



**SDC FIVE YEARS STRATEGIC PLAN.**

**2021-2025**

### Acknowledgement

Salaam Development Center (SDC) board of directors would like to express their sincerest gratitude and deepest appreciation to the strategic development planning committee for their effort and time in drafting SDC's strategic plan for the next five years.

Special thanks are particularly to Mrs. Hawa Yusuf Mohamed (Research and Development Unit Manager) and Mr. Mohamed Adam Jama (Executive Director) for their determination and undertaking in conceptualizing and developing the five-year road map for the organization.

## Executive Director Message

I am proud to adopted five-year strategic plan to guide the implementation of its Programme activities and projects and achieve the results agreed upon for the benefit of its Members. The focus over the years has been to enhance the capacity of Salaam Development Centre (SDC), who will play a key role in the implementation of SDC Programmes, to provide high-quality and efficient in the thematic focus area of improve Food Security, Livelihoods and climate change, improve access to Social Protection, improve Social Development and Research and Development and related environmental services for the benefit of the citizens they serve.

In 2019 we became inventive and more inspiring in bringing grass-roots, sustainable and effective programs to communities around Galkaio & Garowe regions in Puntland. In our years of operations, we have reached thousands upon thousands of women, men and children; we entirely thank our donors and partners.

Now more than ever, we recognize the importance of our supporters and organizations dedicated to providing care for the most vulnerable populations in Somalia and especially in Puntland, For the last years, SDC has remained steadfast in our mission to walk with the local communities, offering support and guidance along the way—and that isn't going to change. To serve the vulnerable population, to help them overcome the challenges and embrace the possibilities, forging partnerships and collaborative alliances is more critical now than ever before.

The future can be bright and stable for everyone, but it will take committed cooperation and investment from the public and private sectors, government agencies, local and international NGOs, members of civil society, and the citizens themselves.

I remain optimistic that the SDC's will steadily become better understood and appreciated, especially within the current context of the Sustainable Development Goals (SDGs) by which a far more integrated and cross-sectoral approach to holistic development is gaining ground as we continue to expand our role and capacity.

***Mohamed Adan Jama***

***SDC Executive Director***

## Acronyms and Abbreviations

Acronyms	Definition
SDC	Salaam Development Centre
WFP	World Food Program
UN	United Nation
SDG	Sustainable Development Goals
NGOs	Non-Governmental Organization
M&E	Monitoring and evaluation
FFT	Food assistance for training
FFA	Food for Asset
CBT	Cash Basic Transfer
IDPS	Internal displace peoples
M&E	Monitoring and Evaluation
NDP	National Development Plan
GBV	Gender Basic Violence
FGM	Female Genital Mutilation
LFA	Logical framework approach
NFI	None food Items
SWOT	Strength, Weakness, Opportunity and Threat

## Executive Summary

The main objectives of this strategy are to address the improvement of human quality lives and productivity of research center, focusing by five areas of strategic objectives to complete during the period of 2021-2025<sup>1</sup>. The organization is an independent, non-profit and nongovernment organization. This strategy focused on these five areas to improve Livelihoods, climate change and economic inclusive, access to social protection, social development, good governance and democracy, research and development to conduct high quality research papers, articles, handles dialogue and event debates.

Salaam development center has four offices located in Galkaiyo, Bursaalah in Mudug Region, the head Quarter in Garowe Nugaal Region in Somalia. Among the several implemented projects, SDC provides training on vocational skills, social service development, capacity building and creates employment opportunities. The organization participate to assist the community needs at the time of droughts and disaster prevention including income generation projects mainly for the Women, Youth, IDPs and rural communities.

The organization's vision is to be leading center in transforming Somalia into developed and better place. SDC and its partner implemented remarkable projects delivered to 100,00<sup>2</sup> beneficiaries from vulnerable households of drought effected families living in IDPs Camps in the above regions.

The main purpose of this strategic plan is to improve operational efficiency and effectiveness and deliver continues improvement and sustainability to help the organizations to provide high-quality services. The team of strategic plan sat a prioritized objective, focus areas and resources, strengthen operations, and ensure that employees and stakeholders are working toward decided goals and objectives. Three staff and two of BOD members have developed, SDC five-year strategic plan from January 2021 to January 2025. The action plan consist of situational analysis, reshaping the future of Salaam Development Center, strategic directions and key performance indicators.

**Finally;** SD Logical Framework has the power to communicate the essential elements of a complex project clearly and succinctly throughout the project cycle. SDC provides and carry out regular project monitoring and evaluation (M&E) to address projects gaps and recommend workable solution. For networking and membership, SDC is an active member of several clusters in Somalia such as Food Security, Child protection, Health and Nutrition, Education cluster, Member of Puntland non state Actors, and member of Somali NGO consortium.

**Keywords:** strategic objectives, focus areas, Livelihood, climate change, inclusive economic, social development, protection, good governance and democracy and research, strategic planning, strength, weakness, threat and opportunity

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<sup>1</sup> SDC team focused to prioritize the objectives of five strategic focus areas.

<sup>2</sup> Number of beneficiaries benefited from the Livelihood projects and improved their food security situation

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## 1. Introduction

Salaam Development Center (SDC) is an independent, nonprofit and nongovernment organization provides project management services and research & development solutions, in the thematic focus area of livelihoods, economic inclusive, climate changes, social development, protection and good governance.

SDC formed by multi-disciplinary Somali experts whose objective is about providing insightful and objective analysis on a broad range of social issues, including conflict dynamics, peace building, droughts and other environmental and climate changes and resilience mechanisms safe-nets mainly for the Youth, women, IDPs and poor rural communities. SDC design and manage development and humanitarian projects and Programmes supporting remote rural communities and vulnerable groups in urban settlements.

SDC has a fully-fledged research department that tackles a broad range of social issues and studies. Mainly on good governance and democracy, economic and social development, project monitoring and Evaluation (M&E), best agricultural practices, climate change, innovative farming practices and water technology.

We operate on insightful and objective analysis on abroad range of social issues including conflict dynamics, peace building, droughts and other environmental and climate changes impact as well as resilience mechanisms and safe-nets.

The center also organizes and holds conferences and forums as a platform for public debates and discussions to scrutinize and search for durable local solutions to social issues within the communities. These discussions usually bring on board all these stakeholders within the community, including distinguished activists, media groups, academia and legislatures.

SDC design and manage the implementation of development and humanitarian projects supporting remote rural communities and vulnerable groups in urban settlements. In humanitarian action and development.

SDC partners with international organizations, UN agencies, and local institutions to conduct professional development programs. And to design and implement projects and work together to achieve the commonly shared goals. SDC registered in Puntland State of

Somalia and federal government. SDC have offices in Garowe, Galkaiyo and Bursalah districts.

### 1.1. Purpose of Strategic Plan

The general purpose of this strategic plan is to strengthen the organization's capacity to achieve strategical objectives. The main specific goals of the strategy are to improve operational efficiency and effectiveness and deliver continues improvement and sustainability to help the organizations to provide high-quality services.

Its services as a communication vehicle strengthen the organization's coordination and facilitate team building by offering the management and employees a shared vision and building a deep sense of purpose and commitment.

Additionally, it provides the right direction aiming for success in achieving the organizational goals, and It helps to create a performance management culture through applying a result-based management approach.

An effective strategic planning is a result of disciplined efforts which ultimately define an organization, shapes and guides its activities and functions, classifies its services and the reasons behind its functions and services along with a strong focus on the future. It communicates the overall journey of an organization, the necessary actions that are needed to be taken for its growth and development and also the ways by which it will assess its progress and evaluate its achievements. The purpose of Strategic planning is a systematic process that helps us to set an ambition for our organizational future and determine how best to achieve its three key areas: Vision, Mission and Core values

**SDC strategic goals** inspired from Somalia National Development Plan 2020 to2024 (NDP<sup>3</sup>) and from the UN Sustainable Development Goals SDGs, which are attended to be achieved by the year 2030 that Somalia government made a commitment to making progress on the SDGs and their principles.

### 1.2. Strategic planning process

Strategic planning is an organizational management process that is used to set priorities, focus areas and resources, strengthen operations, and ensure that employees and other stakeholders are working toward decided goals and objectives. During these strategies, SDC work closely

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<sup>3</sup> SNDP



with several consultants, including the business community, agronomists, economists, environmentalists, research institutions, think tanks and civil society. SDC will essentially focuses on the future and suggests appropriate guidance and measures that an organization could take to achieve its goals. Our Strategic plan services in establishing concurrence around the desired results of the destined objectives. It directs an organization towards its goals as well as reviews and adjusts the overall direction of the organization in response to changing circumstances. Furthermore, it filters the problems that prevent organizational growth and progress and suggests suitable measures and steps in correcting these issues.

### 1.3. SDC strategic focus area

Salaam development center will focus on these five key strategic focus areas, it's based on the community needs and government priorities.

SDC strategic focus areas are as follows:

**Focus area 1: Livelihood, climate change and economic inclusive.**

To improve food security, livelihood and resilience and economic inclusive of vulnerable communities such as poor IDP's, vulnerable households and climate change - affected Communities through using new technologies and creating innovative community assets that provide durable solutions.

**Focus area 2: improve access to Social Protection:**

To ensure children and women have improved access to save, timely, effective and appropriate preventive and responsive services to all forms of violence, exploitation, abuse and neglect. And to conduct awareness on gender equality, GBV and Sexual and reproductive health and to ensure mainstreaming of protection in humanitarian and development response.

**Focus area 3: improve Social Development**

To improve access to more equitable access to quality basic services such as health, education, clean water & sanitation; and contribute to Improve Somali human capital development.

**Focus area 4: contribute to Good Governance and Democracy**

To support and contribute towards strengthening the trust between government and citizens. And to participate in the structure of Somalia inclusive and accountable politic and capacity

building for local governance. And to encouragement in deepening the democracy, decentralization and federalism as principles of good governance outcomes

**Focus area 5: Research and Development**

To conduct high-quality researches and analysis in Somalia in the area of livelihood, economic inclusive, climate change, social protection and good governance to inform policy makers and humanitarian interventions in Somalia. Also, to build collaboration and partnership with other local and international research institutions to share knowledge and experience.

**1.4. Strategic planning methodology**

SDC board members appointed three staff and two of BOD members to develop SDC five-year strategic plan and to facilitate the strategic process, the team received two weeks training workshop on organizational strategic management by experts in the field of strategic management. The team started the strategic development from December 2020 to January 2021.

The strategic team started to develop the strategic process action plan that describes the process and the key focus areas. Also, the process which consist of: firstly, Situational analysis which include environmental scan, SWOT analysis and desk reviews for implemented projects. Secondly, Re-shaping the future of the organization through identifying organizational Vision, Mission and Values. Thirdly, Strategic Direction that comprises of strategic framework, strategic goals, objectives and Developing key focus areas. Finally, the process identified key performance indicators, Measurement plans, Monitoring and reporting and Evaluation metrics.

The strategic team was commissioned to guide the strategic planning process, involving acquiring related documentation and identifying key institutions/stakeholders to involve in this process. This Strategic Plan was formulated following a comprehensive review of the previous strategic plan 2016-2021 and they reviewed available literature. The team assembled the first draft of the strategy with guidance from the Board. The second draft was then presented at stakeholders' consultative meeting where it was reviewed and confirmed. The final Strategic Plan was then presented and approved by the SDC Board members.

## 1.5. Theory of Change model

An important component of the results-based approach that SDC embraces the Theory of Change (TOC) that applied to the impacts that might happen for long term although it is difficult to measure but the outcomes and the activities would drive to achieve the organizational objectives. In practical terms, results-based management (RBM) means developing a TOC for a specific intervention or an organization for a given time frame. The theory of change defines the required objectives to achieve a long-term goal of the organization. It clarifies how and why the desired change is expected to come about during the five-year strategic plan. This set of linkage structure directed a pathway of change the logical framework, which evidently clarifies the essential link between different levels of results.

It clearly explained the strategic objectives and goals of the organization in the table 4, for logical framework, you are able to understand the organization's pathway to achieve its goals.

According to the TOC is an excellent basis for a strategic plan because it works methodically through the path, from the need you are trying to address to the change you want to achieve.

Articulating the TOC as strategy includes the following steps:

- The vision of the organization is to be the leading center in transforming Somalia into developed and better place.
- The organization and their partners provide to support the vulnerable households and families might affected droughts and natural disaster and conduct high productivity of research paper and articles, to analyze the gaps of the implemented projects through monitoring and evaluation. The organization address SWOT analysis strategically to evaluate and improve the weakness area, in order to reach the goals and objectives of the organization.
- The organizational goals are to be achieved the five strategic areas during the scheduled five-year plan for the strategies. As to be clarified in the **table 4** for each sector and its objectives to address individually the strategic focus areas about the strategic plan.
- For each project implemented there will be monitoring and evaluation performance to identify if there is a gap, fraud, corrupted, tension and outbreak diseases, drought and natural disaster.
- To address each strategic focus areas, there will be development action plan for each objective to simplify the overall activities of Salaam Development Center.

1.6. Table 1: summary for SDC strategic planning process

Strategic planning process	Analytical tools	Key question
Situational analysis	<ul style="list-style-type: none"> <li>• Environmental scan</li> <li>• SWOT analysis</li> <li>• Desk reviews for implemented project</li> </ul>	Where are we now?
Re-shaping the future	<ol style="list-style-type: none"> <li>1. Organizational Vision, Mission and Values</li> <li>2. Strategic focus areas</li> </ol>	Where we want to be in the next five-year time?
Strategic Direction	<ol style="list-style-type: none"> <li>1. Strategic framework <ul style="list-style-type: none"> <li>• Strategic goals</li> <li>• Objectives</li> <li>• Strategies</li> <li>• Developing key focus areas</li> </ul> </li> </ol>	What we want to achieve?
Key performance indicators	<ol style="list-style-type: none"> <li>1. Measurement plans</li> <li>2. Monitoring and reporting</li> <li>3. Evaluation metrics</li> </ol>	How could we know that the strategy is being implemented?

## 2. Background

### 1.7. Organization History

SDC has been established on 2015. It has a Board of Directors consisting of 5 members whose responsibility is the overall stewardship of the conduct of the operations of SDC and the activities of management, which is responsible for the day-to-day conduct of the organization, ensure that the organization meets its obligations on an ongoing basis and operates in a reliable and safe manner.

The Board is assisted in the day-to-day management of the organization by a capable Management team in charge of the various departments such protection, health, reconciliation and peace building, governance and democracy and resilience building and livelihood. The organization has main offices in Garowe and branches in Galkayo and Mogadishu. SDC registered with the Somali federal government and Puntland state of Somalia.

SDC has been in operations for the last seven years and has successfully implemented many projects through working closely with various agencies and organizations in the areas of humanitarian services, research and capacity building including providing frequent feedback and customized services. In addition, we have an established track record of over six years.

In addition, during the period we have closely worked with federal and national governments, NGOs, post-secondary institutions, businesses community and foundations.

Our accomplishments are built on the following two pillars first, Excellent field operations covering the whole of Somalia; reputed with quality delivery and familiarity with local customs and international standards. Second, an experienced and multi-disciplinary team which is highly dedicated to excellence and able to achievement irrespective of the challenges in the region.

#### **1.8. Networks, Linkages Membership**

SDC is a vibrant and active member of several clusters in Somalia such as Food Security Cluster (FSC), Child protection cluster, Health and Nutrition cluster and Education cluster, Member of Puntland non state Actors, and member of Somali NGO consortium, Also SDC formed and coordinating Puntland farmers corporative.

#### **1.9. SDC Experience and Implemented Projects**

For decades, SDC Members and their partner have made remarkable progress delivering on SDC priorities. SDC has a good and cordial relation with all the government ministries including but not limited to Ministry of planning, ministry of interior and ministry of Environment, Agriculture and Climate change of Puntland and as well as other agencies including the local authority and administration, our close partnership and collaboration has enabled SDC to successfully implement its projects and programmes, in addition, the local authorities and federal states have all good knowledge of SDC operations and its activities as a result of SDC's interventions in their respective areas for several years.

### 2.1.1. Relief Project - Unconditional food assistance

SDC implemented Unconditional food assistance for relief project in Galkacyo, Harfo and Galdogob district in Mudug region on 2018-2021. The project was General food distribution – GFD through CBT and In-kind modalities, the main project activities was community consultations, beneficiary’s mobilization and sensitization, beneficiary’s selection process and registration, scope card distribution, top up and redemption report to WFP. Since 2018 up to 2021 SDC with WFP supported 100,000 beneficiaries from very vulnerable households of drought effected families living in IDPS Camps.

### 2.1.2. Livelihood Projects.

SDC partnered with WFP in successfully implementation of several livelihood projects in Mudug and Nugaal regions in Puntland, in 2018 up to 2020 SDC with the support of WFP established several community farmers cooperatives and agricultural demonstration sites in Puntland, the sites have been graded as successful and innovative through their integration into livelihood projects that have created sustainable asset for the venerable communities and strengthening of their livelihood and building resilience.

SDC selected specific sites in Mudug and Nugal region that we will work with them for a period of 10 years by investing in their livelihood including establishing farmer’s cooperatives as a way of pooling their meager resources together towards food security households.

The assets created includes installation of solar and pumps, drilling of shallow wells, installing of drip irrigation systems and provision modern agricultural technology, provision of seeds, constructing water tanks, constructing of water catchment with modern plastic leaning and farm equipment in the sites of Laacdheere, Rabaable in Nugaal and Heema, Roox, Bursaalah, dhagaxyo-cade in Mudug. The Laacdheere site was visited by the Un general secretary representative including the previous and the current WFP country director they all appreciated and commended SDC and WFP for integrating innovation in their projects in Puntland.

WFP and SDC established a tree nursery centers in three village in Mudug and Nugal region, the nurseries center currently is producing fruits seedlings which are distributed to our cooperatives in Roox, Heema and Dhagxaanyo-ade, up to date we have successfully distributed to farmers at least 1000 fruit trees which comprise lemon, Guava, Papaya and other fencing trees.

However, as planned, the center has two main objectives one is to produce more fruit trees to be distributed to the cooperative farmers and another objective is to generate income from selling the seedlings to other farmers in the area.

In Bursalah district– from 60KM west of Galkacyo, from February 2018 up to Jan 2020, SDC and WFP is supporting vulnerable families living around Bursalah, we have an established vocational skill training center. The center has so far churned-out 200 graduates from drought affected families and IDPS, the beneficiaries were trained on electricity, tailor, Henna, Computer, cooking and plumbing skills, after completion of their courses the beneficiaries were awarded start up kits also.

In Galkacyo district – SDC vocational skill training center in Galkacyo has signed MOU with RED SEA university (RSU) in Galkaiyo, The RSU has faculties of Livestock and Agricultural training, SDC will install Greenhouse in RSU, the facility has space and enough water supply for green house, also RSU will allocate qualified instructors for the courses and curriculum including translating the manuals into Somali language.

#### 2.1.3. Construction and equipping of Bursalah Vocational Skills Training Center:

SDC constructed and equipped Bursalah Vocational Center with support from Read Horn of Africa. Since 2018 SDC has been running Bursalah Vocational Skills center, which is well-equipped and furnished vocational school. The center has efficient, protected space, eight furnished classrooms one furnished office, one computer lab with 15 functional desktop computers, one tailoring lab class with 15 manual-tailoring machines, cooking space and equipment for students cooking. The facility also has one mobile welding machine, beauty salon space and electricity practical materials. So far more than 400 students have graduated from Bursalah Vocational Skills Center under WFP/SDC FFT project.

#### 2.1.4. Research and Community dialogue:

SDC has a fully-fledged research and development unit that tackles a broad range of social issues and studies. Including providing solutions and recommendations to the livelihood sector such as promoting best agricultural practices, climate change, innovative agricultural practices and water technology. Also, SDC research and Development unit Conduct regular marketable vocational skills needs assessment, Research and training on the agricultural best practices, developing best agricultural practices training manuals, also held research on climate change effects on community, carry out regular project monitoring and Evaluation (M&E) to address

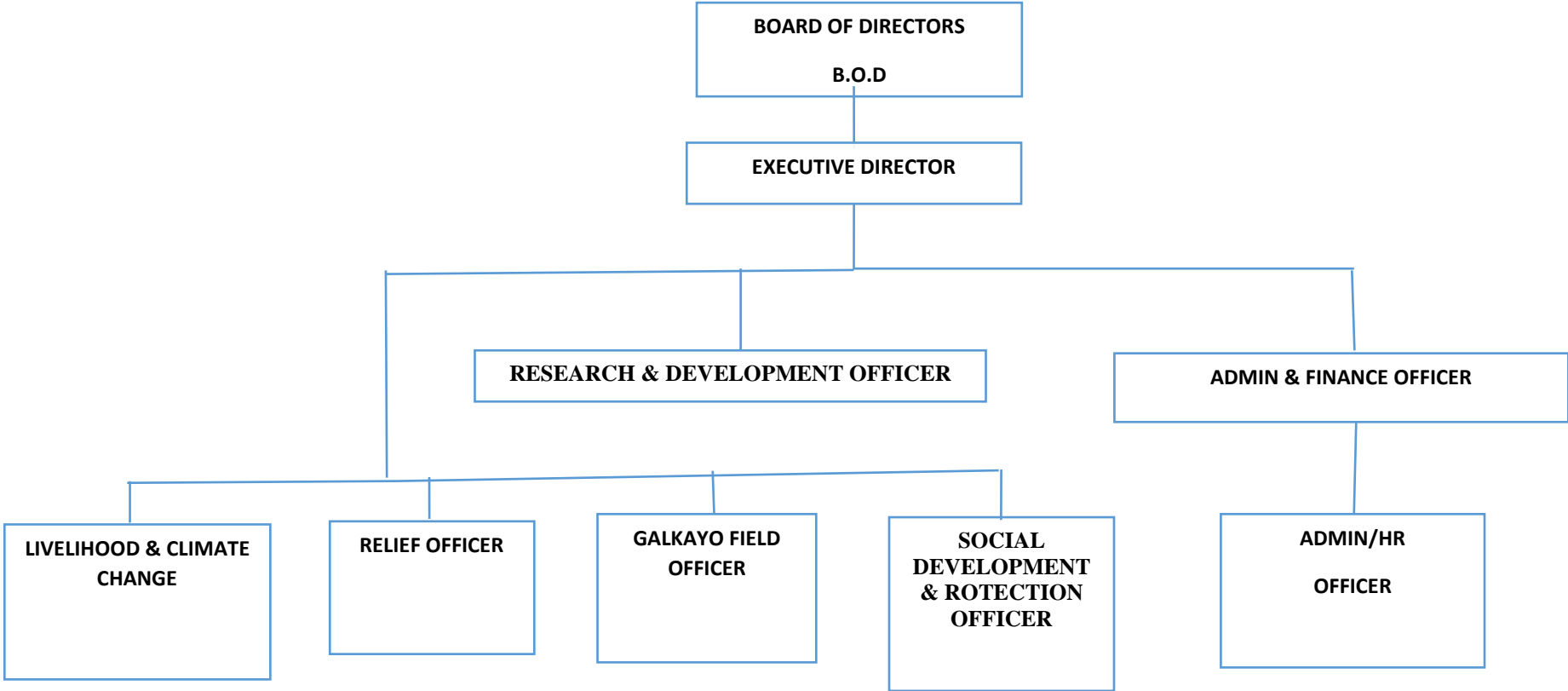
projects gaps and recommend workable local solutions and Monitoring and evaluation of SDC vocational skills training centers.

So far, the center has organized several community forums including Vocational education Forum, Democracy and elections forum, Youth and women political inclusive forum and Somalia productive sector forum.





**Salaam Development Center (SDC)**  
**Organizational Structure**



### 3. Environmental scan

The strategic planning team uses the major analytical tools for screening the current situation of the organization. **SWOT** analysis (Strength, Weakness, Opportunity and Threats) used for internal environmental analysis. Most of the internal environmental assessment involves how does the organization operations related to the strategic directions and the needs to be formulated, internal scanning should also highlight the organizational strength and weakness, whereas the external environmental analysis assesses how the reactions of the organization’s stakeholders’ impact on its operations and strategic directions.

3.1. Table 2: SWOT analysis template using the results of SDC stakeholder’s survey

Internal	
Strength	Weakness
<ul style="list-style-type: none"> <li>• SDC with support of international partners successfully achieved their projects goals to supports thousands of beneficiaries in Somalia in the sectors of Livelihood, agricultural, education, protection, good governance and democracy and resilience building.</li> <li>• The Organization has the capacity to conduct high quality research, project evaluation and monitoring.</li> <li>• The center has Rigorous experience to provide training and capacity building programs for its clients.</li> <li>• Strength Coordination and communication capacity.</li> <li>• Strength social media communication through active website, Facebook page, twitter, YouTube and Instagram</li> </ul>	<p>The factors listed here are suggested areas needs for improvement:</p> <ul style="list-style-type: none"> <li>• Limited fund resources for research and development programs.</li> <li>• Lack of owned office space for the organization.</li> <li>• Need for alternative partners and donors to support SDC goals.</li> <li>• Need for to build the capacity of Somali researchers.</li> <li>• Inadequate programs and evaluation policy.</li> <li>• Lack of source of fund due to COVID-19 pandemic</li> <li>• Low brand awareness.</li> <li>• Limited published research peppers and reports.</li> </ul>

<ul style="list-style-type: none"> <li>• The organization has several offices in rural and remote areas to reach inaccessible vulnerable community zones.</li> <li>• Established cooperative farmers In Puntland.</li> <li>• Local knowledge</li> <li>• The organization has developed Excellent partnership with UN and other international agencies.</li> <li>• The center possesses qualified, experienced staff with multiple discipline.</li> <li>• Excellent customer service.</li> <li>• Qualified, experienced and innovative leadership.</li> <li>• Strong employee attitude and high integrate</li> <li>• Maintain excellent relationship with our beneficiaries.</li> <li>• Robust access to communities and clients.</li> </ul>	<ul style="list-style-type: none"> <li>• Need to improve the level of competence of the employees and their abilities to implement projects and adapt latest technology.</li> <li>• Need to improve the management capacity to conduct quality planning, budgeting, monitoring and evaluation.</li> <li>• To improve the organizational knowledge sharing system.</li> </ul>
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**External**

<b>Opportunity</b>	<b>Threat</b>
<p>Opportunities refers to favorable external factors that give the organization a competitive advantage.</p> <ul style="list-style-type: none"> <li>• Donors and UN agencies advertise partnership opportunities through Un Partner port – UNPP.</li> <li>• Ability to attract local high qualified and experienced staff.</li> <li>• Opportunities of Private sector partnership.</li> <li>• Somalia on the way to access international finance.</li> <li>• Government laws and policies to empower local organizations agencies to implement projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Political and economic instability</li> <li>• Weak security</li> <li>• Lack of International investment and development in Somalia.</li> <li>• Limited research knowledge and experience in Somalia.</li> <li>• Absence of governmental fund support</li> <li>• Lack of finance to support research centers.</li> <li>• Climate change impact on the community’s livelihood</li> <li>• Limited reliable of partners and sponsors.</li> </ul>

<ul style="list-style-type: none"> <li>• UN agencies now are interesting to partnership with Local organization for efficiency purposes.</li> <li>• Our competitive organizations may slow to adapt new technology.</li> </ul>	<ul style="list-style-type: none"> <li>• Clan conflicts and domestic disputes hinder to implement the projects.</li> </ul>
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#### 4. Organizational vision, mission and core values

##### 4.1. Vision

Our vision is to be leading center in transforming Somalia into developed and better place.

##### 4.2. Mission Statement

Our mission is to provide sound development solutions response based on evidence and research to realize developed, peaceful and stable Somalia and contribute to the national and development plan.

##### 4.3. Core value and principles

- a) **Humanity:** our actions and dedications are grounded on the desire to contribute to the wellbeing of human society in the world.
- b) **Neutrality:** SDC is non-aligned, non-affiliated and dissociates itself with any political actors or interest groups in Somalia. We are operationally independent, and our activities are impartial with no favoritism to any particular groups or players.
- c) **Relevance:** Every intervention will be relevant to the needs of the community in which it is implemented. That is; the project should change the way things were done and be seen to do so.
- d) **Impact:** Unlike projects, which come and go without leaving a legacy, we aspire to leave an everlasting mark to our stakeholders to attest that change has been created. If it is a water shortage, there should be undisputedly more water than before.
- e) **Effectiveness:** Communities will continue to see and witness that we add value to their lives and livelihoods through our projects and initiatives.
- f) **Efficiency & Accountability:** the center is committed to being a transparent, accountable and efficient use of resources-funds, material, assets and equipment. Accountability and transparency are our core beacons that stand between us, our donors, the communities and other stakeholders, we produce and share reports on monthly, quarterly and annual basis

#### 4.4. Coordination, Cooperation and Trust:

The inculcating a sense of ownership in all projects to stakeholders is crucial, we will continue to work with government, community structures, local NGOs, funding partners in a manner that reflects proper coordination that leads to maximum potentialities.

4.4.1. Table 3: Stakeholders' analysis:

<b>Stakeholders</b>	<b>Interests &amp; Expectations</b>	<b>Potential</b>
<b>List Stakeholders (both collaborators and competitors)</b>	<b>Highlight what are their interests in the SDC</b>	<b>Enumerate the contributions that they could make to the SDC</b>
Government	<ol style="list-style-type: none"> <li>1. To deliver project goals</li> <li>2. Data and information produced SDC research unit</li> <li>3. Response to humanitarian crises</li> <li>4. Access to remote and rural areas</li> <li>5. Productive sector development</li> </ol>	<ol style="list-style-type: none"> <li>1. To contribute land to implement Livelihood project</li> <li>2. Provide security.</li> <li>3. Registration certificate</li> <li>4. Provide <b>SDC</b> with internal statistics or data</li> <li>5. Provide national plan</li> <li>6. Conflict resolution</li> </ol>
Private sector	<ul style="list-style-type: none"> <li>• Innovative training capacity building services</li> <li>• Quality research services</li> <li>• Planning, Monitoring and strategic plan development services.</li> <li>• Technical assistance</li> </ul>	<ul style="list-style-type: none"> <li>- Funding for services provided</li> <li>- Knowledge and information sharing</li> </ul>
Universities	Access to research produced by SDC	Exchange of research information
Universities and other research firms	<ul style="list-style-type: none"> <li>- Access to research produced by <b>SDC</b></li> <li>- <b>T</b>raining and capacity building on research</li> <li>- Support vocational skills training</li> <li>- collaboration on thematic issues</li> </ul>	<ul style="list-style-type: none"> <li>- Knowledge and information sharing</li> <li>- Academic employee exchange</li> <li>- Provide Fellow researchers</li> </ul>
UN & International Partners	Partnership to implement projects on: <ol style="list-style-type: none"> <li>1. Livelihood</li> <li>2. Climate change</li> </ol>	<ul style="list-style-type: none"> <li>- To provide funds to the projects</li> <li>- Capacity building</li> <li>- Technical supports</li> </ul>

	<ol style="list-style-type: none"> <li>3. Food security</li> <li>4. Education</li> <li>5. Protection</li> <li>6. Research and capacity building</li> <li>7. Communication and reports</li> <li>8. Manage project activities.</li> </ol>	<ul style="list-style-type: none"> <li>- Provide technical experts</li> <li>- Conducts supervision monitoring and Evaluation.</li> </ul>
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## 5. Strategic Goals and Objectives

### 5.1. Strategic focus area goals

**Strategic goal 1:** Improve Livelihoods, climate change and economic inclusive.

**Strategic goal 2:** Improve access to Social Protection

**Strategic goal 3:** Improve Social Development

**Strategic goal 4:** Contribute to Good Governance and Democracy

**Strategic goal 5:** Conduct high quality research

### 5.2. Strategic Objectives

The main strategies of the organization are to focus on addressing the challenges that constrain lives and livelihoods, facilitating the improvement of the quality of human lives and productivity of research center workplace. The strategic planning team and technological consultants have genuinely approved the five key priorities in 2021- 2025.

5.3. Table 4: Strategic Plan Objectives

Focus area 1: Improve Livelihoods, climate change and economic inclusive: Improve food security, livelihood and resilience of vulnerable communities such as poor IDP's, vulnerable households and climate change - affected Communities through using new technologies and creating innovative community assets that provide durable solutions.			
Objectives	Indicative Activities	Time frame	Priority Locations
<p><b>Objectives 1: Improve access to food and safety net by improving the immediate access to food.</b></p>	<ul style="list-style-type: none"> <li>• Providing unconditional food distribution assistance to vulnerable groups</li> <li>• Cash Transfer for farmers and livestock keepers to address immediate food accessibility during agricultural time</li> <li>• Community mobilization, and sensitizations</li> <li>• Identify the households that affected by climate change through using new technology</li> <li>• Conduct community consultations, beneficiary's mobilization and sensitization.</li> <li>• Develop beneficiary's selection process and registration.</li> <li>• Scope card distribution, top up and redemption report</li> </ul>	2021-2025	Somalia
<p><b>Objective 2: Strengthening access to sustainable livelihoods.</b></p> <p>To strengthen access to livelihood capacity development to promote refugee self-reliance, thereby enhancing identification of the appropriate durable</p>	<ul style="list-style-type: none"> <li>• Advocacy to develop livelihood strategy and carry out a skill mapping survey in Puntland.</li> <li>• Train qualified youth in relevant areas such as agri-business development and information and communication technology (ICT) skills.</li> <li>• Provide numeracy and literacy training for adults as well training in business, entrepreneurship and financial management.</li> </ul>	2021-2025	Somalia

<p>solution for individuals, including sustainable voluntary return.</p>	<ul style="list-style-type: none"> <li>• Provide business start-up and access to micro-loans and grants for small scale trading and agriculture.</li> <li>• Provide youth and business owners entrepreneurial mentorship opportunities.</li> <li>• Conduct Career Guidance and Counselling.</li> </ul>		
<p><b>Objective 3: Building Resilience including vocational skills for vulnerable households effected by shocks and Building community assets.</b></p> <p><u>Description:</u> To provide resilience support to support for vulnerable households effected by different shocks to make reintegration sustainable, through the delivery of cash grants, cash for work and trainings to strengthen community-level asset creation,</p>	<ul style="list-style-type: none"> <li>▪ Create innovative community assets that could provide durable solutions</li> <li>▪ Cash for work and rehabilitation of community assets and productive local infrastructure such as market facilities and canals.</li> <li>▪ Training in savings and asset management.</li> <li>▪ Market surveys for business opportunities.</li> <li>▪ Job placement will occur for qualified youth and trained persons in a range of sectors such as automotive mechanics, agri-business, Computer skill, tailor, beauty salon, cooking and school managers or health practitioners.</li> <li>▪ Business management entrepreneurship and financial management trainings as well start-up kits and grants as mentorship will be offered.</li> <li>▪ Vocational skills training in carpentry, boat building, electronic repairs, electrical works, motor vehicle repairs, masonry.</li> </ul>	2021-2025	Somalia



	<ul style="list-style-type: none"><li>▪ Career guidance and counselling services will be provided.</li><li>▪ Promote employment creation through value chains with growth potential.</li></ul>		
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<p><b>Objective 4: To enable the local farmers have enough farms fields for their agricultural activities and enough water supply for the irrigations of their crops</b></p>	<ul style="list-style-type: none"> <li>▪ Provide capacity building training to local farmers to increase their yield transforming them economically stable community.</li> <li>▪ Provision of Vegetable /fruit /crop garden &amp; Shallow wells to the community and extension of land to productive farm.</li> <li>▪ Establish tree-planting and Nurseries centers In Puntland</li> <li>▪ Provide good agricultural practice and Livestock production through voucher for training vocational skills.</li> <li>▪ Provision of farm implements, fertilizers, tools, tractor plowing hours, animal drawn seeders, irrigation services (where possible), as well as agricultural training.</li> <li>▪ Provision of horticulture gardens, greenhouses and hydroponic farms</li> <li>▪ Rehabilitation of productive infrastructure such as irrigation wells and irrigation technologies.</li> <li>▪ Provide training and building the capacity of local stakeholders such as: climate smart agriculture training.</li> <li>▪ Provision of animal restocking for goats and sheep and livestock treatment to pastoral beneficiaries.</li> </ul>	<p>2021-2025</p>	<p>Somalia</p>
<p><b>Focus area 2: To improve access to Social Protection:</b> Ensure children and women have improved access to save, timely, effective and appropriate preventive and responsive services to all forms of violence, exploitation, abuse and neglect. And to conduct awareness on gender equality, GBV and Sexual and reproductive health and to ensure mainstreaming of protection in humanitarian and development response. Protection actions also cover</p>			

prevention of and response to gender-based violence through provision of legal aid and multi-sectorial services, protection mainstreaming and delivery of services using an age, gender and diversity approach.

**Objective 1: Conduct awareness on gender equality and ensure mainstreaming of protection in humanitarian and development response**

Description:

Protection is central to return processes, as are physical security and access to livelihoods and basic services, such as health and education. Protection initiatives include civil registration and documentation, respect for housing, land and property rights, legal and physical integrity of returnees, IDPs and receiving communities.

- Undertake awareness in the camps and urban areas to ensure that vulnerable families are not forced any gender abusing or induced to present themselves at services providers.
- Ensure children and women have improved access to safety in timely manner
- Respond effectively and preventively to all forms of violence
- Investing in girl’s education can improve her future opportunities as an adult.
- Community based protection services to prevent loss of contact between members of the same household (family) during the service process.
- Identification of children at risk of separation.
- Provision of tracing services to restore family links and reunite separated persons.

2021-2025

Somalia

<p><b>Objectives 2: Promote Effective enactment, enforcement and use of national legal frame work instruments to endorse abandonment of FGM/C.</b></p> <p><b>Objective 3: Strengthen media campaigns and other forms of communication dissemination to support and publicize FGM/C abandonment.</b></p>	<ul style="list-style-type: none"> <li>• Hold forums where SDC will engage s the parliament in pressuring them to accept total abandonment of FGM/C</li> <li>• Organize high level Religion leaders</li> <li>• Develop a youth communiqué and signed by youth networks members - petitioning the Puntland Parliament to approve the FGM/C law.</li> <li>• Hold TVs and Radios debates on FGM/C abandonments by Youths, parliament members, sheikhs and doctors</li> </ul>		
<p><b>Focus area 3: Improve Social Development:</b> Improve access to more equitable access to quality basic services such as health, education, clean water &amp; sanitation; and contribute to Improve Somali human capital development and quality basic and clean water.</p>			
<p><b>Object 1: Improving access to safe water, sanitation and hygiene facilities for communities.</b></p> <p>Description: Increase safe water supply and sanitation facilities available to communities in order to improve health standards.</p>	<ul style="list-style-type: none"> <li>• Renovating diesel-powered boreholes to solar powered water pumping systems</li> <li>• Construction of water catchment, shallow wells and new water storage tanks.</li> <li>• Extension of water reticulation pipes and distribution network to communities.</li> <li>• Training of community members on operation and maintenance of the water supply systems.</li> <li>• Construction of gender and diversity sensitive and user-friendly institutional latrines.</li> </ul>	2021-2025	Somalia

	<ul style="list-style-type: none"> <li>• Promoting hand washing stations and hygiene in primary schools, including facilities for persons with disabilities and other special needs to prevent COVID-19.</li> <li>• Improve equal opportunity access for health, education, clean water and sanitation</li> <li>• Improve Somali human capital development.</li> </ul>		
<p><b>Object 2: Basic education through Accelerated Learning Programme (ALP) for host communities.</b></p> <p><u>Description:</u></p> <p>To provide access to inclusive quality basic education and learning outcomes for out of school children, adolescents, youth and women in the host community, thereby improving their self-reliance potential.</p>	<ul style="list-style-type: none"> <li>• Increase enrolment and retention of over-age, out of-school, children in the existing Accelerated Learning Programme (ALP) in communities, including through improving the quality of teaching and learning achievement.</li> <li>• Train and build the capacity of community education committees and parent teacher associations on the benefits of the Accelerated Learning Programme and the management of the centers.</li> <li>• Train District Education Officers and School Principals on monitoring and evaluation, data collection and analysis as well as the Education Management Information System (EMIS).</li> <li>• Teacher training on Accelerated Learning Programme approaches, pedagogy and child-center methodology (in-service, and capacity building).</li> <li>• Provide scholastic materials, including textbooks, exercise books and other instructional materials.</li> </ul>	2021-2025	Somalia

	<ul style="list-style-type: none"> <li>• Provide conditional and unconditional incentives to improve enrolment and participation of girls in the Accelerated Learning Programme.</li> <li>• Ensure universal access to education facilities to encourage enrolment of persons with special needs</li> </ul>		
<p><b>Focus area 4: Contribute to Good Governance and Democracy</b> To support and contribute towards strengthening the trust between government and citizens. And to participate in the structure of Somalia inclusive and accountable politic and capacity building for local governance. And to encouragement in deepening the democracy, decentralization and federalism as principles of good governance outcomes</p>			
<p><b>Objective 1: To support and contribute towards strengthening the trust between government and citizens</b></p> <p><u>Description:</u> To encourage the government members to ensure the important of human respect and to follow rule of law on each election period. This will enhance the relation between elected representatives, appointed officials and citizens and strength citizen’s demand</p>	<ul style="list-style-type: none"> <li>• Encourage citizens' understanding of political and electoral processes increased</li> <li>• provide analyzed arguments to citizens and civil society organizations to inform citizens and monitor political</li> </ul>	2021-2025	Somalia

for transparency and accountability in the management of public resources			
<p><b>Objective 2: to encouragement in deepening the democracy, decentralization and federalism as principles of good governance outcomes.</b></p> <p><u>Description</u></p> <p>To strength democracy and promote transparency and capacity in public administration and to increase the number of citizen’s participations in fostering good government processes. To use communication for development approach to address the lack of good governance system in Somalia</p>	<ul style="list-style-type: none"> <li>• Equip professional media with tools and skills to contribute for preventing and mitigating conflicts</li> <li>• Participate in the structure of Somalia’s accountable politic and capacity building for local governance.</li> <li>• Apply the ultimate goal of development policy act</li> </ul>	2021-2025	Somalia
<p><b>Focus area 5: Research and Development:</b> To conduct high-quality researches and analysis in Somalia in the area of livelihood and climate change and social protection and development and good governance. And to build collaboration and partnership with other local and international research institutions to share future knowledge of research centers improvement.</p>			

<p><b>Objective1: To conduct high-quality research and analysis in Somalia to inform policy makers and building robust partnership and collaboration with local and international research institutions and international donors.</b></p> <p><u>Descriptions:</u></p> <ul style="list-style-type: none"> <li>• To become a platform for research center, establishment of multidisciplinary research conduct for those five focused areas, host debate of political parts and build the competence of academic researchers and through training and capacity building.</li> <li>• To enhance research culture and collaborate with universities, research units and international research institutions. To enhance the research capability of the academic students within and outside universities.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct training and capacity building for private and public sectors employees and for provide capacity building for IDPs and host communities in Somalia</li> <li>• Conduct high quality research focusing on the SDC focus Areas</li> <li>• Provide accurate and reliable data of research conduct through data collection by using survey questionnaires based on interviews, direct observation and desk review</li> <li>• Build collaboration and partnership with local and international research institutions and international donors.</li> <li>• Coordinate and provide quality service in order to successfully carry out research activities.</li> <li>• Provide technical training and capacity building to private and public sectors, IDPs and host communities in Somalia</li> <li>• Provide standard guidelines of research conduct to universities</li> </ul>	<p>2021-2025</p>	<p>Somalia</p>
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<p><b>Objectives 2: Conduct improved training and capacity building practices to improve organizational innovations of product / services, process and administrations</b></p>	<ul style="list-style-type: none"> <li>• Provide improved Training and development</li> <li>• Conduct On-the-job training method such as Mentoring, job rotation, apprenticeship, and orientation.</li> <li>• Conduct off- the-job training method such as lecturing, conference, role playing, and case studies.</li> <li>• Develop Effective training design process including training need assessment, creating a learning environment, knowledge transfer, and evaluation of training.</li> <li>• Introduce an Innovative climate such as job satisfaction, employee involvement, tolerance of failure and organization’s citizenship behavior.</li> <li>• Promote Corporate and organizations training investment to enhance organizational innovation of product, process, and administration</li> </ul>	<p>2021-2025</p>	<p>Somalia</p>
<p><b>Objective 3: Conduct robust monitoring and evaluation program.</b></p>	<ul style="list-style-type: none"> <li>• Develop evaluation policy</li> <li>• Conduct business and operation evaluation</li> <li>• Conduct aid and development program evaluation through applying DAC evaluation criteria (Relevance, effectiveness, efficiency, impact and sustainability)</li> <li>• Conduct baseline to end line project evaluation performance</li> </ul>	<p>2021-2025</p>	<p>Somalia</p>

## 6. Logical Framework Approach

Logical framework approach is an analytical process and set of tools used to support projects planning, strategic development and management. The Logical Framework has the power to communicate the essential elements of a complex project clearly and succinctly throughout the project cycle. SDC used to develop the overall design of a projects, to improve the project implementation, monitoring and to strengthen periodic project evaluation. It provides a set of interlocking concepts which are used as part of an iterative process to aid structured and systematic analysis of a project or programme idea.

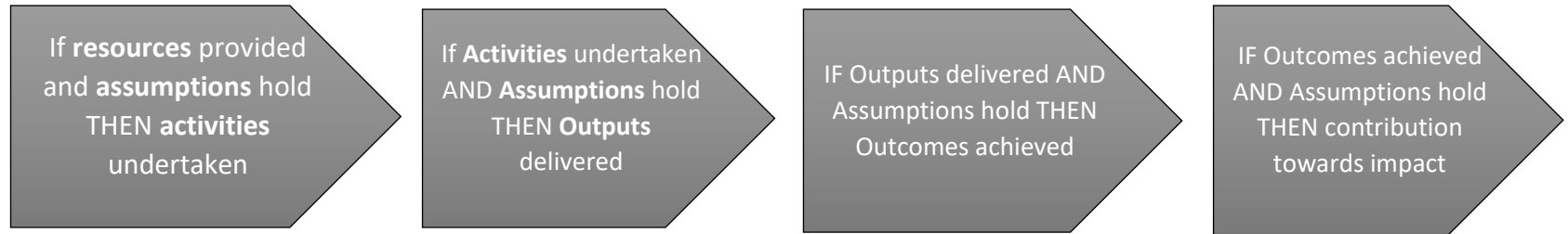
Here is a clear distinction between the **Logical Framework Approach** and the Logical Framework Matrix. The first refers to the steps involved in planning and designing the project. Since SDC involves multiple implementation projects as an implemented partner with international agencies, these steps include a stakeholder analysis, cause-effect analysis, objectives analysis, and alternatives analysis culminating in the design of the projects. There is a clear distinction between the Logical Framework Approach and the Logical Framework Matrix. The Logical Framework is a methodology for designing, monitoring, and evaluating undertakings. LFA incorporates four main analytical elements to help guide this process:

- Problem Analysis
- Stakeholder Analysis
- Analysis of Objectives
- Analysis of Strategies

The results of the stakeholders, problem, objectives and strategy analysis are used as the basis for preparing the Logical Framework Matrix. The Logical Framework Matrix summarizes the key elements of a strategic development plan.

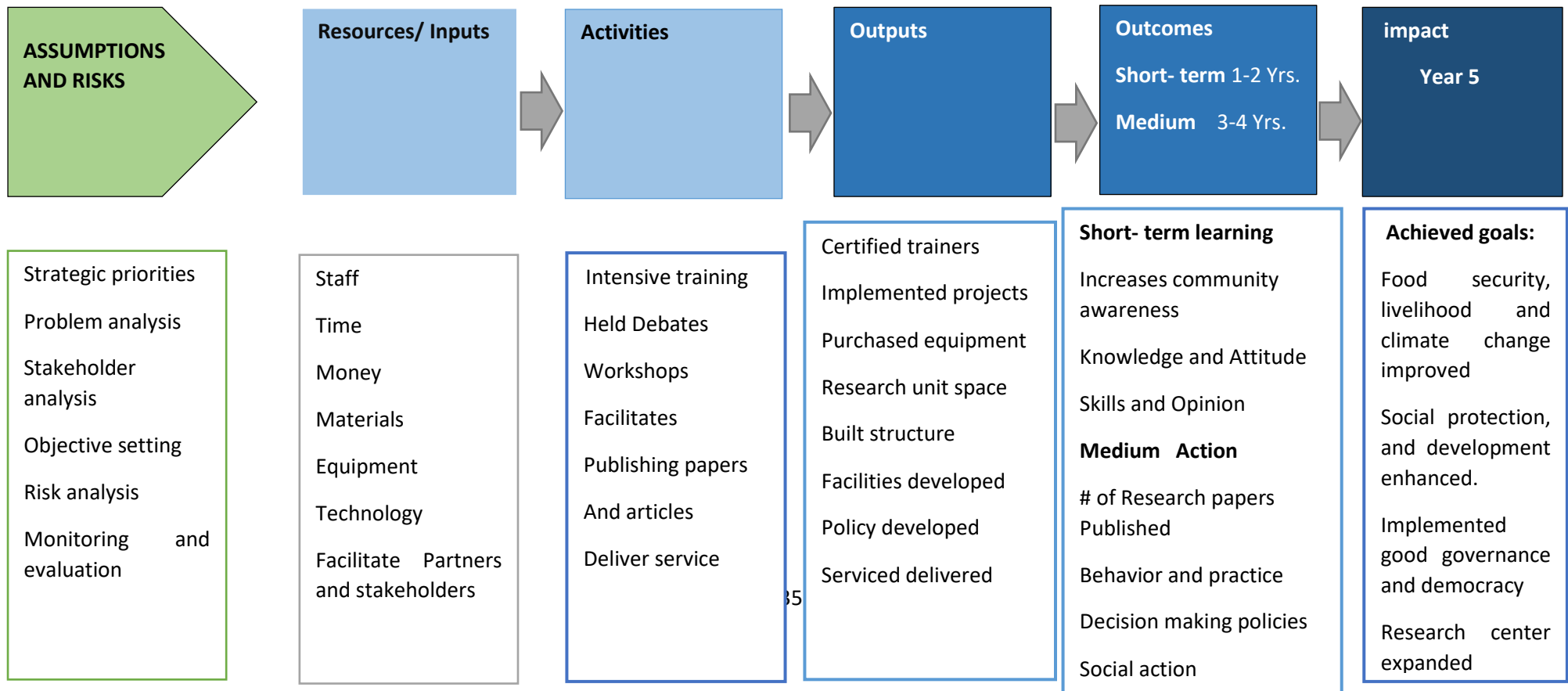
## 6.1. Logical Framework Matrix

### LOGICAL FRAMWORK



### Planned Work

### Intended Results



## **7. Implementation and monitoring of the strategic development plan**

Salaam Development Center (SDC) would continuously monitor the progress and implementation of the strategic plan. The strategic plan lays on the key focus area of the projects and research conduct to be made next five-year plan and the specific objectives to be taken.

Most of the specific project's objectives and research activities will be implemented between 2021-2025. These activities will serve as the foundation for the planned project and research activities and in line with a strategic direction timeline.

SDC should address the activities and key specific objectives so, if its failure to achieve any one of the strategic objectives, will have a negative impact on the realization of the strategy goals, thus the understanding and implementation of these strategic objectives by the respective units and management of the organization will be fundamental to succeed.

The main principles of this strategic plan are five focus areas which are intend to deliver high quality services and programs to Somali people.

The organization's board of directors, management and SDC staff will do its utmost to implement this strategic plan, and therefore will form a task force member or internal unit that will oversee the implementation as indicated on to the strategic objectives and logical framework matrix

Lastly, SDC strategic team will develop annual work plan for each five focus areas to easily implement the programs to reach desired goals and objectives and to conducted robust monitoring and evaluation to measure the performance progresses of five-year strategic plan.