



Islamic Relief
SOMALIA

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COUNTRY STRATEGY

2023 – 2026

OUR VISION

Inspired by our Islamic faith and guided by our values, we envisage a caring world where communities are empowered, social obligations are fulfilled and people respond as one to the suffering of the others.

COUNTRY STRATEGY IR SOMALIA 2023 - 2026

We are guided by the teachings provided by the revelations contained within the Qur'an and prophetic example (Sunnah), most specifically: ikhlas (sincerity) ihsan (excellence), rahma (compassion), adl (justice) and amana (custodianship). In our work and individual conduct, we shall not cease to:

- Prize sincerity and honesty
- Strive for excellence
- Be compassionate
- Promote, campaign for and deliver justice
- Prove worthy custodians of the trust placed in us to care for people and the planet.

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LIFE-SAVING EMERGENCY RESPONSE



1. EXECUTIVE SUMMARY & MESSAGE FROM OUR RD & COUNTRY DIRECTOR

Islamic Relief Somalia (IRS) is one of the country office of IRW. IRS continues to deliver life-saving humanitarian services in Somalia despite the protracted conflict, political divide, and increased insecurity since 2006, when IRS first started its operations in Somalia. IRS is credited for delivering high-quality and need-driven programming in hard-to-reach areas of Somalia.

IRS runs its operations and programs through various field offices with head office based in Mogadishu. Other sub-offices include Garowe (in Puntland), Hargeisa (Somaliland). We also operate satellite field based offices mainly in SCZ (Afgooye, Berdale, Dinsor, Baidoa, Bardhere, Balcad, Beledweyne & Jowhar); Puntland(Garowe, Qardho, Burtinle and Badhan); Somaliland (Burco, Hargeisa & Borama). IRS has a total full time staff of 249 spread across the country.

Somalia's federal and state governments have increased their capacity and legitimacy. The country is making progress towards establishing capable and accountable institution. The country is nearing debt relief as a result of years of sustained economic reform. Despite this progress, the country faces many challenges; including climate change and frequent disaster, and complex humanitarian emergency.

The Islamic Relief Somalia country ten years strategy (IRCS 2023 – 2033) takes into consideration the Somalia country context, including insecurity, unpredictable political environment, and increasing susceptibility to climate change impacts. The strategy also considers the influence of both internal and external factors and funding trends on sustainability. The Plan is a result of a series of retrospective reviews, analyses, and strategic meetings at the country level from June 2021.

The development of this strategy follows several high level consultation of the community members, government and subsequent annual review conference composed of senior managers and key staff, from which the process to develop this strategic plan was launched. The meeting highlighted the achievements, challenges and capacity gaps at the programme and operational levels, and identified the priorities for the next ten years. In line with IRW's global strategy, the programming priorities we developed using the Maqasid Framework identify priorities of economic empowerment, social services, and humanitarian emergency response with others include, cross-cutting themes to address the needs of vulnerable communities and institutional development and strengthening to improve operations and service delivery in Somalia.

The ten-year strategy was decomposed to form this three-year strategy (2023- 2026) with an action and resourcing plans. This 3-year strategy defines the priorities and develops the strategic objectives, indicators and activities to ensure that IRS remains a dynamic and trusted humanitarian actor in Somalia.

It gives the overall direction of IRS programming for the next 3 years and is aligned with a ten-year strategy, national and international frameworks and IRW's global vision and mission. The strategic plan advocates for a holistic programming approach and entails building the institutional capacity of the IRS to respond effectively and efficiently to the needs of vulnerable communities.

Guided by the five pillars of the Maqasid framework, the strategic themes for the 3 years are emergency lifesaving response, empowering families and communities, addressing the local to global root causes of poverty, raising funds and strengthening the organisation, and building IRS staff capacities. Our strategy aims to improve our humanitarian response and enable individuals and communities to overcome poverty and vulnerability through long-term program commitments that link emergency response to recovery and long-term development. We will increase our focus and advocate on climate change and climate adaptation, humanitarian access in hard-to-reach areas, and compliance with CHS, Sphere, HSP and other humanitarian standards. We will use integrated multi-sectoral programming to address multi-dimensional poverty through a durable solution lense.



Yusuf Ahmed
East Africa Regional Director



Aliow Mohamed
Country Director, Somalia

2. WHO WE ARE

Islamic Relief is a faith-based humanitarian relief and development organisation fully committed to humanitarian principles and standards. Islam underpins our organisational identity, values and culture and informs everything we do.

Our purpose (why we exist)

The Islamic faith and its teachings stipulate that poverty, vulnerability, inequality and injustice are not inevitable. Islamic Relief exists to help those in need through its lifesaving relief and development assistance and its work with communities to address the root causes of poverty and vulnerability.

How we fulfil our purpose.

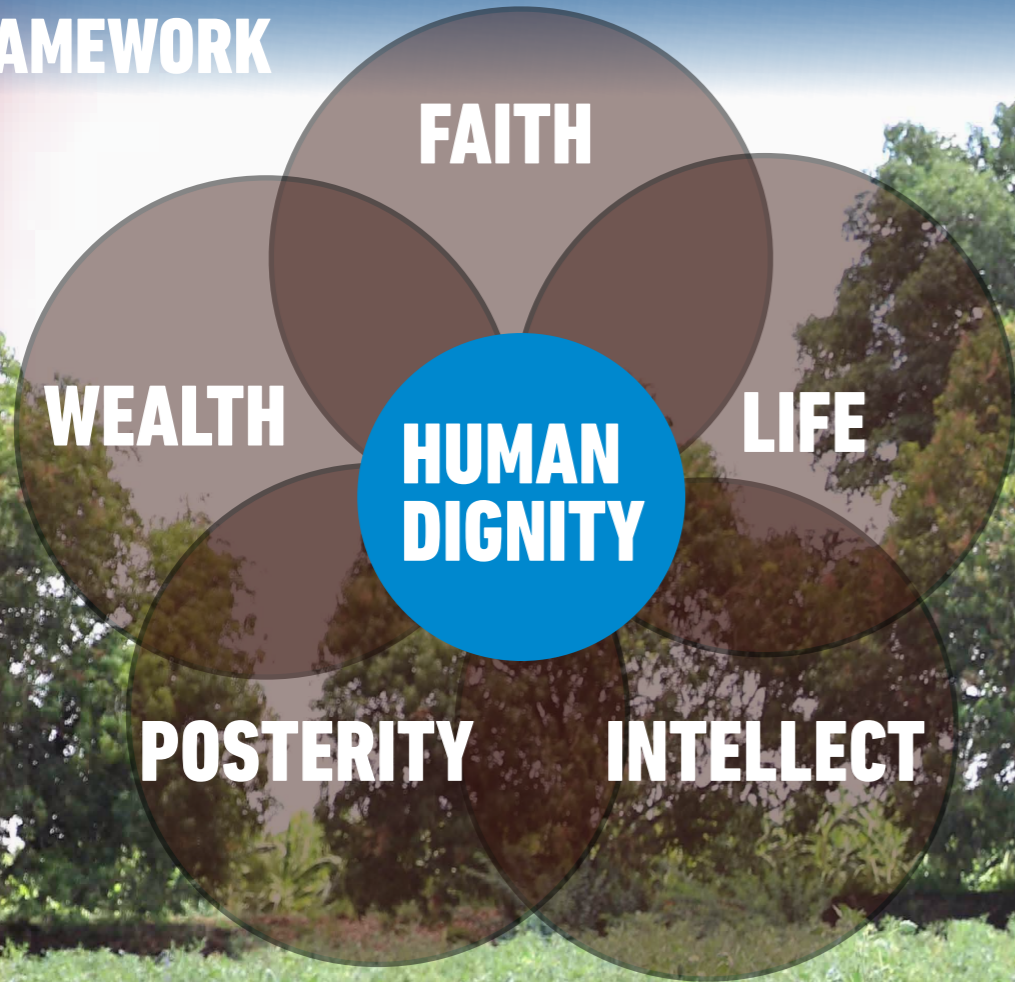
1. Our faith-based identity puts us in a privileged position of trust to mobilise communities and resources in the global north and south to provide lifesaving relief and transformative development assistance, as well as to effect long-lasting positive change using Islamic faith-based perspectives and an Islamic development framework.
2. Our centrally managed country-based capacity and partnerships and our Islamic and humanitarian values and credentials enable us to secure direct access to, and the trust of, communities in many extremely poor, fragile, vulnerable and hard-to-reach areas.
3. Our commitment to working with communities, local actors and organisations in an inclusive manner enables us to respond in a timely and effective way to the humanitarian crisis and helps us operate collaboratively in our post-crisis rehabilitation and sustainable development efforts. It also allows us to work in genuine partnership alongside the communities we serve to identify and address together the root causes of poverty and vulnerability.
4. We fulfil our purpose by remaining committed to humanitarian principles and standards, and applying our Islamic faith-based perspectives and development framework where possible and relevant.

The Maqsid Al-shariah Framework.

5. Our faith makes it imperative to approach the cycle of poverty and injustice holistically, particularly focusing on social justice and upholding human dignity. Our relief, development and advocacy work are guided by five dimensions of the Maqsid al-sharia framework (Islamic development framework); faith, life, intellect, posterity and property.
6. At Islamic Relief, based on faith teachings, we view and pursue these five dimensions as follows:
 - The faith dimension infers a necessity to prioritise, protect, preserve and uphold our faith teachings and beliefs following our Creator's guidance while understanding that there should be no compulsion in religion
 - The life dimension emphasises the sanctity of every individual's life and dignity, particularly their rights to security, health, a sustainable environment, food, shelter and clean water
 - The intellect dimension highlights the need to uphold every individual's right to access education, information and knowledge
 - The posterity dimension shapes our obligation to uphold every individual's right to family life, privacy and child protection, as well as the right to protect and provide for future generations
 - The property dimension is the individual's right to a fair distribution of wealth and the opportunity to achieve comprehensive community prosperity through a just economy.



MAQASID AL-SHARIAH - ISLAMIC DEVELOPMENT FRAMEWORK



“Our culture and values are strengthened through our comprehensive code of conduct and other relevant policies, as well as through human resources processes, leadership, culture and management practices”

3. COUNTRY CONTEXT



According to the Population Estimation Survey, Somalia's population in 2014 was 12.3 million and is estimated to have increased to over 15 million by end of 2022. The Somali population are extremely young. An estimated 46% of the Somali population are children (aged 0–14), and 27% are adolescents and youth (aged 15–29). Together they make up almost three-quarters of the Somali population. 42% of the population are urban dwellers, 23% are rural, and 26% are classified as nomadic.

There is a significant proportion of internally displaced persons (IDPs), who account for about 9% of the population (Somalia State of the Environment Report, 2019).

This accounts for a relatively highly urbanized society, allowing for possibilities of urban renewal. The population density in Somalia is estimated at 24 persons per km², one of the lowest in the East and Horn of Africa. The median age in Somalia is estimated to be 16.6 years. The Somali diaspora forms an important part of the larger Somali population and can be found all around the world.

Somalia is the world's fifth poorest country with a per capita income of US\$450 (World Bank, 2020). Somalia is the world's fourth-most remittance-dependent country, making up about 20-50% of the local economy.

The economy is shaped by a complexity of drivers adversely affecting the country's increasingly narrow and fragile natural resources and pillaging its wealth through illicit trade.

The economy is rooted in livestock and crop production that rely on rainfall which is crucial for livestock and rain-fed subsistence agriculture. Only about 10% of land can be described as arable and suitable for crop production.

The agricultural sector, which accounts for 60% plus of the GDP and employs 45% of the active workforce (Somalia Agriculture Report, 2018), relies on the health of the country's natural capital (vegetation and water resources).

The livestock sub-sector accounts for 80-90% of agricultural GDP. Agriculture growing at 6% annually, contributes about US\$2.4 billion (or about 40% of total GDP) and 90% of export earnings (ibid).

The Somalia Supply and Market Outlook Assessment report identifies four main staple foods such as maize, sorghum, rice, and wheat. While maize and sorghum are grown locally, rice and wheat are entirely imported.

Somalia's economic growth is too low to improve the lives of most Somalis and help alleviate poverty. According to World Bank, nearly seven out of ten Somalis live in poverty, making Somalia one of the poorest countries in sub-Saharan Africa. This rate is higher among children below 14 years of age, at 73%.

About 69% of the population lives on under US\$ 1.90 a day, and per capita GDP is estimated at US\$ 314.5. Around one-fifth of Somali households depend on overseas remittances. Life expectancy at birth in Somalia is one of the lowest in the world, at 56.7 years only.

This compares unfavourably with, for instance, neighbouring Kenya and Ethiopia, where the life expectancy at birth are 67.3 and 65.9 respectively. In Somalia, poverty cuts across sectors, locations, groups and gender, and its forms and causes vary.

Poverty in Somalia is more pronounced in the IDP camps, where it is estimated to be 71%, followed by rural areas at 75% and urban areas at 67%.

The 2019 World Bank study established that in rural areas, more drought exposed households experienced a 15% significant reduction in consumption and an increase in poverty.

Somalia has some of the worst education indicators in the world, with low educational outcomes, particularly for girls. Poor education has knock-on implications for labour market needs. Somalia's health system is decimated by decades of conflict, instability, lack of capacity, weak governance and under investment.

Access to health care is limited, particularly in rural areas, resulting in some of the worst health outcomes in the world. Somalia has one of the highest maternal mortality rates and the highest under-5 mortality rate in the world. This is made worse by the limited access to safe drinking water and sanitation services.

The limited economic activity, high unemployment rates, particularly among youth, and the inability of the state to provide security and social services to its population pose multifaceted threats to the stability and legitimacy of the government.

Somalia is extremely vulnerable to climate change and variability. This vulnerability combined with a limited capacity to effectively mitigate or respond to the impending impacts makes the situation of grave concern.

In Somalia, climate change impact poses risks to livestock, agriculture, water resources, energy resources, transport, public health and human settlements.

It is forcing the affected population to seek alternative coping strategies during droughts, which include displacement, migration to nearby urban centres and conscription into armed groups.

The displacement and migration create further competition over already overstretched resources and services, resulting in tensions between migrants and host communities.

The exposure to climate change stressors increases interclan civil war due to competition over limited natural resources. The seesaw of drought and flooding along the Shabelle and Juba rivers is becoming more frequent.

The impacts of climate change-induced hazards and disasters are further amplified by inadequate coping mechanisms to shocks and insufficient social safety nets, especially for the most vulnerable.



Vulnerability and weak resilience in Somalia are almost universal. Reliance on vulnerable productive sectors, a weak financial sector, low levels of industrialization and overall poor economic performance mean stubbornly high unemployment, particularly for women and youth, thereby posing risks to peace and stability.

The increasing occurrence of climatic crises, environmental degradation and dwindling natural resources further compound the fragile humanitarian situation, which impacts lives and livelihoods, increases food insecurity and drives large-scale displacement and irregular migration.

The levels of resilience are generally low. The limited government capacities at all levels to provide the security, social, environmental and economic needs of the population pose an additional challenge to the legitimacy of the state.

The private sector and civil society mainly provide services including education and health. Poor people – especially the displaced and female-headed households - cannot access these expensive, yet basic services.

Somalia has some of the worst humanitarian indicators in the world with one in five children dying before their fifth birthday.

More work to address cultural barriers and integrate women and youth into the political and economic structure is necessary.

The vicious cycle of recurrent droughts and floods, large-scale displacement, poor socioeconomic conditions, high unemployment rates, political instability, environmental degradation and violent conflict continue to complicate conflict dynamics.

Clan identity – a central pillar of Somali society drives conflict and instability due to several factors, including the struggle for power and limited resources, spurred by a culture of revenge nested in deep-seated grievances and long-running cleavages between the sub-clans.

Intercommunal conflicts over access to land and water, further exacerbate recurring climatic shocks and the impact of unmanaged rapid urbanization.

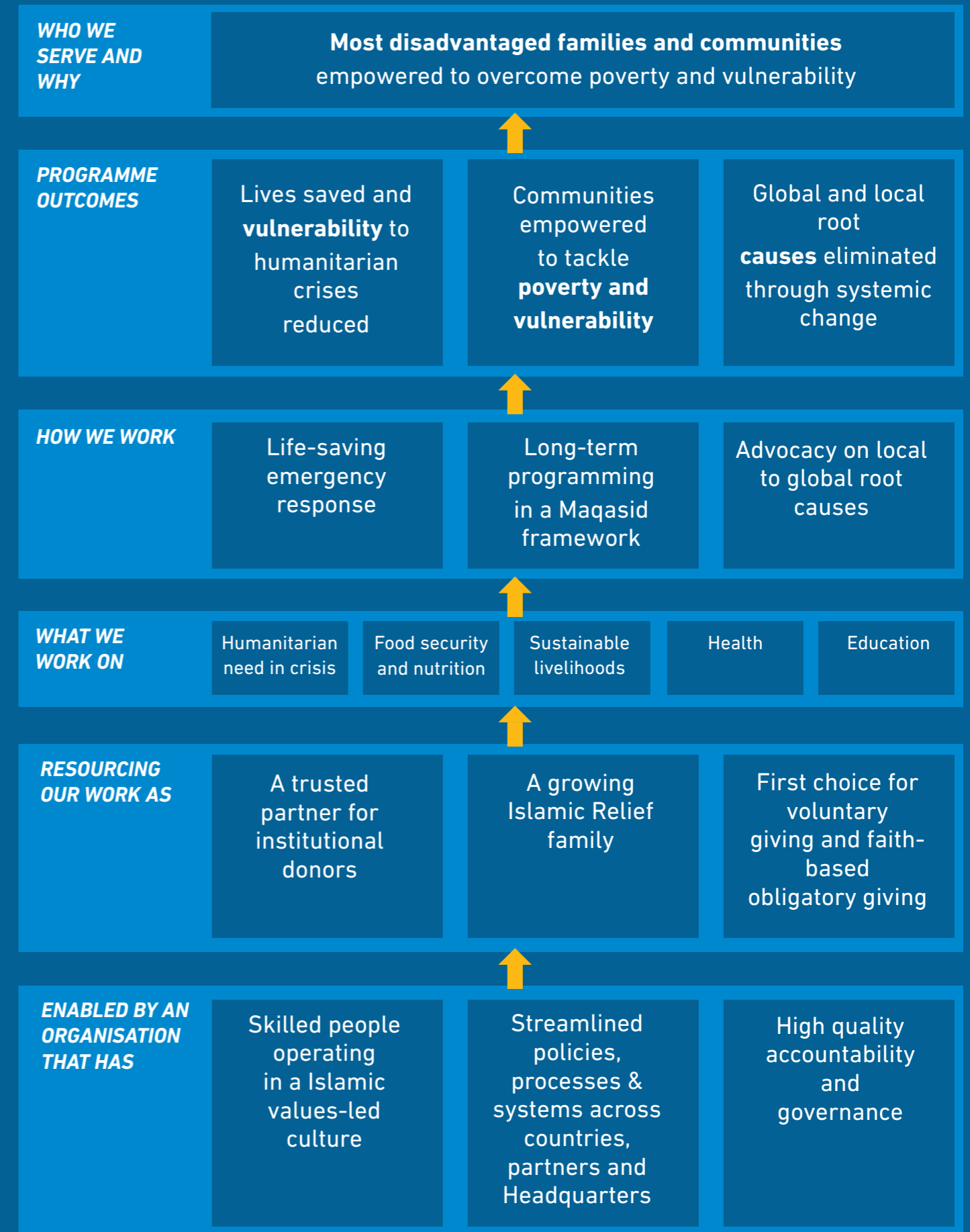
The interconnected nature of these elements means that progress or regression in one area can have significant knock-on implications in other areas.

As such, in seeking to address the underlying causes of poverty and instability in Somalia in a sustainable manner, it is necessary to take a multidimensional programming approach.



COUNTRY STRATEGY-ISLAMIC RELIEF SOMALIA 2023 -2026

5. ISLAMIC RELIEF SOMALIA STRATEGIC MAP



COUNTRY STRATEGY-ISLAMIC RELIEF SOMALIA 2023 -2026

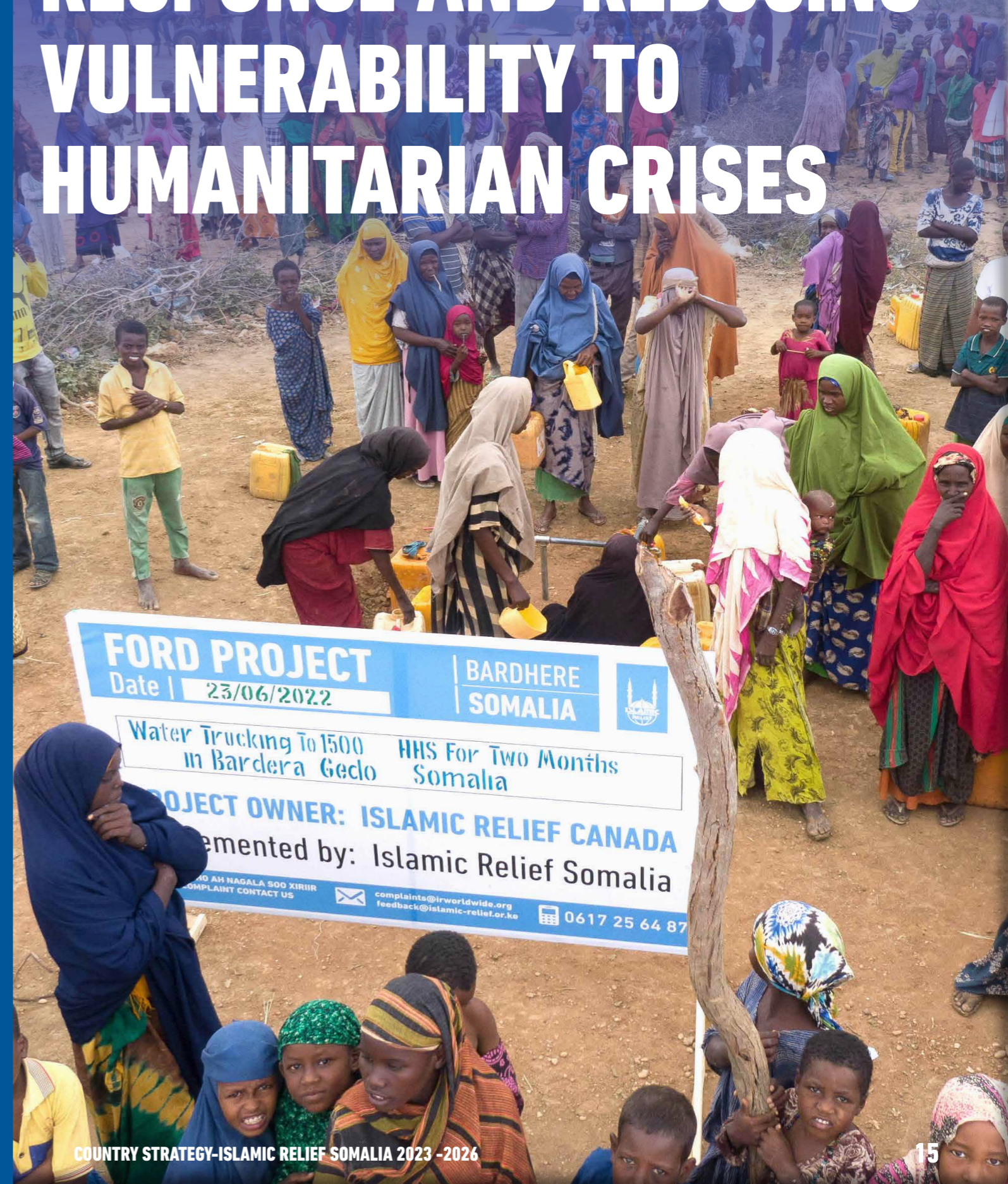
4. STRATEGIC THEMES

The primary groups of people we serve are the most disadvantaged families, most often single-headed families, in their own right and, collectively, as communities. We serve all people based on need, regardless of their faith, race, class, disability and gender.

We shall address the drivers of poverty, vulnerability, inequality and injustice with our integrated programme approach – combining our humanitarian emergency response, orphan sponsorship, long-term programming and advocacy work – we will address the impact of those root causes within families and communities.



EMERGENCY LIFE-SAVING RESPONSE AND REDUCING VULNERABILITY TO HUMANITARIAN CRISES





THEME -1 EMERGENCY LIFE-SAVING RESPONSE

The Maqasid framework emphasises the sanctity of every individual’s life and dignity, particularly their rights to security, health, a sustainable environment, food, shelter and clean water. We are respected for the quality and reach of our emergency response.

We respond to rapid onset humanitarian crises but also stay for the duration of long-term crises to support displaced and other vulnerable communities. The size, complexity and long-term nature of our major responses necessitate improved country-level capability.

OBJECTIVE 1: INCREASING THE REACH, SPEED AND IMPACT OF OUR EMERGENCY RESPONSE

Somalia remains on the frontline of climate change and is the most severely drought-affected country in the Horn of Africa. Climate change will continue driving poverty through recurrent natural disasters and shocks (drought, floods and cyclones), displacement and disease outbreaks devastating livelihood.

Over the next decade, more people will experience humanitarian crises caused by rapid onset emergencies triggered by natural disasters and people being uprooted by conflict.

This means we must further build our capability and capacity to respond. We know that speed of response is the key to saving the most lives.

We will:

- Review our existing emergency response processes and develop functional rapid response mechanisms and media capacity including acquiring more decision-making authority.
- Establish dedicated emergency funds locally or flexibility in project fund repurposing
- Establish a Disaster Emergency Response Team (DERT) and develop IRS Emergency Response Plan (ERP).
- Identify and train staff on emergency response and allocate resources for the national emergency response fund.

OBJECTIVE 2: BUILDING THE QUALITY OF CORE AREAS OF THE FIRST PHASE RESPONSE

Our emergency humanitarian responses are informed by rigorous integrated needs assessment and coordinated approach. In addition to serving women, children and families we will continue to work on disability inclusion in humanitarian responses. Our particular contribution in the first phase responses will be in the thematic areas of Food assistance, Water, sanitation and hygiene, Cash programming/disbursement, income generation and livelihoods. Our emphasis for the next period is to consolidate and further build our expertise in these first and recovery phase thematic areas rather than expand into new areas. We will:

- Coordinate & work alongside other non-governmental /civil society organisations and actors in every emergency response.
- Identify, screen & prequalify suppliers who can be called upon to deliver food assistance, wash and cash disbursement services during the crisis
- Provide emergency training on key thematic deliverables and relevant standards (e.g. Sphere/HSP) to programme staff.

OBJECTIVE 3: BUILDING COMMUNITY AND PARTNER CAPACITY

We know that the most effective responses are those in which local partners and communities can lead the delivery. Our contribution of expertise, tools, capacity, funding and access to other actors in the humanitarian system saves more lives, reduces the impacts of disasters and helps build long-term community resilience. Our work on longer-term resilience building with communities, partners and other actors will include:

- Working authorities and communities on disaster risk reduction (DRR) and preparedness.
- Support climate services and establish early warning systems at national, local and community levels.
- Training communities, partners and others to deliver lifesaving emergency responses themselves.
- Integrating community, partner and government advocacy to highlight the needs and required actions on climate change adaptation in our programming
- Train and work with communities on social cohesion, inclusion, peacebuilding and conflict management.





EMPOWERED COMMUNITIES: FOOD, HEALTH, EDUCATION AND LIVELIHOODS

THEME - 2

EMPOWERING FAMILIES AND COMMUNITIES

In addition to preserving the sanctity of life, the Maqasid framework highlights the need to uphold every individual's right to access education, information and knowledge; our obligation to uphold every individual's right to a family life, privacy and child protection, as well as the right to protect and provide for future generations; and every individual's right to a fair distribution of wealth and the opportunity to achieve comprehensive community prosperity through a just economy.

Our approach is to enable individuals to overcome poverty and vulnerability – whether for themselves or others. We know that the most effective and sustained change happens when the individuals concerned lead it, together with communities and partners on the ground. As for our other areas of work, our priority groups will be the most disadvantaged families (most often single-headed families) and the wider community.

OBJECTIVE 1: BUILDING THE QUALITY OF OUR CORE PROGRAMME THEMATIC AREAS

We do not aim to increase the number of thematic areas in which we work. Instead, we strive to provide multi-sectoral integrated projects to address the multi-dimensional needs of the most disadvantaged groups.

We will continue to build our expertise and the design quality of our programs in the following core areas: **Food security and nutrition, Sustainable livelihoods and employment, Health, Education, shelter and Water and sanitation.**

Whether we are delivering the programme directly or through partners, we will increase our technical expertise in these five core areas. In some cases, we will expand the range of interventions, for example, by providing Islamic microfinance as part of our work on sustainable livelihoods. We will:

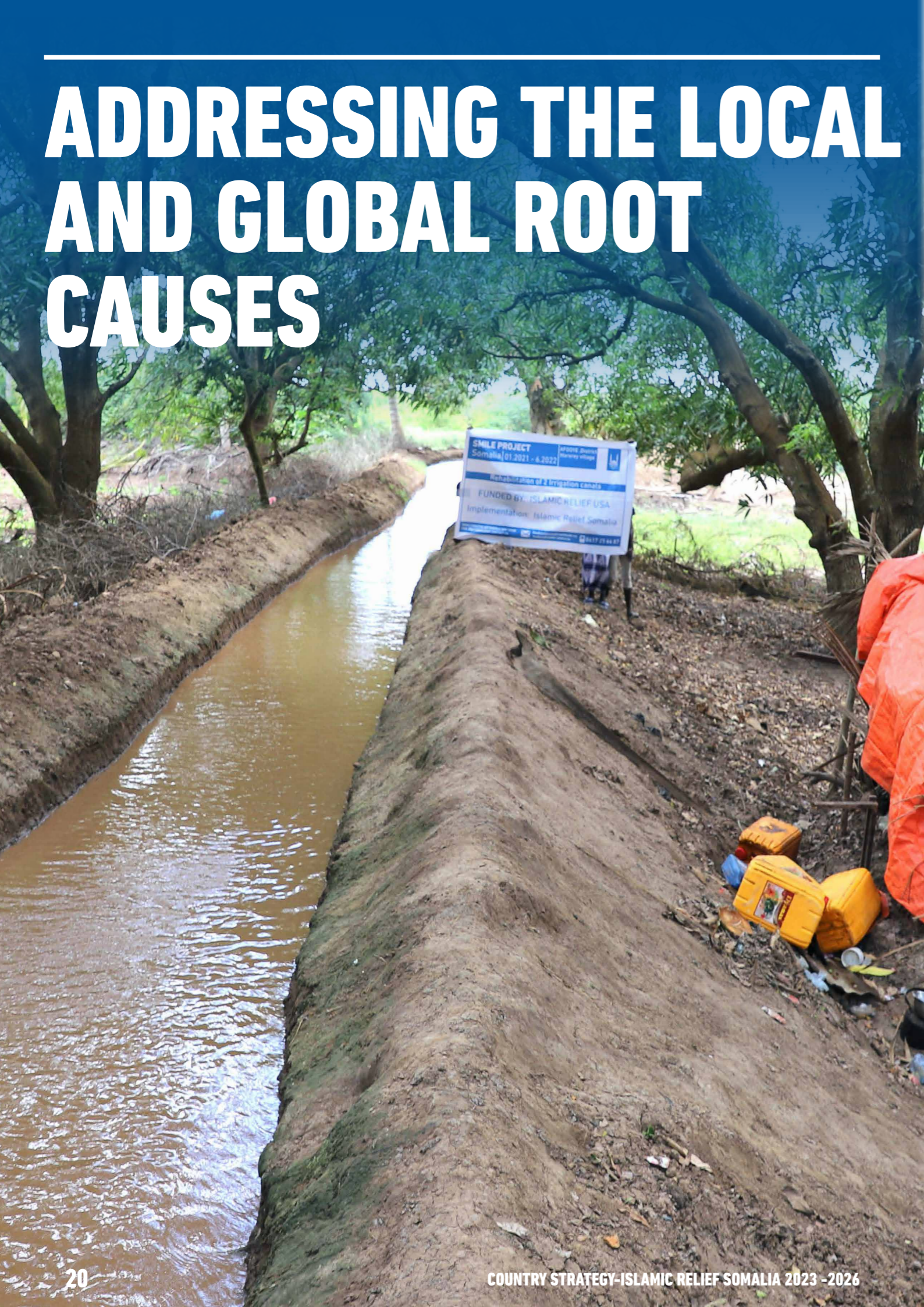
- Identify the most disadvantaged families in the most vulnerable parts of the country.
- Carry out a needs assessment to identify the needs gaps.
- Develop strategic programs to deliver on the core thematic areas to fulfil the Maqasid framework.

OBJECTIVE 2: LONGER-TERM PROGRAMME COMMITMENTS TO PARTNERS AND ASSOCIATED FUNDING

We will secure long-term programming and partnership with communities, supporting them over many years to become empowered and build their resilience. We have recently been moving from project-based approaches to multi-state programs including cross-border shared natural resources during this period. We are committed to localisation and partner development guided by external context, compliance and due diligence, and other actors in the country. We will:

- Identified the most disadvantaged in the rural and hard-to-reach areas and most vulnerable part of the country.
- Provide multi-sectorial interventions to a limited/set number of families through multiyear programming.
- Secure 3 to 5-year funding pledges from key IR family members and institutional donors.
- Link emergency response to post-emergency recovery and the long-term development program.
- Build the necessary local/regional sectorial technical capacity.

ADDRESSING THE LOCAL AND GLOBAL ROOT CAUSES



THEME-3

ADDRESSING THE LOCAL AND GLOBAL ROOT CAUSES

Multilateral institutions, governments and other duty-bearers have failed to make the systemic changes needed to eliminate the root causes of poverty and vulnerability – doing so entails addressing inequality and injustice. Our advocacy will focus on climate change and climate adaptation, humanitarian access in hard-to-reach areas, and compliance with CHS.

OBJECTIVE 1: ACTIVELY LIAISING WITH THE ISLAMIC RELIEF FAMILY TO SECURE SUSTAINABLE DEVELOPMENT FOR THE PEOPLE WE SERVE

Change is needed at all levels in the country to tackle inequality, disempowerment and marginalisation of people because of their gender, ethnicity, disability and position in society. We will:

- Enable communities to address the root causes of poverty, vulnerability and impacts on the people we serve.
- Develop quality advocacy work on key drivers of poverty at the local/national level to achieve systemic change.
- Develop solutions and actions to address the root causes led by the communities we serve.
- Build capacity and anchor our advocacy on evidence and learning.

OBJECTIVE 2: WORKING CLOSELY WITH THE AUTHORITIES TO CREATE SYNERGIES FOR SUSTAINABILITY AND IMPACT

A broad range of advocacy and partnership activities on climate change and peacebuilding is needed to develop sustainable adaptation actions. Closely working with authorities at national, regional and local levels to determine the most appropriate actions. Most problems are solved through three solutions; policy change, systemic change and environmental change.

Policy changes are laws and regulations that dictate behaviour. Systemic change is the rearrangement of the community that changes the status quo. Environmental change is solutions that target physical, social, and economic factors. Based on these solutions we will:

- Conduct surveys of the communities and context analysis of our program sites
- Identify key stakeholders, conduct need analysis and categorise the needs.
- Conduct research and learning evidence to develop effective advocacy policy positions and propositions for governments and other actors.
- Increase the effectiveness of our work by increasing our respectful engagement with policymakers, governments, the private sector and other actors.
- Develop the appropriate advocacy outreach materials- compelling message, educational materials and next steps.



RAISING FUNDS AND STRENGTHENING OUR ORGANISATION



Project Name: Preventing Famine and Building Community Resilience to Shocks (PFRS)
Location: Ceel-Jahelay Village
Construction two Kioks, pipeline extension, solar system installation and submersible pump
Project Funded: IR-USA
Implemented by: Islamic Relief Worldwide: Somalia Field Office
Date: 2022
WIKI CABASHO AH NAGALA SIDA Kiihihihi
FOR ANY COMPLAINT CONTACT US
Email: complaint@irworldwide.org or complaint@irworldwide.org
063 200 7071

THEME-4

RAISING FUNDS AND STRENGTHENING OUR ORGANISATION

Our strategy builds on our successes and ongoing transformation initiatives. We will accelerate and refocus our ways of working. The additional income we raise will drive more impact in tackling root causes into all our programme design and related advocacy.

Our business model is based on using obligation and voluntary giving enabling us to resource programmes and leverage institutional funding to achieve impact at scale. We have had success in attracting institutional funding, particularly for humanitarian response.

OBJECTIVE 1: SECURING FUNDS FROM INSTITUTIONAL DONORS

Being a trusted partner is how we engage resources and support to increase impact. We will continue to build our partnerships with local government, foundations and institutional donors. We will:

- Keep contact with respective institutional donors and acquaint & update them on IRS work.
- Regularly meet with the institutional donor representatives, provide quarterly updates on our work (mailshots, invitations to visit project sites, hosting festive events etc).
- Explore new forms of partnerships with private donors, and payment providers locally/ regionally and nationally.

OBJECTIVE 2: SUPPORT ISLAMIC RELIEF FAMILY WITH QUALITY DATA TO ENABLE EFFECTIVE FUNDRAISING

Our collective power comes from bringing together the Islamic Relief family and offices in which we do most of our programming. There are opportunities to better collaborate on fundraising campaigns, programming and advocacy with IR partners.

We are programme led, working on the themes and needs identified by the communities we serve. We will improve in leveraging funding from institutional and individual donors. We shall strive to align funding from partners and programme priorities. We will:

- Capacity and capability of fundraising unit scaled and improved.
- Develop quality fundraising materials for IR partners that are aligned with the long-term programming agenda.
- Improve staff knowledge and experience in fundraising activities by attending grassroots community events and meeting with donors directly.
- Build relationships locally with established & new bilateral and multilateral institutions, non-traditional donors in the Middle East, Africa and Asia.
- Campaign locally and build trust with religious leaders, volunteers, donors and mosques to channel their financial support to the disadvantaged.

OBJECTIVE 3: FORMING PARTNERSHIPS AND USING FAMILY-WIDE EXPERIENCE TO RAISE FUNDS LOCALLY

The nature of our work and consequent thematic 'products' alongside our track record and Islamic identity gives us compelling fundraising propositions for the public. We can provide supporters with fundraising propositions that bring them spiritual value through zakat, qurbani and other obligation giving.

We seek to be the trusted partner for communities, volunteers, local companies, donors and mosques to channel their financial support – acting as an intermediary that adds value to increase the impact of their financial giving. We will:

- Strengthen & form consortiums, and participate in clusters and donor engagement forums.
- Increase our capability by closely liaising with the technical fundraising support function at IRW and acquiring the tools, experience and expertise to explore local fundraising opportunities.
- Digitalise fundraising platform, story collection or other feedback to deepen supporter engagement.
- Translate and simplify the Maqasid framework to donor language and share with donors.
- Target voluntary giving locally by developing marketing campaigns on how Qurbani, Zakah, Orphan Sponsorship and Ramadan program deliveries are run with easy video guides for donors to understand and appreciate.



BUILDING OUR CAPABILITIES



THEME -5

BUILDING OUR CAPABILITIES

We are guided by our Islamic organisational values. It is incumbent on us to live those values in our behaviour every day. We will use these values to model and performance manage ourselves, both to increase our effectiveness, innovation and speed, whilst reducing real risk. We will work to improve overall diversity, equality and inclusion across the organisation.

OBJECTIVE 1: SKILLED STAFF OPERATING IN AN ISLAMIC VALUE-LED ORGANISATIONAL CULTURE

Islamic Relief has a clearly defined and embedded Islamic values-led culture that is constantly evaluated and colleagues are guided by this culture in their everyday work, behaviour and conduct. The skills of our staff are developed based on a structured capacity development initiative tailored to their needs based on the competency framework.

We will continuously develop highly capable skilled staff, including through the Humanitarian Academy for Development, which in turn increases the effectiveness of empowered teams and individuals and teams. Achieving this objective will require a dedicated people and culture strategy which will include behaviours, leadership training, and talent management/career progression amongst other elements. We will:

OBJECTIVE 2: BUILDING THE CAPACITY OF PROGRAM STAFF AND REGIONS

Our staff are the most valuable asset. We will invest in building capacity, developing skills and improving ways of working. We will target to build skills in programme design, technical and policy work, relationship building & proposal development, and financial management and reporting. We will:

- Develop an action plan/proposal for funding training on key everyday practical business needs (IMDP, Project management, MSD, proposal development etc)
- Link long-term capacity development initiatives to skills needs and Competency Framework
- Build expertise in key areas (proposal writing, MEAL, advocacy, security etc).

- Develop a Competency Framework for the key roles and use it as a base for designing capacity development interventions, future recruitments and performance appraisal.
- Promote succession planning, Coaching and mentoring programme across the organisation.
- Mainstreamed and embedded IR & Islamic identity and value in everyday actions, behaviour, and decisions.

OBJECTIVE 3: REDUCE BUREAUCRACY AND DECENTRALISE DECISION-MAKING FOR EFFECTIVENESS

Our growth has reached a point where the combined effect process, standards and procedures have made us cumbersome and risk-cautious, limiting our ability to respond at speed in humanitarian work and innovate in our programming and fundraising.

We will increasingly empower staff and our offices to take decisions and calculated risks and try new ideas. We will reform existing functions and accelerate the development of new functions to be more effective and fit for purpose. We will:

- Evaluate the fitness of processes and structures to ensure resources are used efficiently for effective purposes and the organisation is agile, lean and successfully fulfils its primary purpose.
- Conduct regular staff surveys to understand challenges and needs and address the common challenges/hurdles in delivering our mandate.
- Conduct change management training to inculcate acceptance of the structuring and process changes.

OBJECTIVE 4: ORGANISATIONAL GOVERNANCE AND ACCOUNTABILITY COMMITMENTS

We will continue to make incremental improvements to our country program's governance including following up on Ihsan standards (Islamic Relief Quality Management Standards), training and periodically reviewing effectiveness. In addition to our values-led accountability commitments to all stakeholders, we recognise that this also makes us a trusted organisation by those same stakeholders.

We will continue to strengthen our delivery of these commitments, and our ability to demonstrate that, in the following areas:

Safeguarding, safety and security; Diversity, equality and inclusion; Environment; Governance and regulatory requirements;

Seeking input from and actively listening to all our stakeholders; Stakeholder complaints mechanisms.

These are not the exhaustive list of accountability commitments but reflect our main areas of focus.



ACTION AND RESOURCING PLAN FOR THE NEXT 3 YEARS

ANNEX-1:EMERGENCY LIFE-SAVING RESPONSE AND REDUCING VULNERABILITY

STRATEGIC OBJECTIVE	INDICATORS/EVIDENCE OF SUCCESS	THREE MAIN ACTIVITIES TO PRODUCE THE DELIVERABLES.(THREE ACTIVITIES PER YEAR WITH CLEAR MILESTONES AND TIMELINES)	REQUIRED RESOURCES AND SPONSOR/S	LEAD/S
OBJECTIVE 1. INCREASING THE REACH, SPEED AND IMPACT OF OUR EMERGENCY RESPONSE	Our Emergency program able to reach people in crisis within 72 hours ERT can respond to the crisis in 72 Hrs	Staff training on emergency preparedness & response- year 1 Review existing ER processes and methodology and drill exercises – year 1 Develop Emergency Response Plan (ERP) and Emergency Response Team (ERT)- year 2 Establish Emergency Fund or flexibility to allocate / re-purpose project funds (subject to commitments from donor/s) – year. 3	Full-time \$ 100,000 emergency funds pot	HOP, Humanitarian Manager, CD, HPQI & Human Resources
OBJECTIVE 2. BUILDING THE QUALITY OF CORE AREAS OF THE FIRST PHASE RESPONSE	Pre-qualified and screened suppliers to deliver goods and services during a crisis. ERT trained on key thematic deliverables and standards (e.g. Sphere standards/ HSP	Identify, screen & prequalify suppliers who can be called upon to deliver food assistance, WASH and cash disbursement services during crisis – year 1 ERT staff receive training on the best practices on key thematic deliverables and relevant standards (e.g. Sphere/HSP). Pieces of training to focus on, review of the – year 1 & 2	Training and development budget of \$ 5,000 /year.	HR/HOP/FM, Operations and procurement
OBJECTIVE 3. BUILDING COMMUNITY AND PARTNER CAPACITY	Program to Engage community-based organizations to easily access to needy in less time and save more lives. Build stakeholder capacities with expertise and tools to deliver timely and quality interventions and help to reduce the impact of disaster and also contribute to building long-term community resilience.	Integrated durable solution programmes Build capacity of staff, partners, community, & authorities serving the most vulnerable communities and reaching to hard reached areas/communities due to lack of security, poor infrastructure & also effects of degradation of climate change. Working with stakeholders DRR and preparedness – year 1/2/3 Training communities and others to deliver life-saving emergency response themselves- year ½ Integrating community, partner and government climate change adaptation in our programming- year 2/3 Work with communities on social cohesion, peacebuilding and conflict management year1/2/3	\$1-3 million durable solution projects/year. \$100,000/ year.	CD/ Partnership Operations Manager, HOP/HPQI

ACTION AND RESOURCING PLAN FOR THE NEXT 3 YEARS

ANNEX 2. EMPOWERING FAMILIES AND COMMUNITIES

STRATEGIC OBJECTIVE	INDICATORS/EVIDENCE OF SUCCESS	THREE MAIN ACTIVITIES TO PRODUCE THE DELIVERABLES.(THREE ACTIVITIES PER YEAR WITH CLEAR MILESTONES AND TIMELINES)	REQUIRED RESOURCES AND SPONSOR/S	LEAD/S
OBJECTIVE 1. BUILDING THE QUALITY OF OUR CORE PROGRAMME THEMATIC AREAS	The most disadvantaged families in the most vulnerable parts of the country are identified, conduct needs assessments and gaps analysis, provide targeted assistance in key thematic areas to fulfil the Maqasid framework and address the vulnerability and extreme poverty	<p>Conduct regular need assessments and identify priority gaps to support thematic areas</p> <p>Farmer training packages & supporting value chain development. Establish VC cooperatives & market linkage</p> <p>Support agri-input dealers and link with the community</p> <p>Market skills assessment, provide TVET skills and business incubators</p> <p>Provision of a durable solution</p> <p>Climate-smart agriculture CVCA- Analysis and mainstreaming of climate. Community-led Rangeland management & natural resource management Agribusiness and MSME support in key Value chains Support Financial access for SME</p> <p>Climate services & environmental protection Community-based / DRR/ Early warning practices Promote innovative agricultural practices and use of green energy</p>	\$10-12 million from Islamic Relief Somalia partners and Institutional donors	FSL, CD, PM's, HOP, HPQI, Partnership, Humanitarian
OBJECTIVE 2. LONGER-TERM PROGRAMME COMMITMENTS TO PARTNERS AND ASSOCIATED FUNDING	Secure 3 -5-year funding pledges from key IR partners & institutional donors to fulfil program strategies to lift the most vulnerable groups from extreme poverty as per the Maqasid framework	<p>Conduct regular need assessments, identify the most vulnerable and priority areas in the country</p> <p>Market development system and approaches adopted to address multisectoral needs</p> <p>Integrated multi-sectoral programming & durable solution approaches with links to emergency response</p> <p>Secure 3-5 programs/yr. covering multi-sector</p> <p>Build staff technical sector capacity</p>	2,000,000/year Islamic Relief Somalia family/partners and Institutional donors	MEAL/ PM FSL & Sector lead/ PM HOP, HPQI, CD, Partnership

ACTION AND RESOURCING PLAN FOR THE NEXT 3 YEARS

ANNEX 3. ADDRESSING THE LOCAL TO GLOBAL ROOT CAUSES

STRATEGIC OBJECTIVE	INDICATORS/EVIDENCE OF SUCCESS	THREE MAIN ACTIVITIES TO PRODUCE THE DELIVERABLES.(THREE ACTIVITIES PER YEAR WITH CLEAR MILESTONES AND TIMELINES)	REQUIRED RESOURCES AND SPONSOR/S	LEAD/S
OBJECTIVE 1 ACTIVELY LIAISING WITH THE ISLAMIC RELIEF FAMILY TO SECURE SUSTAINABLE DEVELOPMENT FOR THE PEOPLE WE SERVE.	Understand the root cause and use MSD to achieve systemic change. Advocacy on local to global root causes	Analyse to understand drivers of inequality, marginalisation, poverty Conduct awareness campaigns and advocacy on drivers of these factors Build research capacity& evidence base to anchor the advocacy and fundraising Develop action/projects to address the root factors driven by evidence	USD 10-20,000/year Islamic Relief Family/partners and Institutional donors	Partnership, Sector Leads, CD, HOP, HPQI.
OBJECTIVE 2.WORKING CLOSELY WITH THE AUTHORITIES TO CREATE SYNERGIES FOR SUSTAINABILITY AND IMPACT.	Collect evidence and research to mobilize support locally for joint civil society and government action Messaging action & becomes the first choice for voluntary giving and faith-based obligatory giving.	Conduct 3 surveys and context analyses annually, identify influencers and needs for action & fundraising Conduct 2 Research & learning evidence for advocacy & propositions Engage policymakers, private sector & community elders through advocacy forums and media Develop outreach, messaging and solutions to crisis issues etc. Build IRS staff advocacy and communication capacity	\$ 10-20,000/year advocacy fund from Islamic Relief family/donors	CD/ PM/ Comms

ACTION AND RESOURCING PLAN FOR THE NEXT 3 YEARS

ANNEX 4. RAISING FUNDS AND STRENGTHENING OUR ORGANIZATION

STRATEGIC OBJECTIVE	INDICATORS/EVIDENCE OF SUCCESS	THREE MAIN ACTIVITIES TO PRODUCE THE DELIVERABLES.(THREE ACTIVITIES PER YEAR WITH CLEAR MILESTONES AND TIMELINES)	REQUIRED RESOURCES AND SPONSOR/S	LEAD/S
OBJECTIVE 1. SECURING FUNDS FROM THE INSTITUTIONS	Developed relationships with institutional donors in Somalia and increase IRS funding ratio up to 30% institutional grants and 70% IR family funding	<p>Keep contact with respective institutional donors and acquaint & update them on IRS work every quarter</p> <p>Conduct regularly meet with the institutional donor representatives, and provide quarterly updates on IRS work (mailshots, invitations to visit project sites, hosting festive events etc)</p> <p>Collect evidence & learning on crisis and emerging trends to influence donation</p>	Institutional donor \$2-4million/ year IRS family funding 12-15 million/ year	Coordinator, CD, PMs. Comms, MEAL, HOP, HPQI
OBJECTIVE 2.SUPPORT ISLAMIC RELIEF FAMILY/ EARO WITH QUALITY DATA TO ENABLE EFFECTIVE FUNDRAISING.	Transform IRS programming into hybrid entities that can raise funds locally Develop holistic and personalized donor experience and successful fundraising	<p>Improve the capacity and capability of the undraising unit Develop quality fundraising materials for IR partners that are aligned with the long-term programming agenda</p> <p>Improve staff knowledge and experience in fundraising activities by attending grassroots community events and meeting with donors directly</p> <p>build relationships locally with established& new bilateral and multilateral institutions, non-traditional donors in the Middle East, Africa and Asia campaign locally and build trust with religious leaders, volunteers, donors and mosques to channel their financial support to the disadvantaged.</p>	\$ 10,000 /year	CD/ Partnership, PM, HOP, HPQI
OBJECTIVE 3. FORMING PARTNERSHIPS AND USING FAMILY-WIDE EXPERIENCE TO RAISE FUNDS LOCALLY	Strengthened engagement & consortium membership, key Somalia Cluster & Donors.	<p>strengthen & form consortium, participate in clusters & donor engagement forums.</p> <p>Closely liaise with the technical fundraising t function at IRW and acquire tools, experience and expertise to explore local fundraising opportunities. Digitalise fundraising, story collection & feedback to increase supporter engagement</p> <p>Translate the Maqasid framework to donor language and share it with donors Target voluntary giving locally through marketing campaigns on how Qurbani, Zakah, Orphan Sponsorship and Ramadan program deliveries are run with easy video guides for donors to understand and appreciate.</p>	\$ 10,000 /year for media & marketing campaigns	CD, HOP, HPQI, OSM, Comms, Partnership

ACTION AND RESOURCING PLAN FOR THE NEXT 3 YEARS

ANNEX 5. BUILDING OUR CAPABILITIES

STRATEGIC OBJECTIVE	INDICATORS/EVIDENCE OF SUCCESS	THREE MAIN ACTIVITIES TO PRODUCE THE DELIVERABLES.(THREE ACTIVITIES PER YEAR WITH CLEAR MILESTONES AND TIMELINES)	REQUIRED RESOURCES AND SPONSOR/S	LEAD/S
OBJECTIVE 1.SKILLED STAFF OPERATING IN AN ISLAMIC VALUE-LED ORGANISATIONAL CULTURE	Skilled staff developed based on structured capacity development initiatives tailored to their needs based on a competency framework	Develop a Competency Framework for roles and use it for designing capacity development interventions, recruitments and performance appraisal Embed succession planning, Coaching and mentoring Mainstream & embed IR & Islamic identity and value in everyday actions, behaviour, and decisions of staff	USD 10,000/ yr.	PMs, HOP, HPQI, CD, HR
OBJECTIVE 2: BUILD CAPACITY OF PROGRAM STAFF IN HEAD & FIELD OFFICES	Staff program and technical expertise are localised up to add value	Develop a training action plan for funding key everyday practical business needs ((MDP, Project management, MSD, proposal development etc) Link long-term capacity development to skills needs and Competency Framework Build staff expertise in key areas (proposal writing, MEAL, research & learning, case studies, fundraising, advocacy, security etc	\$15,000/ yr.	CD/HR, PMs
OBJECTIVE 3:REDUCED BUREAUCRACY AND DECENTRALISATION FOR EFFECTIVENESS	Fit for purpose and effective resource utilisation structure	Evaluate the fitness of processes and structures to ensure resources are used efficiently for their primary purpose. Develop fit-for-purpose structures and processes within limits. Conduct regular staff surveys to understand challenges and needs and in delivering our mandate Conduct change management training to inculcate reform and restructuring	None	CD/ CMT
OBJECTIVE 4 :ORGANISATIONAL GOVERNANCE AND ACCOUNTABILITY COMMITMENTS	Scale compliance with country regulations and legislations, Donor and IRW compliance measures	Strengthen governance and compliance with the country's legal requirements, requirements in Safeguarding, safety and security; Diversity, equality and inclusion; Environment; Governance and regulatory requirements, CRM, CHS, Sphere and HSP standard including Technical standards in delivery.	Nil	CD/ Compliance and Governance

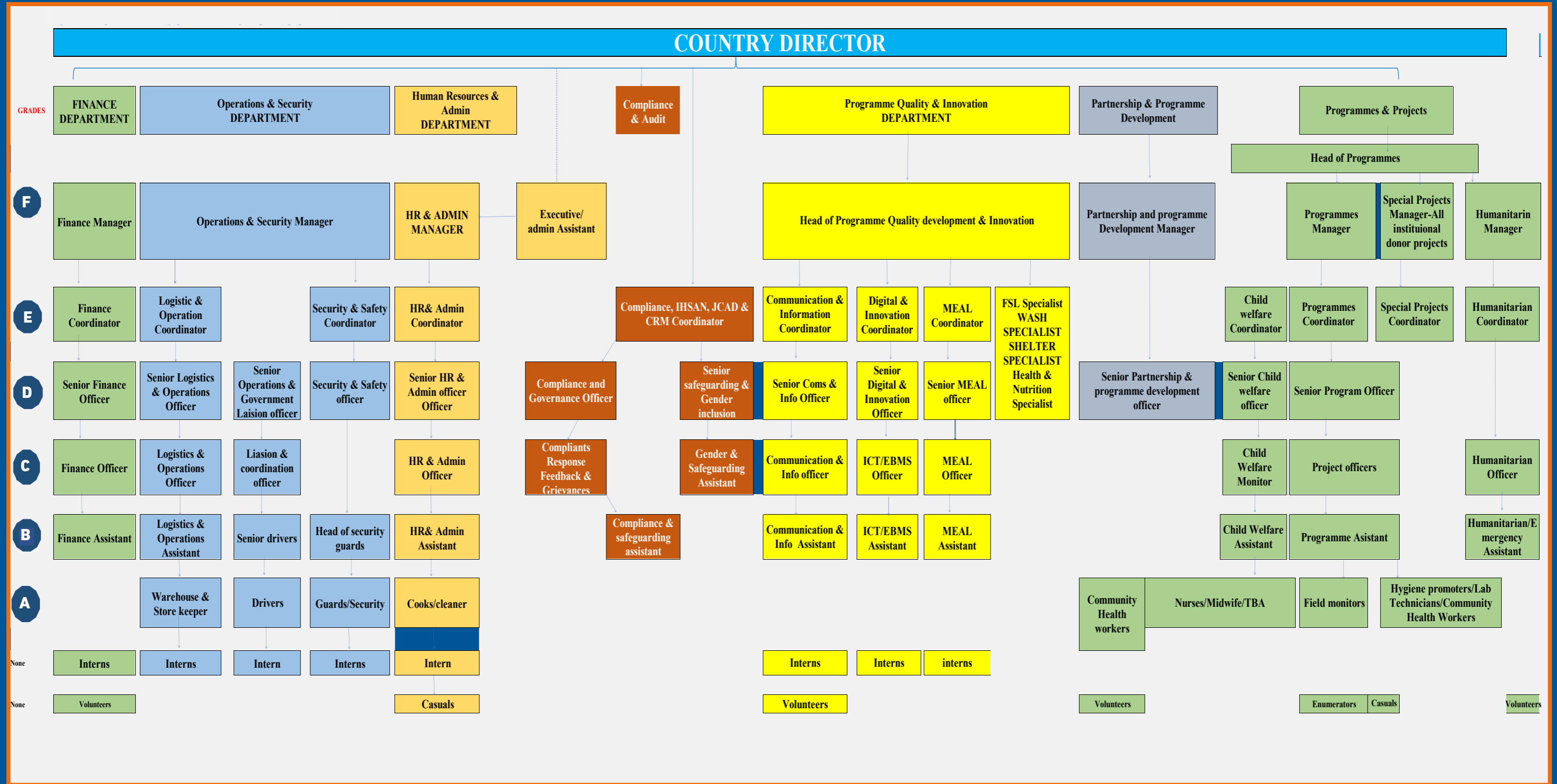
THREE YEARS RESOURCE PLAN - (2023 - 2026)

Theme/ objective	Year 1 *(\$)	Year 2 *(\$)	Year 3 *(\$)	Total (\$)
1. EMERGENCY LIVE-SAVING	1,205,000	2,205,000	3,205,000	6,615,000
Increasing the reach, speed and impact of our emergency response	100,000	100,000	100,000	300,00
Building the quality of core areas of the first phase response	5,000	5,000	5,000	15,000
Building community and partner capacity	1,100,000	2,100,000	3,100,00	6,300,00
2. EMPOWERING COMMUNITIES	12,000,000	13,000,000	14,000,000	39,000,000
Building the quality of our core programme thematic areas	10,000,000	11,000,00	12,000,00	33,000,000
Longer-term programme commitments to partners and associated funding	2,000,000	2,000,000	2,000,000	6,000,000
3. ADDRESSING ROOT CAUSE	30,000	25,000	30,000	85,000
Liaising with the islamic relief family to secure sustainable development for the people we serve.	10,000	15,000	20,000	45,000
Working closely with the authorities to create synergies for sustainability and impact.	20,000	10,000	10,000	40,000
4. RAISING FUNDS	2,015,000	3,015,000	4,015,000	9,045,000
Securing funds from the institutions	2,000,000	3,000,000	4,000,000	9,000,000
Support Islamic Relief family/EARO with quality data to enable effective fundraising	10,000	10,000	10,000	30,000
Forming partnerships and using family-wide experience to raise funds locally	5,000	5,000	5,000	15,000
5. BUILDING CAPACITY	25,000	25,000	25,000	75,000
Skilled staff operating in an islamic valueled organisational culture	10,000	10,000	10,000	30,000
Build capacity of program staff in head & field offices	12,000	12,000	12,000	36,000
Reduced bureaucracy and decentralisation for effectiveness	0	0	0	0
Organisational governance and accountability commitments	3,000	3,000	3,000	9,000
GRAND TOTAL	15,275, 000	18,270,000	21,275,000	54,820,000



BUILDING THE QUALITY OF CORE AREAS OF THE FIRST PHASE RESPONSE

ISLAMIC RELIEF SOMALIA 2023 ORGANOGRAM



Our donors

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Our partners



(Australia, Canada, Deutschland, Italy, Malaysia, Mauritius, Norway, Netherlands, Sweden, Switzerland, USA, UK)

Credit

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ENDNOTES

- ¹ https://civil-protection-humanitarian-aid.ec.europa.eu/who/humanitarian-principles_en
- ² <https://corehumanitarianstandard.org/the-standard/language-versions>
- ³ Independent Panel of Experts, "Population Estimates for Somalia, 2013–2018" (unpublished).
- ⁴ UNFPA, Population Estimation Survey 2014, p. 22, <https://somalia.unfpa.org/sites/default/files/pub-pdf/Population-Estimation-Survey-of-Somalia- PESS-2013-2014.pdf>.
- ⁵ World Bank, Somali Poverty and Vulnerability Assessment, April 2019, p. 101, <https://openknowledge.worldbank.org/bitstream/handle/10986/32323/Findings-from-Wave-2-of-the-Somali-High-Frequency-Survey.pdf?sequence=1&isAllowed=y>.
- ⁶ <https://openknowledge.worldbank.org/bitstream/handle/10986/32323/Findings-from-Wave-2-of-the-Somali-High-Frequency-Survey.pdf?sequence=1&isAllowed=y>.
- ⁷ Ibid
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- ¹⁰ Ibid



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