through collective efforts and a commitment to gender equality that societies can create a more just, inclusive, and sustainable future for all.

9.6.11 Strategic Focus includes

- i. To establish/rehabilitate primary and secondary schools in the targeted areas of Galgadud, Middle/Lower Shabelle, and Banadir regions.
- ii. To strengthen the capacity of traditional local leaders, women, and youth groups in leadership and management skills, advocacy, and conflict management mechanisms through training in workshops and Seminars.
- iii. To improve community mobilization strategies by organizing workshops, posters, pamphlets, radio debates, and surveys targeting community risk groups.
- iv. To respond to the humanitarian crisis within Somalia through education and food security.
- v. To improve environmental protection through raising awareness, conducting research, and conducting training workshops.
- vi. To advocate better and preserve human rights standards in Somalia, especially for women and children.
- vii. To develop a new strategy for donor attractions by establishing fundraising strategies to get more projects.

To achieve self-explanatory development activities, the SCC board of directors and management team will strictly use the following core strategies in the implementation of the various projects and activities.

- i. To refer to sphere guidelines and humanitarian acts in all interventions.
- ii. To cooperate with national and international donors and benevolent individuals willing to intervene and make changes in the dire situation at the local community level.
- iii. To assist local people in formulating their own needs to a viable standard, assuring the sustainability of the project.



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- iv. To avoid confusion and adhere to the SCC principles, policies, and procedures.
- v. To give appropriate attention, priority, and respect to local traditions, customs, and beliefs to avoid tension and confrontations in the project-targeted areas.
- vi. To exercise internal democracy, a code of conduct, principles, and constructive and positive criticism from stakeholders and the community.
- vii. To consider collaborative means and decision-making with community stakeholders for the project's sustainability.

10 AREAS OF INTERVENTION:

During the strategic planning workshop, the participants engaged in discussions about the organization's areas of operation over the next three years. These areas include:



10.1.1 Education Program

In Somalia, illiteracy levels are high, and primary school enrolment is estimated at 13%. Many children in the urban and rural areas have no access to attend basic education.

Education in Somalia refers to the academic system within Somalia. The Ministry of Education and Higher Education of Federal Somalia is officially responsible for education in Somalia, with about 15% of the nation's budget allocated to academic instruction. The autonomous Puntland and Somaliland, Galmudug, Southwest, and Jubbaland maintain their own Ministries of Education. In the coming three years, SCC is planning the following activities:

10.1.1.1 Early Childhood Development (ECD)

SCC will focus on Early Childhood Development (ECD), as with primary education and non-formal education programs, falls within the category of basic education and entails the essential skills of literacy and numeracy upon which further learning is built. Qur'anic education also forms a component of ECD. SCC will offer children in the 0-5 age bracket, focusing on stimulating and developing the toddler's cognitive, affective, and psycho-motor skills and holistic development. It also prepares children for school and facilitates the transition from home to primary school.



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10.1.1.2 Primary Education Program (PEP)

SCC is also focusing Primary education and features nine subjects: Arabic, Islamic studies, Somali, mathematics, science (health, environmental education, and agriculture), social studies (including

History, geography, and civics), English, physical education, and arts and crafts. Lower and upper primary students will be taught for 36 and 42 lesson periods, each lasting 35 and 40 minutes, respectively, per week. The language of instruction will be English and Somali in subjects other than Arabic and Islam; English is taught as a subject from Grades 2 to 8.

10.1.1.3 Technical/Vocational education and training (TVET)

SCC's programs include Technical/Vocational education and training (TVET) at both the post-primary and post-secondary levels. The objectives of technical/vocational instruction and training at both the post-primary and post-secondary levels will be to provide training opportunities for school dropouts to enable them to be productive citizens and self-supporting, to provide technical/vocational education and training relevant to the industrial, commercial and economic needs of Somalia, and to reduce disparities through increased training opportunities for the handicapped and learners from disadvantaged communities, as well as women.

10.1.2 Non-formal education (NFE) program

Non-formal education (NFE) programs are also one of the major components offered by the youth IDPs and poor hosting communities. Somalia is non-formal education (NFE), which refers to a broad set of learning opportunities that are offered to out-of-school children, youth, and adults. These include vocational skills training, adult literacy, community health education, and agricultural extension activities.

10.1.3 Emergency in Education Program

SCC will focus education on emergencies; education saves lives and is a major component of strategies for child protection. Out-of-school children are at greater risk of violence, rape, and recruitment into fighting, prostitution, and other life-threatening, often criminal, activities. SCC will plan to work emergency education in these settings and can also provide children with life-saving information, including self-protection from sexual abuse, landmine awareness, hand-washing, and other survival skills necessary in the specific context. Importantly, providing education in emergencies sustains progress already made by school-going children and maintains investments made by children, parents, and communities, reducing the impact of interruptions caused by crisis.

10.1.4 WASH Program

Access to safe water, adequate sanitation, and proper hygiene education can reduce illness



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and death and impact reduction and socioeconomic development. Poor sanitation contributes to approximately 700,000 child deaths every year due to diarrheal, and chronic diarrheal can have a negative effect on child development (both physical and cognitive). In addition, lack of WASH facilities can prevent students from attending school, impose a burden on women, and diminish productivity.

In this regard, SCC will focus on WASH services for IDPs and poor hosting communities in rural and urban communities in south-central Somalia.

10.1.5 Awareness Raising

Various organizations regularly raise awareness of the importance of WASH on special days of the year, as it is easier to obtain media coverage on those days.

These commemoration events include World Water Day (22 March), Global Handwashing Day (15 October), World Toilet Day (26 November), etc.

10.1.6 WASH in schools

WASH in schools (WinS) significantly reduces hygiene-related diseases, increases student attendance, and contributes to dignity and gender equality. Despite increasing awareness of the benefits of WinS, almost half of all schools in low-income communities still lack access to water and sanitation facilities. WASH in Schools:

- Provides healthy, safe, and secure school environments that can protect children from health hazards, abuse, and exclusion.
- WinS helps ensure quality education because children who are healthy and well-nourished can fully participate in schooling. Quality education, in turn, leads to better health and nutrition outcomes, especially for girls.
- Encourages children's pride in their schools and communities by providing dignity and privacy. WinS enables children to become agents of change for improving water, sanitation, and hygiene practices in their families and communities.
- Invests in schoolchildren and the health of future generations. WinS helps children realize their full potential now and prepares them for healthy living as adults. Despite the significant benefits of WinS, more than half of all primary schools in Somalia do not have adequate water facilities and nearly two-thirds lack adequate sanitation. Even where facilities exist, they are often in poor condition.

Supervised daily group handwashing in schools can be an effective strategy for building hygiene habits, potentially leading to positive health and education outcomes for children. While the concept is relatively new, there are already examples of group hand washing being incorporated into large-scale programs.



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10.1.7 CLTS program

Open defecation is when people go out in fields, forests, open bodies of water, or other open spaces rather than using a toilet. It is incredibly dangerous, as contact with human waste can cause diseases such as cholera, typhoid, hepatitis, polio, diarrhea, worm infestation, and undernutrition. Every day, over 800 children under five die from diarrhea-related diseases.

10.1.8 Improving Water Systems

Improving families' access to safe, sustainable, and affordable drinking water at reasonable distances from their homes is a key part of UNICEF's efforts. Increasing equitable access to drinking water UNICEF works on developing market and team of professional low-cost drillers that can provide safe water to poor and marginalized communities. An important task is to find the best and safest source for the water point.

Groundwater is increasingly used for water supply, is often relatively easy to access, and is less likely to become contaminated than surface water.

Using safe drinking water is the best way to address contamination of drinking water by preventing it from happening in the first place. Water safety planning is an approach that helps communities and service providers understand and manage contamination risks, and it is increasingly being applied to new and rehabilitated water points. Water safety planning also helps to identify the necessary control measures communities can take to protect their water from becoming contaminated from such things as poorly constructed or located toilets. Well-constructed toilets help prevent the contamination of water supplies. Regular handwashing after defecation and before handling water minimizes the risk that dirty hands contaminate water used in the home. For these reasons, UNICEF stresses sanitation and hygiene promotion as an important line of defense for protecting drinking water from fecal contamination.

10.1.9 Protection Program

Child protection services are dedicated to protecting children and young people who have been harmed or are at risk of harm. It is immaterial how harm to a child or young person is caused. What is important, in terms of whether a child needs protection, is whether a child or young person: when the Child:

- Has suffered significant harm, is suffering significant harm, or is at risk of suffering significant harm.
- Does not have a parent or carer able and willing to protect the child from harm.
- Investigate concerns that a child or young person has been harmed or is at risk of significant harm.
- Provide ongoing services to children and young people who are experiencing or are at



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risk of experiencing significant harm.

There are numerous causes of harm to children and young people. These can have a detrimental effect on a child or young person's physical or emotional health, development, and well-being.

When the child's parents are unable or unwilling to protect them, child protection services may be needed. Protecting children at risk of harm requires immediate and serious attention.

10.1.10 Protection/GBV Program

Violence against women and girls is one of the most prevalent human rights violations in Somalia. It knows no social, economic, or national boundaries. In Somalia, an estimated one in three women will experience physical or sexual abuse in her lifetime.

Gender-based violence undermines the health, dignity, security, and autonomy of its victims, yet it remains shrouded in a culture of silence. Victims of violence can suffer sexual and reproductive health consequences, including forced and unwanted pregnancies, unsafe abortions, traumatic fistula, sexually transmitted infections, including HIV, and even death.

Effective protection of children relies on concerned community members reporting their concerns. This needs to occur in a timely way to prevent concerns from becoming more serious.

10.1.11 CCCM

SCC is the Kaxda district champion that closely works with partners, local authorities, and the IDP community in the district and coordinates bi-weekly meetings among the three mentioned stakeholders. The meeting will be attended by local authorities of the Garasballey and Kaxda districts, organizations that have a presence in both settlements and IDP community leaders. The meeting discussed the achievements, challenges, and gaps in IDPs. This is where information about IDPs comes out.

During this year, 2023, SCC implemented ten projects, including 4 CCCM projects and 2 FLR projects: 2 CCCM projects with IOM, Two CCCM projects with SHF, and 2 FLR Projects with IOM, all in Kaxda District, Banadir Region. The project titles and duration can be seen below:

- **CCCM:** Ensure CCCM basic service provision to drought-affected vulnerable IDPs in Kaxda settlements of Banadir Region, Somalia. Supported by SHF. Project duration June 1st, 2022 – February 28th, 2023.
- **CCCM:** improving community life-saving through camp coordination and camp management in the Kaxda district of Banadir Region of Somalia, Supported by SHF. Project duration: 15th Nov 2022 to 14th August 2023.
- **CCCM:** Provision of Essential Camp Coordination and Camp Management Services to



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Ensure Basic Service Provision for the Drought-Affected Sites Residents in Kaxda District. Supported by IOM and WORLD BANK. From October 2022 to October 2023.

- **CCCM:** Strengthening the Provision of Lifesaving CCCM Activities for IDPs in Kaxda District through Multispectral Coordination in Catchment Area-Level Operations with IOM from December 1st, 2023, to March 2024.
- **FLR:** First Line Response Project with IOM from March 1 to August 2023
- **FLR:** First Line Response Project with IOM from October 1st 2023, to March 2024

In 124 locations and communities, SCC has been enhancing the living conditions of internally displaced people (IDPs), guaranteeing fair access to services, and providing aid to anybody in need in the Kaxda and Dayniile District of Mogadishu.

Our Camp Coordination and Camp Management (CCCM) projects aim to ensure equitable access to assistance, protection, and services for persons living in displacement sites. The projects focus on improving the living conditions of people during displacement while seeking and advocating for durable solutions to end camp life and organizing the closure and phase-out of camps.

The main activities include ensuring that IDPs have uninterrupted access to basic services through continuous coordination with relevant stakeholders and the monitoring of the quality of services. Other activities focused on site development and expansion include leveling of ground and site preparation to mitigate the risk of flooding during the rainy season, creating community spaces, and maintenance of existing sites. Leadership structures, representing all segments of population (men, women, youth, elderly, disabled and other vulnerable people) in IDPs sites are strengthened through trainings on CCCM concepts and best practices and better involvement in decision making regarding site management and development.

- **10484** HH registered by SCC received a cash grant. SCC has worked with the Norwegian Refugee Council (NRC) for Scope registration; after Scope registration, the beneficiaries receive a monthly cash grant of 135/165 Dollars for each month. In addition to that, the same beneficiaries registered were receiving WASH/NFI provided by IOM.
- **SCC provided 375 cell phones** with sim cards to vulnerable households who cannot avoid buying phones; these help the same household register in BRAVE biometric, not leaving behind.
- **401** Direct Community Awareness sessions in 341 sites have been conducted. There, 9186 members attended the sessions
- **255** Outreach Community Awareness sessions in 304 sites have been conducted; there 697140 members reached



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- **75 IDP** camps received CCCM activities
- **198** people were recruited, provided with tools, and engaged in the Cash for Work program targeting garbage collection and camp rehabilitation.
- SCC procured sanitation and PPE tool kits (Pickax, Fork, Spade, digging bar, Bucket, Wheelbarrow, Helmet, Durable Work Gloves, Wellington Boots, Face masks, and Dust Coat) for **80** unskilled cash for work garbage collectors to improve camp hygiene
- Multipurpose Community Centers were constructed and furnished
- **150 fire wardens** from the IDP community were trained on fire prevention as a strategy to curb rampant break of fires at the IDP camps
- **525 camp management committee members (CMCs)**, composed of elders, youth, and women from the target 75 IDP sites, were selected and trained in camp management.
- Information Materials with key messages were printed and posted at strategic public places within the camps
- 500 GDLITE Solar Home Lighting Systems were procured and distributed to IDP settlements. **3000** individuals benefitted from this to improve safety within IDP camps.
- **SCC established 75 complaint feedback mechanisms (CFMs) boxes** at 75 IDP site levels. Overall Affected Persons
- Monthly coordination meetings for the partners and local community in Kaxda district.
- Training workshop for partners and local authorities.
- Conducting service mapping Exercises in Kaxda district.
- SCC conducted Mainstreaming of GBV and PSEA prevention components training for the staff.
- CCCM field monitors Trained on CCCM activities to perform in the camps.
- SCC established Hotline numbers for Complaints Feedback Mechanisms that were shared in the IDP camps, and Complaint feedback mechanisms are functional.

10.1.12 Conflict resolution and peace building

Since 2003, SCC has been actively supporting communities in Somalia to achieve long-term peace. Our efforts have been concentrated on strengthening regional organizations and institutions, as well as transforming local conflicts into community-led peacebuilding initiatives. Working closely with our Somali partners, we have made significant contributions to multi-level reconciliation processes, laying a solid foundation for broader state-building



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and stabilization endeavors.

Over the years, SCC has cultivated strategic collaborations with a select group of esteemed and relevant partners. We have placed great emphasis on fostering relationships built on trust, recognizing the unique strengths and capabilities of each partner. By leveraging these diverse strengths, we can have a more powerful impact on the ground. This approach holds immense significance in a context characterized by ongoing violence and deep-rooted mistrust.

The partnership model adopted by SCC involves co-designing and co-planning initiatives with varying degrees of implementation accompaniment. We prioritize capacity development through shared learning, acknowledging the needs and priorities of both our partner organizations and SCC. Traditional structures and cross-community peacebuilding platforms, comprising elders, religious leaders, women, youth, members of local government, civil society, and the business community, receive various forms of support from SCC.

By engaging and supporting these diverse stakeholders, SCC recognizes the importance of inclusive peacebuilding efforts. Elders and religious leaders bring their wisdom and guidance, women contribute unique perspectives and promote gender equality, youth provide energy and fresh ideas, local government officials offer governance expertise, civil society organizations bring grassroots insights, and the business community plays a role in fostering economic stability.

Through our collaborative approach, SCC aims to empower local communities to take ownership of peacebuilding processes. By strengthening their capacities and providing the necessary support, we foster sustainable peace and stability at both the community and regional levels. We understand that lasting peace requires the active involvement and collaboration of all segments of society, and we strive to create an enabling environment for their meaningful participation.

In summary, SCC's peacebuilding efforts in Somalia have focused on enhancing the capabilities of regional organizations and institutions while empowering communities to lead their own peacebuilding initiatives. Our partnerships with esteemed organizations are built on trust and recognition of individual strengths. We support traditional structures and cross-community platforms, ensuring diverse stakeholders have the necessary resources and assistance. By fostering inclusive and collaborative approaches, SCC contributes to the establishment of long-term peace and stability in Somalia.

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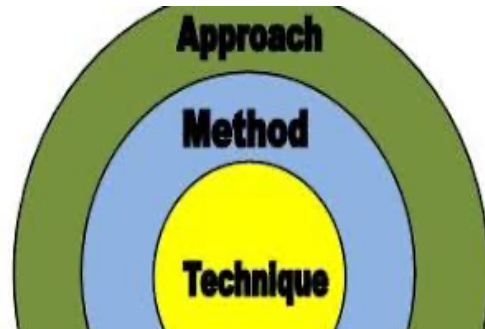
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10.1.13 Approaches, methods & Techniques

10.1.13.1 Sustained Dialogue Approach (SDA)

Through the Sustained Dialogue, relationships between various groups of women and youth have strengthened, and over time, these groups have gained a greater awareness of the issues that concern them and the larger community.

The implementation of the Sustained Dialogue approach has yielded significant outcomes in strengthening relationships among different groups of women and youth. Over time, these groups have experienced a notable transformation in their understanding of the issues that affect them individually and impact the broader community.



Through the process of Sustained Dialogue, women and youth have been provided with a platform to engage in open and honest conversations. This dialogue has enabled them to express their thoughts, concerns, and aspirations in a safe and inclusive environment. By actively listening to one another and sharing their diverse perspectives, these groups have fostered a deeper sense of empathy and understanding.

As the dialogue progresses, participants have gained a heightened awareness of the challenges and opportunities that exist within their communities. They have recognized the interconnectedness of their respective issues and the potential for collaboration in addressing them. This realization has led to a greater sense of unity and shared purpose among the women and youth involved.

Moreover, the Sustained Dialogue process has facilitated the identification of common goals and priorities. Through engaging in constructive discussions, participants have discovered shared interests and visions for a better future. This shared understanding has laid the foundation for collective action and collaboration towards creating positive change.

The strengthened relationships among women and youth have extended beyond the confines of the dialogue sessions. Participants have formed lasting connections and networks, enabling them to support one another beyond the dialogue process. These networks have become valuable sources of support, inspiration, and empowerment.

As the Sustained Dialogue continues, the impact of these strengthened relationships becomes increasingly evident in the wider community. The women and youth involved have become advocates and agents of change, actively working towards addressing the issues they have identified. They have proactively engaged with local authorities, civil society organizations, and other stakeholders to amplify their voices and push for meaningful transformations.



Through their collective efforts, these groups have not only made progress in addressing their own concerns but have also contributed to shaping a more inclusive and equitable community. Their increased awareness and unity have led to the formulation of innovative solutions and the implementation of initiatives that benefit the larger population.

In conclusion, the Sustained Dialogue approach has played a crucial role in strengthening relationships among women and youth. Through ongoing dialogue and active listening, these groups have gained a deeper awareness of the challenges they face and the interconnectedness of their issues. This shared understanding has fostered unity, collaboration, and collective action, resulting in positive changes within the community. The impact of these strengthened relationships extends beyond the dialogue sessions as participants continue to work together to address their concerns and contribute to the betterment of their community.

10.1.13.2 Participatory Action Research (PAR)

In South-Central Somalia, SCC has skillfully adapted the Participatory Action Research (PAR) approach to support sustainable processes, strengthen existing peace capacities, and gradually foster trust and collaboration



among conflicting groups at the community level. Unlike traditional research methods that primarily focus on data collection and analysis, PAR goes beyond these boundaries. It empowers individuals involved in or affected by conflict to actively participate in understanding the conflict situation while being exposed to diverse perspectives.

The PAR approach implemented by SCC recognizes the importance of a process-oriented methodology. It provides a platform for participants to engage in meaningful dialogue, critically reflect on their experiences, and collectively generate knowledge about the underlying causes and dynamics of the conflict. By involving the community in the research process, PAR creates an inclusive space where local voices are heard and valued. This participatory aspect encourages a sense of ownership and empowerment among the participants.

Through PAR, the building blocks of understanding are strengthened further through gradual discourse. Initially, individuals may engage primarily with their own identity or community's perspective. However, as the process unfolds, intergroup dialogue becomes central. This shift



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expands participants' horizons, enabling them to appreciate the complexities of the conflict from multiple angles. By fostering intergroup dialogue, PAR contributes to breaking down barriers, challenging stereotypes, and building bridges of understanding.

The dialogue component of PAR plays a crucial role in encouraging engagement and participation. It serves as a catalyst for constructive and respectful interactions among community members, allowing them to address divisive factors that trigger conflicts both within and between communities. Through facilitated discussions, participants gain a deeper understanding of each other's experiences, grievances, and aspirations. This increased understanding promotes empathy, empathy, and the recognition of shared interests, which can form the basis for collaborative efforts to address conflict-related challenges.

As the PAR process unfolds, trust gradually develops among the participants. The collaborative nature of the approach, combined with the emphasis on dialogue and mutual understanding, creates an environment conducive to building trust and fostering cooperation. This trust-building aspect is crucial for sustainable peace processes, as it lays the foundation for ongoing collaboration, joint problem-solving, and the implementation of collective initiatives.

By implementing PAR in South-Central Somalia, SCC aims to empower communities to take ownership of their peacebuilding processes. The approach recognizes the expertise and knowledge that reside within the community itself, shifting the power dynamics from external actors to the local population. Through PAR, SCC facilitates a transformative process that enables communities to develop their understanding of conflict dynamics, identify shared priorities, and collectively work toward sustainable peace.

In summary, SCC has successfully adapted the Participatory Action Research approach to the context of South-Central Somalia. Through this approach, SCC promotes sustainable processes, enhances peace capacities, and fosters trust and collaboration among conflicting groups at the community level. By engaging participants in dialogue and encouraging intergroup interactions, PAR empowers individuals to generate knowledge about the conflict and develop a deeper understanding of diverse perspectives. Through this transformative process, PAR contributes to addressing divisive factors triggering conflicts and lays the groundwork for collaborative peacebuilding efforts.

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10.1.14 Durable Solutions (DS)

Durable solutions for internally displaced persons (IDPs) in Mogadishu, Somalia, involve addressing the root causes of displacement, providing humanitarian assistance, and supporting sustainable reintegration or voluntary return options. Here are some strategies to consider:



- **Conflict resolution and security:** Promote peacebuilding efforts and enhance security measures to reduce violence and instability that trigger displacement. Encourage dialogue between conflicting parties to address grievances and foster reconciliation.
- **Improved governance and rule of law:** Strengthen governance structures, institutions, and the rule of law to ensure stability, protect human rights, and provide essential services. This can help create an environment conducive to safe return and reintegration.
- **Humanitarian assistance:** Provide immediate humanitarian aid, including shelter, food, water, healthcare, and education, to meet the basic needs of IDPs. Collaborate with international organizations and NGOs to ensure efficient and coordinated assistance delivery.
- **Protection and rights-based approaches:** Prioritize the protection of IDPs, particularly vulnerable groups such as women, children, and disabled individuals. Uphold their rights, including access to justice, education, healthcare, and livelihood opportunities.
- **Local integration and community engagement:** Support IDPs' integration into local communities by facilitating access to social services, livelihood opportunities, and housing. Promote community acceptance and foster dialogue between IDPs and host communities to mitigate tensions and promote social cohesion.
- **Land and property rights:** Address land and property disputes that often arise during displacement. Develop mechanisms to resolve these conflicts, protect property rights, and ensure equitable access to land, including through land tenure regularization programs.

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- **Livelihood and economic opportunities:** Create sustainable livelihood opportunities through vocational training, skill development, and small business support. Enhance access to credit and microfinance initiatives to empower IDPs economically and reduce their dependency on aid.
- **Infrastructure development:** Invest in the rehabilitation and development of essential infrastructure, including housing, schools, healthcare facilities, and water and sanitation systems. This will improve living conditions and contribute to the overall stability and well-being of IDPs.
- **Voluntary and dignified return:** Facilitate the safe and voluntary return of IDPs to their places of origin by addressing security concerns, rehabilitating infrastructure, and providing support for reintegration. Ensure that returns are based on informed decisions and do not result from coercion or unsafe conditions.
- **Data collection and monitoring:** Establish a comprehensive data collection system to gather information on IDPs, their needs, and their progress toward durable solutions. Regularly monitor and evaluate the effectiveness of interventions to inform future strategies and policies.

It's important to note that these strategies require collaboration among the Somali government, humanitarian organizations, civil society, and the international community to achieve long-term, durable solutions for IDPs in Mogadishu and across Somalia.

10.1.15 Durable Solution Approaches

SCC will strive to play a crucial role in reaching durable solutions for IDPs in Mogadishu, Somalia. Here are some activities they can undertake:

- **Needs assessment and advocacy:** Conduct thorough needs assessments to understand the specific challenges faced by IDPs in Mogadishu. Use this information to advocate for their rights, raise awareness about their situation, and mobilize resources and support from local and international stakeholders.
- **Provision of basic services:** SCC can provide essential services such as shelter, water, sanitation, healthcare, and education to meet the immediate needs of IDPs. This can involve setting up temporary shelters, distributing hygiene kits, organizing medical camps, and establishing schools or educational programs.
- **Livelihood support and skills training:** Offer vocational training programs and skill development initiatives to enhance the employability of IDPs. This can include training in areas such as agriculture, carpentry, tailoring, or entrepreneurship. Provide small grants or microfinance opportunities to help IDPs start or expand their businesses.
- **Psychosocial support:** Establish psychosocial support programs to address the trauma



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and emotional distress experienced by IDPs. This can involve counseling, support groups, recreational activities, and trauma-healing initiatives to promote their well-being and resilience.

- **Legal assistance and advocacy:** Provide legal aid services to IDPs, supporting them in resolving land and property disputes, accessing justice, and understanding their rights. Advocate for legal reforms that protect the rights of IDPs and address their specific needs.
- **Community integration and social cohesion:** Facilitate community engagement activities to promote dialogue, understanding, and acceptance between IDPs and host communities. Organize events, cultural exchanges, and sports activities that foster social cohesion and reduce tensions.
- **Capacity building and local empowerment:** Strengthen the capacity of local communities and community-based organizations to respond to the needs of IDPs effectively. Provide training, mentoring, and organizational support to empower local actors to take a leading role in aiding and advocating for durable solutions.
- **Monitoring and evaluation:** Establish monitoring and evaluation mechanisms to assess the impact and effectiveness of interventions. Regularly collect data on the progress of IDPs towards durable solutions, identify gaps, and adapt programming accordingly.
- **Networking and coordination:** Collaborate with other LNGOs, government agencies, international organizations, and community leaders to coordinate efforts, share resources and best practices, and avoid duplication of services. Participate in coordination mechanisms at the local, regional, and national levels.
- **Awareness raising and education:** Conduct awareness campaigns and educational programs to inform IDPs about their rights, available services, and pathways to durable solutions. Promote education initiatives to ensure access to quality education for IDP children and youth.

By implementing these activities, SCC can contribute significantly to reaching durable solutions for IDPs in Mogadishu, Somalia. Their proximity to the affected communities and their understanding of local contexts makes them well-positioned to address the specific needs and challenges faced by IDPs.

STRATEGIC PLANNING

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11 WHO WE SERVE

SCC's collaborative efforts extend to serving and partnering with all communities residing in Somalia across various sectors, including Education, WASH (Water, Sanitation, and Hygiene), Protection, CCCM (Camp Coordination & Camp Management), Health, capacity building programs, and Livelihood and food security. Recognizing the diverse needs



and challenges faced by different communities, SCC strives to provide comprehensive support to address these issues effectively.

To implement its programs and initiatives, SCC actively seeks both local and international support. By leveraging partnerships and engaging with various stakeholders, SCC aims to secure the necessary funding to sustain its programs and make a meaningful impact on the ground. This collaborative approach ensures that resources are mobilized from multiple sources, allowing for a broader reach and greater sustainability of interventions.

Beyond seeking external funding, SCC recognizes the importance of mobilizing local support within Somalia. To achieve this, SCC actively engages with Somali business groups and the community in the Diaspora. By fostering relationships and partnerships with these entities, SCC aims to encourage investment in projects that specifically benefit women and children in Somalia. This inclusive approach seeks to empower and uplift marginalized groups, recognizing their potential as key agents of change within their communities.

To mobilize support and investment, SCC works diligently to raise awareness about the importance of supporting women and children in Somalia. Through targeted advocacy efforts and community engagement, SCC aims to highlight the specific needs and challenges faced by these vulnerable groups. By fostering a sense of ownership and responsibility within the local community and the Diaspora, SCC seeks to inspire individuals and organizations to contribute to the well-being and development of women and children in Somalia.

Furthermore, SCC recognizes the value of capacity-building and empowerment programs in creating sustainable change. By investing in education, skills training, and livelihood opportunities, SCC aims to enhance the capabilities and self-reliance of individuals and communities. These capacity-building efforts not only contribute to immediate improvements in the lives of women and children but also foster long-term resilience and



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self-sufficiency.

In summary, SCC collaborates with and serves all communities in Somalia across various sectors, with a focus on Education, WASH, Protection, CCCM, Health, capacity building programs, and Livelihood and food security. The organization actively seeks support from local and international sources to fund its initiatives and mobilizes Somali business groups and the community in the Diaspora to invest in the empowerment of women and children in Somalia. Through these collaborative efforts and comprehensive programs, SCC aims to create sustainable change and improve the lives of vulnerable populations in Somalia.

12 GOALS

SCC's strategic plan for the coming three years encompasses a range of crucial initiatives. By ensuring high-quality Basic Education, improving WASH services, addressing Protection and GBV-related issues, enhancing community health services, strengthening CCCM, and advancing livelihood programs, SCC aims to make a significant and positive impact on the lives of individuals and communities in Somalia. Through these efforts, SCC is committed to promoting sustainable development, empowerment, and the well-being of the Somali people.

13 STRATEGIC ISSUES

SCC Board members, management team, and its stakeholders will analyze the Organizational development and come up with strategic issues reflecting how best SCC can implement the activities planned. Below are the strategies and their objectives.

14 GOALS- STRATEGIES AND OBJECTIVES

14.1 Goal 1: Education Programme

- To rehabilitate and, construct and furnish formal and non-formal schools.
- To train teachers, CECs, and other education staff in school management.
- To establish child to child program (CtC) in the schools.
- To enroll several school-age children from IDPs and poor hosting communities.

14.1.1 Strategies

- Fund-raising.
- Call for proposals.
- Organizing/consulting with local communities to take part in the implementation of the projects.
- Conducting Surveys and dissemination of the reports to the/Diasporas/international



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NGOs and donors to attract their attention.

- Creation of income-generating programs to support education.

14.1.2 Specific Objectives include:

- To Construct/Rehabilitate and furnish three formal schools in Benadir, Middle Shabelle, and Galgadud regions.
- To construct/rehabilitate and furnish 128 temporary learning centers (TLCs) in Banadair, lower /middle Shabelle, and Galgadud regions.
- To establish CtC students in 128 schools
- To train 892 CECs to be selected in 128 schools.
- To train 512 teachers for pre-service and in-service select from 128 schools.
- To establish a TVET program for 500 youths to be selected from four regions to be trained in Carpentry 50, Electric 50, Mechanics 50, Welding 50, Auto mechanics 50, Mobile repairing 50, Tailoring 50, Auto electric 50, tye and dye 50 and secretary 50.

14.2 Goal 2: WASH Program

- To improve wash, hygiene, and sanitation programs for rural and urban communities in south-central Somalia.
- To capacitate WASH committees, hygiene promoters, and sanitarians to handle water supply systems and sanitation facilities.
- To improve the awareness of IDPs and poor hosting communities on WASH.

14.2.1 Strategies

- Organizing workshops and training for WASH committees, HPs, and sanitarians.
- To mobilize IDPs and poor host communities

14.2.2 Specific Objectives include:

- Desudging services for 12500 full latrines in Banadir, Lower, and Middle Shabelle regions.
- Upgrade 10 water resources with solar-powered pumps in four regions
- Rehabilitate and upgrade 50 shallow wells with hand pumps in four regions.
- Trigger 300 villages in four regions using CLTS tools.



- Construct 2500 latrines in newly liberated areas in Galgadaud, lower and middle Shabelle regions.
- Training for 1000 hygiene promoters to be selected from three regions.
- Construct 25 water kiosks in three regions.

14.3 Goal 3. Protection Programs

- To contribute/provide the community awareness programs on GBV.
- To campaign eradication of GBV practice in Somalia.
- To Establish One-Stop Centers in Jowhar and Banadir
- To Establish Safe Home Centers in Banadir and Middle Shabelle Regions.

14.3.1 Strategies

- Conducting workshops on GBV for traditional elders, religious groups, and youth groups in Banadir, Middle Shabelle, and Galgadud regions.
- Community mobilizing program for Protection-related GBV programs GBV through media, billboards, brochures, and posters.
- Encouraging teachers, religious leaders, and students to raise GBV awareness issues in the IDP camps.

14.3.2 Specific Objectives Include:

- To organize 25 training workshops on CMR in four regions.
- Establishing 65 GBV safe home centers in four regions to build emotional support, literacy classes, information about health, skills-building classes that link with other income generation activities, and opportunities for social interaction.
- Conduct 30 workshops on FGM for the traditional midwives, youth groups, and religious groups in Banadir, Middle Shabelle, and Galgadud Regions.

14.4 Goal 4: Health Services

- To improve community health services in four regions.
- To enhance community awareness of communicable diseases
- To improve health facilities through equipping and furnishing
- To hire quality doctors and nurses.



14.4.1 Strategies

- Organizing workshops and meetings
- Conducting community awareness
- Participation in regional and national health cluster meetings.

14.4.2 Specific Objectives:

- To conduct 20 workshops on disease control and prevention in four regions.
- Establishing 6 community health centers in four regions.
- Hiring 10 doctors and 6 nurses for community health centers
- Establishing reproductive health programs for mothers & children in four regions.

14.5 Goal 5: CCCM

- To facilitate effective coordination among humanitarian actors, camp management agencies, and relevant stakeholders to ensure a cohesive and collaborative response in addressing the needs of displaced populations.
- To efficiently manage camps to provide displaced populations with a safe, secure, and dignified living environment.
- To promote and uphold the rights and protection of displaced populations, particularly vulnerable groups such as women, children, and persons with disabilities.
- To ensure compliance with humanitarian standards and guidelines in camp management, including Sphere standards, the Minimum Standards for Camp Coordination and Camp Management (CCCM), and other relevant frameworks.
- To foster meaningful participation and engagement of camp residents in decision-making processes, camp governance, and the planning and implementation of services.
- To enhance the capacity and skills of camp management staff, community leaders, and relevant stakeholders involved in CCCM activities.
- To establish robust monitoring and evaluation systems to assess the effectiveness of CCCM initiatives, measure progress, and identify areas for improvement.

14.5.1 Strategies

- Organizing workshops and coordination meetings
- Conducting community awareness



- Complaint feedback Mechanism approach
- Participation in regional and national CCCM cluster meetings.

14.5.2 Specific Objectives:

- To conduct workshops on CMC and fire prevention in Kaxda district.
- To establish community centers in the Kaxda district of the Banadir region.
- To conduct hygiene promotion trainings
- To engage the community in hygiene promotion by hiring 500 unskilled CFW staff.

14.6 Goal 6: Environmental Conservation

- Biodiversity Preservation
- Sustainable Resource Management
- Climate Change Mitigation
- Environmental Education and Awareness
- Pollution Prevention and Control
- Sustainable Land Use Planning
- Advocacy and Policy Influence
- Community Engagement and Empowerment
- Collaboration and Partnerships
- Conservation Research and Monitoring

14.6.1 Strategies

- Protecting and conserving native species, habitats, and ecosystems to maintain biodiversity and ecological balance.
- Promoting responsible and sustainable use of natural resources, such as forests, water, and minerals, to ensure long-term availability.
- Implementing actions to reduce greenhouse gas emissions, promote renewable energy, and support climate change mitigation efforts.
- Raising public awareness about environmental issues, providing educational programs, and fostering a sense of environmental responsibility.



- Working towards minimizing pollution, advocating for better waste management practices, and promoting pollution control regulations.
- Encouraging sustainable land use practices, including protecting natural areas, promoting green spaces, and advocating for environmentally friendly urban planning.
- Engaging in advocacy efforts to influence environmental policies and regulations at the national level, promoting conservation-friendly legislation.
- Involving local communities in conservation initiatives, empowering them to participate in decision-making processes and sustainable resource management.
- Collaborating with other organizations, government agencies, and stakeholders to enhance the effectiveness of conservation efforts through shared knowledge and resources.
- Conducting scientific research, monitoring environmental indicators, and collecting data to inform conservation strategies and measure the impact of interventions.

14.6.2 Specific Objectives:

- **Protecting Endangered Species:** Implement measures to conserve and protect specific endangered species, such as creating protected areas, establishing breeding programs, and reducing threats to their habitats.
- **Restoring Degraded Ecosystems:** Restore and rehabilitate degraded ecosystems through reforestation, habitat restoration, and soil conservation measures.
- **Promoting Sustainable Agriculture:** Encourage and support the adoption of sustainable agricultural practices, such as organic farming, agroforestry, and precision irrigation, to minimize environmental impacts and preserve soil fertility.
- **Water Conservation and Management:** Develop and implement water conservation strategies, including promoting efficient water use, constructing water storage infrastructure, and protecting water sources from pollution and depletion.
- **Reducing Carbon Footprint:** Implement initiatives to reduce carbon emissions, such as promoting energy efficiency, adopting renewable energy sources, and encouraging sustainable transportation practices.
- **Waste Reduction and Recycling:** Promote waste reduction practices, including recycling programs, composting, and advocating for responsible waste management policies.
- **Environmental Education and Awareness:** Conduct educational campaigns, workshops, and training programs to raise awareness about environmental issues,



promote sustainable behaviors, and foster a sense of environmental stewardship.

- **Green Infrastructure Development:** Advocate for the integration of green infrastructure into urban planning, including the creation of parks, green roofs, and urban forests to enhance biodiversity, mitigate heat island effects, and improve air quality.
- **Strengthening Environmental Policies:** Advocate for the development and enforcement of robust environmental policies and regulations, ensuring their alignment with international conservation agreements and standards.
- **Community Engagement and Participation:** Engage local communities in conservation efforts through participatory approaches, involving them in decision-making processes and empowering them to take ownership of environmental initiatives.
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15 ACTION PLAN

15.1 Education Programme



No	Goals	Objectives	Activities	Resources	Years			Person Responsible
					2024	2025	2026	
1	To Rehabilitate and construct and furnish formal and non-formal schools	To Construct/Rehabilitate and furnished three formal schools in Benadir, Middle Shabelle, and Galgadud regions	To construct/rehabilitate and furnish 128 temporary learning centers (TLCs) in Banadir, lower/middle Shabelle, and Galgadud regions.	Local Engineers, Fund & Construction materials				Board Management
2	To train teachers, CECs, and other education staff in school management	To provide training on pedagogy and school management	To train 892 CECs to be selected in 128 schools. To train 512 teachers for pre-services and in-service select from 128 schools	Facilities, Donors & businessmen				Board Management
3	To establish child to child program (CtC) in the schools	To establish and train number of students to attain pupils' management	To establish CtC students in 128 schools	Facilitators, Teachers, and Headteachers				Board Management
4	To establish TVET centers to promote youth skills	To promote skills and management of youths in different vocational trainings	To establish a TVET program for 500 youths to be selected from four regions to be trained in Carpentry 50, Electric 50, Mechanics 50, Welding 50,	Consultant Engineers, Facilitators, TVET experts and Fund				Board Management

			Auto Mechanics 50, Mobile repairing 50, Tailoring 50, Auto electric 50, tye and dye 50 and Secretary 50.					
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15.2 WASH Program



No	Goals	Objectives	Activities	Resources	Years			Person Responsible
					2024	2025	2026	
1	To improve wash, hygiene, and sanitation programs for rural and urban communities in south-central Somalia.	To mobilize IDPs and poor host communities to improve sanitation and hygiene.	Designing services for 12500 full latrines in Banadir, Lower, and Middle Shabelle regions. Triggering 300 villages in four regions applying CLTS tools.	Consultant Engineer, Exhauster Truck, Vacutag machines, facilitators				Board Management
2	To capacitate WASH committees, hygiene promoters, and sanitarians to handle water	To organize workshops and training for WASH committees, HPs, and sanitarians	Upgrade 10 water resources with solar-powered pumps in four regions Rehabilitate and upgrade 50 shallow wells with hand pumps in four regions. Training for 1000 hygiene	Consultant Engineer, Facilitators, IEC materials				Board Management

	supply systems and sanitation facilities.		promoters will be selected from three regions. Construct 25 water kiosks in three regions					
3	To improve the awareness of IDPs and poor hosting communities on WASH.	To enhance the sanitation & hygiene of poor host communities and IDPs	Construct 2500 latrines in newly liberated areas in Galgadaud, lower and middle Shabelle regions	Consultant Engineers, Construction materials				Board Management

15.3 Protection



No	Goals	Objectives	Activities	Resources	Years			Person Responsible
					2024	2025	2026	
1	To provide community awareness programs on GBV.	To promote community awareness through media and journals	To organize 25 training workshops on CMR in four regions.	Facilitators, Venue, and fund				Board Management
2	To campaign eradication of GBV practice in the Somalia.	To familiarize IDPs and Poor Hosting communities through forums and meetings	Establishing 65 GBV safe home centers in four regions to build emotional support, literacy classes, information about health, skills-building classes that link with other income-generation activities, and opportunities for social interaction.	Consultant Engineers, Facilitators, Venue and fund				Board Management
3	To promote GBV programs in Somalia.	To set up quarterly and annually programs on GBV	Conduct 30 workshops on GBV for the traditional elders, youth groups, and religious groups in Banadir, Middle Shabelle, and Galgadud Regions.	Facilitators, Venue and fund				Board Management

15.4 CCCM programmes



No	Goals	Objectives	Activities	Resources	Years			Person Responsible
					2024	2025	2026	
1	To improve community Coordination services in four regions.	Organizing workshops and meetings	To conduct 20 workshops on CFM and mechanisms in four regions	Facilitators, Training Materials, Venue				Board Management
2	To enhance community awareness of CMC	To conduct community awareness on CMC coordination.	Establishing 6 community management centers in four regions.	Facilitators, Training Materials, Venue				Board Management
3	To establish coordination meetings	To participate in regional and local authority meetings.	Organizing Coordination meetings for local authorities, NGOs, IDP communities.	Facilitators, Training Materials, Venue				Board Management

16 SWOT Analysis

To understand the analysis, the external environment of SCC will be examined to analyze the SWOT. The results are as follows.

SWOT Analysis



SWOT	Internal	External
Strengths	<ul style="list-style-type: none"> ▪ Articulated vision, mission, and objectives ▪ Functional Legitimacy board. ▪ Board and Staff Diversity. ▪ Qualified Staff ▪ Practice of Internal Democracy. ▪ All Staff Job descriptions are in place. ▪ ISPP manuals ▪ Committed staff and Board members. ▪ Financial expertise exists. ▪ Committed Board and Management Team 	<ul style="list-style-type: none"> ▪ Support of Local and Diaspora communities. ▪ Registration is in place. ▪ Good relationship with local communities and local Authorities. ▪ Convenient operational zones ▪ Maintain close contract/collaboration with CSO (Civil Society organizations) and maintain a networking system.

Weakness	<ul style="list-style-type: none"> ▪ Cost recovery for income generation is not in place. ▪ Fundraising ▪ Lack of support staff. ▪ Timing in & out 	<ul style="list-style-type: none"> ▪ Limited funds and resources for the planned activities. ▪ Insufficient capacity building/training for some of the staff ▪ Lack of permanent donors.
Opportunities	<ul style="list-style-type: none"> ▪ Staff ownership exists. ▪ Good communication with DONOR. ▪ Good relationship with FGS and its regional administrations ▪ Good relationship with UN Agency and international NGOs 	<ul style="list-style-type: none"> ▪ Community acceptance is in place. ▪ Good relationship with other CCSOs. ▪ Government institutions in place. ▪ Presence of international and UN agencies in Somalia
Threats	<ul style="list-style-type: none"> ▪ Roadblocks. ▪ Unemployment ▪ Insecurity. ▪ Employee turnover. ▪ Fund gaps ▪ ATMIS ▪ 	<ul style="list-style-type: none"> ▪ Unstable Foreign Policy ▪ Poor infrastructure. ▪ High-rate displacement. ▪ Weak Government institutions.

17 BUDGET PLANNING (2024 – 2026)



No	Activities	Sector	Budget	Year	Potential Partner
1	Construct/rehabilitate and furnish 128 temporary learning centers (TLCs) in Banadir, lower /middle Shabelle, and Galgadud regions.	Education	\$ 245,000	2019 & 2023	UNICEF, SHF, IOM
2	Train 892 CECs to be selected in 128 schools.	Education	\$25,000	2019 & 2023	UNICEF, SHF, IOM
3	To establish CtC students in 128 schools	Education	\$10,000	2019 & 2023	UNICEF, SHF, ECW
4	Establish a TVET program for 500 youths to be selected from four regions to be trained in Carpentry 50, Electric 50, Mechanics 50, Welding 50, Auto mechanics 50, Mobile repairing 50, Tailoring 50, Auto electric 50, tie and dye 50 and secretary 50.	Education	\$115,000	2019 & 2023	UNICEF, SHF, ECW

5	Train 512 teachers for pre-services and in-service selected from 128 schools	Education	\$16,000	2019 & 2023	UNICEF, SHF, ECW
6	Desludging services for 12500 full latrines in Banadir, Lower, and middle Shabelle regions.	WASH	\$810,000	2019 & 2023	SHF, UNICEF, OCHA
7	Rehabilitate and upgrade 50 shallow wells with hand pumps in four regions	WASH	\$170,000	2019 & 2023	SHF, UNICEF, OCHA
8	Triggering 300 villages in four regions applying CLTS tools.	WASH	\$218,000	2019 & 2023	SHF, UNICEF, OCHA
9	Training for 1200 hygiene promoters will be selected from three regions. Construct 25 water kiosks in three regions.	WASH	\$134,000	2019 & 2023	SHF, UNICEF, SWA
10	Upgrade 10 water resources with solar-powered pumps in four regions.	WASH	\$450,000	2019 - 2022	SHF, SFG, IOM, SWA
11	Construct 1500 latrines in newly liberated areas in Galgadud, lower, and middle Shabelle regions	WASH	\$675,000	2019 - 2022	SHF, SFG, IOM, SWA
12	Conduct 25 CMR training workshops in four regions.	Protection/GBV	\$78,000	2020 - 2023	SHF, UNFPA, SFG, IOM, SWA

13	Establishing 65 GBV safe home centers in four regions to build emotional support, literacy classes, information about health, skills-building classes that link with other income generation activities, and opportunities for social interaction.	Protection/GBV	\$271,000	2020 - 2023	SHF, UNFPA, SFG, IOM, SWA
14	Conduct 30 workshops on GBV for the traditional elders, youth groups, and religious groups in Banadir, Middle Shabelle and Galgadud Regions.	Protection/GBV	\$105,000	2020 - 2023	SHF, UNFPA, SFG, IOM, SWA
15	To conduct 20 workshops on CFM and mechanisms in four regions	CCCM	\$70,000	2021 - 2023	IOM, SHF, SFG, IOM, SWA
16	Establishing 6 community management centers in four regions.	CCCM	\$72,000	2021 - 2023	IOM, SHF, UNHCR, UNFPA,
17	Organizing Coordination meetings for local authorities, NGOs, IDP communities	CCCM	\$125,000	2021 - 2023	IOM, SHF, SFG, Hirshabelle State
18	Construction of Community Shelters	CCCM	\$78,000	2021 - 2023	IOM, SHF, NGO Consortium, SODMA, UNFPA
	Total		<u>\$3,667,000.00</u>		

18 STRATEGIC PLANNING WORKSHOP PARTICIPANTS

26th - 28th Dec 2023

No	Name	Position
1.	Adirashid Mohmoud Addani	BOD - Chairman
2.	Umul-Khayr Ali Dacar	BOD - Deputy Chairperson
3.	Abdullahi Mohmoud Mohamed	Executive Director
4.	Sahra Mohamed Abdi	BOD - Treasurer
5.	Nor Sheikh Abdi	BOD - Lobby & Advocacy
6.	Prof. Yahya Sheikh Amir	BOD - Internal Auditor
7.	Omar Aweis Ghedow	Admin & Finance Manager
8.	Hasan Ali SIAD	Programs Coordinator
9.	Mohamed Moallim Osman	Program Assistant
10.	Munira Abdullahi Ali	Finance Officer
11.	Maslah Omar	CCCM Manager
12.	Salad Omar Ali	WASH Officer
13.	Daniel Gichohi	Local Consultant / Facilitator
14.	Ibrahim Moallim Bashir	HRM
15.	Abdidahir Elmi Mohamud	Accountant
16.	Mariam Muse Ahmed	Health Officer
17.	Abdulkadir Abdi Hassan	M&E Officer
18.	Abdikarim Mohamud Adam	Education Officer
19.	Muno Ahmed Ali	Protection Officer
20.	Suleiman Moallim Ali	Jowhar Field Office Focal Point
21.	Ibrahim Hafow	FLR Coordinator
22.	Ibrahim Mohamed Ali	CFM Focal Point
23.	Yonis Mohamed Nur	Procurement & Logistics Officer
24.	Abdulkadir Shacir Abdirrahman	Environmental Officer
25.	Maryan Abdirashid Sh. Hussein	Peace & Conflict Management Officer
26.	Grace Muema	Programme Development Officer
27.	Sadia Sh. Mohamed Yusuf	Assistant Environmental Officer
28.	Bahjo Sid-Omar Mohamed	Peace and Community Integration officer
29.	Osman Ali Mohamed	Information Manager
30.	Isak Hussein Aden	CFM Desk assistance
31.	Shuriye Mohamed Hasan	FLR mobilizers
32.	Mohamud Mohamed Abdi	FLR Registration assistance
33.	Sharmarke Elmi Derie	Camp management Officer
34.	Hodan Ahmed Osman	Outreach officer
35.	Deqa Awes Yusuf	Admin & Finance Assistance