Somali Family Services
International Programme Strategic Plan
For the Period 2009 - 2011

EMPOWERING MINDS, BUILDING COMMUNITIES AND BRIDGING CULTURES

CONTACTS:
ABDURASHID ALI, EXECUTIVE DIRECTOR
EMAIL: ABDURASHID.ALI@USSFS.ORG
OR
TOM MUNYASYA, REGIONAL PROGRAM DIRECTOR
EMAIL: TOM.MUNYASYA@USSFS.ORG

REVISED JANUARY 2009

Somali Family Services
We Strife for Sustainable Common Future

TABLE OF CONTENTS

EXECUTIVE SUMMARY

Somali Family Services (SFS) through local and international partnerships, supports Somali capacity building and development initiatives in Democratic Governance and sustainable livelihoods, Project Monitoring and Evaluation, Project Financial Management, ICT in Education and promotion of interaction and exchange of knowledge, ideas and resources including peace and conflict management and promotion of Somali socio-cultural awareness. SFS International Programme is intended to enhance and support civil society organizations, government institutions, educational institutions, Local NGOs, health institutions, and humanitarian efforts in Somalia. SFS International Programme has access to operate throughout Somalia with its geographical focus in Puntland where past activities have been carried out.

SFS mandate includes, provision of technical services for districts and regional administrations, central institutions, civil society organizations, Local NGOs and donor partners. We collaborate with our local, regional and international partners, to enhance capacities and provide training services in accountability, transparency, participatory planning and budgeting, participatory governance, gender and human rights, organizational development, leadership, public relations, financial management, human resource management, Project Monitoring and Evaluation, e- learning, public procurement and contract management, public sector reform, audit, monitoring and evaluation, report writing, computer training, office administration and automation, communication, public relation and community resource center, conflict management and peace building.

SFS also has abilities to tailor-make, design and develop training programs according to the needs including delivery of the training programs in-country or regionally given the unique challenging situation in Somalia.

PURPOSE: Our purpose is to support the Somalia community in Minnesota and Somalia through education, health, employment and improved development. SFS works to support efforts in Somalia toward education, sustainable livelihoods, democracy and good governance, rule of law, conflict resolution and transformation, health and employment geared to the attainment of the Millennium Development Goals.

INTRODUCTION
SOMALI FAMILY SERVICES: EMPOWERING MINDS FOR SOMALI DEVELOPMENT

The United States based Somali Family Services here after referred to as "SFS" is a non-profit organization headquartered in Minneapolis, Minnesota registered under Federal Act 501(C3)

and a leading Somali Capacity Enhancement entity, locally registered with the Ministry of Planning and Local Government in Garowe, Puntland. SFS also has an established Regional support office in Nairobi, Kenya that coordinates the Somali Family Services International Program (IP). SFS was established in 2003 to serve Somali immigrants, their families and descendants in Minnesota and to improve the overall quality of life for Somali populations.

SFS is led by committee board of directors[1] based in Minnesota USA, with an Executive Director, a Prince2 certified practitioner Program Director and pool of technical experts in Garowe, Puntland and the Regional Support Office in Nairobi, Kenya. On programs/ projects implementation, additional board is comprised with representatives of SFS and development partner/s that reviews the substantive implementation of the programme and project or case by case activities agreed upon. The implementation board also provides advice and strategic guidance as appropriate on the expansion and reorientation of the partnership as need be.

RATIONALE FOR THE 2009 – 2011 STRATEGIC PLAN
The 2009 – 2011 Strategic Plan is a necessary tool for SFS to map its work for the next three years. This plan will contribute to the realization of SFS vision and mission. The plan will be used by SFS as a fundraising tool for its sustainability and monitoring progress. The plan outlines specific objectives, strategies and activities that SFS will engage in during the 3 year period. This plan is a useful too for monitoring and performance of SFS. Further this plan will ensure that resources are utilized to achieve SFS planned results as it outlines authorities and responsibilities of various SFS functions. Finally this plan outlines the processes of participatory planning, M&E by all SFS stakeholders.

SFS IDENTITY: VISION, MISSION AND VALUES
NAME: Somali Family Services (International Program)

VISION: Our vision is to promote positive community development to ensure the peaceful co-existence, acceptance, and a global community that is both responsible and productive. This vision is equally important for individuals and families in Minnesota as it is to those we serve in Somalia.

MISSION: Our mission is to promote and support Somali families and individuals through access to resources and opportunities. We aim to promote greater community awareness and to advocate for the Somali community in Minnesota and Somalia. We strive to serve as a strong, reliable link to Somalia for individuals in the Diaspora and at home in Somalia. We support the interaction and an exchange of knowledge, ideas and resources across culture.

---

[1] For the full details of our leadership, kindly visit: http://ussfs.org/index.php?option=com_content&task=view&id=14&Itemid=128

CORE VALUES:

SFS core values are the fundamental principles and standards to which we adhere. They reflect our rich and diverse organizational history, our culture and our identity. In achieving its Vision and Mission, SFS is guided by the following core values:

- *Integrity:-* unwavering commitment in promoting the dignity of Somali people based on the principles of human rights, social justice, democracy, capacity building and development, and sustainable livelihoods.
- *Innovation:-* encouraging the exploration of new ideas and developing workable approaches to benefit Somali communities.
- *Effectiveness & responsiveness:-* using resources in a considered, appropriate and transparent manner for maximum and timely benefit.
- *Inclusiveness:-* embracing impartiality and diversity; standing in solidarity with partners, local and Diaspora Somali communities and acting to improve lives.
- *Engagement & empowerment:-* uniting with national and international communities to build an equitable and sustainable future.

MOTTO: 'WE STRIFE FOR SUSTAINABLE COMMON FUTURE'

PROFESSIONAL PARTNERS

SFS partnership with International development partners has continued to grow since its inception in 2003 with our programme budget also expanding to over a million dollars (US) annually. Some of our present and past references include:

- Anders Lygdman, Diakonia-Sweden at anders@diokonia-ea.org
- Lena Jones at lena.jones@minneapolis.edu
- Patrick Polinski, Books For Africa at Patrick@booksforafrica.org
- Eric Robinson, National Endowment for Democracy at ericr@ned.org
- Khalif Farah, UNDP Somalia at khalif.farah@undp.org
- Mohamed Barre, UNDP Somalia at mohamed.barre@undp.org
- Rang Hee, Counterpart International at rhkim@counterpart.org
- Ama Sabah, State of Minnesota at ama.sabah@state.mn.us
- Gratitude Kudyachete, AFRALTI at gkudya@afralti.org
- Paul Crooks, ILO Somalia
- FAO Somalia Water and Land Information Management (SWALIM)

SFS is also in association with the following local Somali counterparts:

- Puntland State University (PSU)
- Kaalo Relief Development (KAALO)
- Tanad Relief and Development Organization (TARDO)
- Civil Society Organizations in Puntland

SFS INTERNATIONAL PROGRAM

SFS is currently supporting five thematic areas as follows:

1. CAPACITY BUILDING AND DEVELOPMENT

SFS capacity building and development involves a process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time. Simply, it starts from the question: "Does an individual, organization and or society have the capacity to get to and go beyond its development goals?" We involve both creating and building skills, as well as the (subsequent) use, management and retention. Our capacity building and development is endogenously driven and we recognize existing individual, organizational, and societal capacity assets as the starting point.

We have three levels of capacity, Enabling environment, Organizational and Individual levels. As such, SFS supports the development of technical and functional capacities across the three levels of capacity as follows:

Technical capacities, associated with SFS particular areas of expertise and practice in specific sectors or themes, such as conflict resolution, HIV/AIDS, and democratic governance.

SFS Functional capacities are "cross-cutting" through enabling environment, organizational, sectoral and individuals. They are not associated with any one particular sector or theme. They are the management capacities required to formulate, implement and review policies, strategies, programmes and projects. As such, functional capacities have proven to be of key importance for successful capacity development regardless of the application area, as they focus on getting things done. We emphasize on five functional capacities: -

i. Capacity to engage stakeholders, e.g.:

- Identify, motivate and mobilize stakeholders
- Create partnerships and networks
- Promote the engagement of civil society and the private sector
- Manage large group processes and open dialogue
- Mediate divergent interests
- Establish collaborative mechanisms

ii. Capacity to assess a situation and define a vision and mandate, e.g.:

- Access, gather and disaggregate data and information
- Analyze and synthesize data and information
- Articulate capacity assets and needs

- Translate information into a vision and/or a mandate

iii. *Capacity to formulate policies and strategies, e.g.:*
- Explore different perspectives
- Set objectives
- Elaborate sectoral and cross-sectoral policies
- Manage mechanisms for prioritization

iv. *Capacity to budget, manage and implement, e.g.:*
- Formulate, plan and manage projects and programmes, including the capacity to prepare a budget and to cost capacity development.
- Manage human and financial resources and procurement
- Set indicators for monitoring and monitor progress

v. *Capacity to evaluate, e.g.:*
- Measure results and collect feedback to adjust policies
- Codify lessons and promote learning
- Ensure accountability to all relevant stakeholders

2. PEACE AND CONFLICT MANAGEMENT

SFS advocates for absence of war and violence and we underscore the fact that in any given society, violence is inevitable and the aim of peace action should therefore be preventing, managing, limiting and overcoming violence.

Violence may take Physical and psychological, Positive and negative approaches, Object of violence, Subject of violence and Unintended and intended violence, Manifest and latent violence. SFS analysis of peace as the antithesis of violence, follow the steps outlined in our conflict triangle below:

i. DIRECT

ii. STRUCTURAL   *iii. CULTURAL*
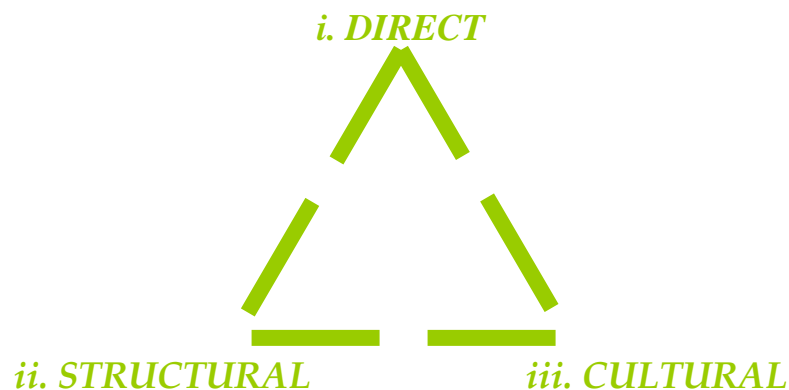
i. **Direct** (overt) violence involves physical attacks such as, bodily harm and massacre;

ii. **Structural** violence involves death by avoidable reasons such as malnutrition. It is indirect violence caused by an unjust structure and is not to be equated with an "act of God" such as accidents and floods, drought, hurricanes, tsunami etc.
iii. **Cultural** violence occurs as a result of the traditional beliefs, practices, values and the assumptions that blind one to direct or structural violence.

SFS Conflict management refers to the anticipatory, interventionist, reality change and the long term structural changes geared towards addressing the root causes of conflict. As such, SFS underscores the understanding of the various stages and levels of conflict; parties to conflict- their perspectives, positions, interests, needs and fears in addressing the complexity and dynamism of conflict through the approaches of tracks 1, II and III activities. We acknowledge that conflict is complex and dynamic. SFS conflict **management is equally flexible and adaptable** taking into consideration, the nature of the conflict itself, the actors and how they influence each other as negotiations proceed, and the resultant changing circumstances of the particular conflict.

3. PROMOTION OF SOCIO/CULTURAL AWARENESS
In line with the SFS vision, we promote positive community development and peaceful co-existence, acceptance, and a global community that is both responsible and productive. We support cultural awareness campaigns and initiatives.

4. RESEARCH, LITERACY, SKILLS AND VOCATIONAL TRAINING
SFS has identified education as the engine to improved livelihoods of Somalis. Through Education, Good governance and democratic ideals, can be learned thus eventually transforming the prevailing culture of violence and lawlessness.

As such, SFS will spearhead the attainment of MDGs 1 and 3 through local and international networking and exchange programmes including Diaspora engagement, support youth empowerment, women and the disadvantaged through skills enhancement and information dissemination. We recognize the strength of e-learning and mixed mode of delivery in improving access to quality, relevant and much needed education and training in Somalia.

5. PROJECT MONITORING AND EVALUATION
SFS strives to enhance its institutional capacities to ensure compliance, accountability and transparency in quality projects implementation and hence continuous projects reviews, monitoring and evaluation and are evident within our projects cycle. SFS *Monitoring* refers to the continuous assessment of project implementation and first impact through the process of data collection and analysis, reporting and use of information.

It is our management function which uses methodological collection of data to determine whether the material and financial resources are sufficient, whether the people in charge have the necessary technical and personal qualification, whether activities conform to work-plans, and whether the work-plan has been achieved and has produced the original objectives.

SFS Monitoring focuses on:
- Physical progress (service delivery, implementation of foreseen activities)
- Process (management and eventually local capacity building)
- Preliminary response of target groups/communities to project activities
- Unexpected events and projects' responses
- Financial matters (budget, expenditures)

SFS *evaluation* is an assessment, systematic and objective as possible, of an on-going or completed project, programme or policy, of its design, implementation and results with the aim to determine the relevance and the fulfillment of objectives, developmental efficiency, effectiveness, impact and sustainability. SFS M&E is carried out with the aim of reducing the gap between plans (projects' designs) and realities (implementation and results) i.e. an analysis of the intervention of M&E through out the project cycle. SFS carries evaluations for three main reasons:
- Learning: evaluations allow organizations and stakeholders to learn from experience, improve future interventions and support institutional learning. For this purpose, procedures have to be set in place to ensure that the lessons derived from completed projects contribute to shape future policy and project planning.
- Empowerment, by enhancing the capacities of local partners, project staff and project beneficiaries to use evaluations as an instrument of learning and control.
- Accountability: evaluations allow civil society organizations/NGOs to account to funding agencies on the use of project funds

SFS means to strengthen M&E capacities include:.
- Creation of new roles within the organizations with specific mandates for M&E
- Support for the strengthening of operators capacities (training)
- Allocation of funds for external evaluations
- Promotion of regional and local networks
- Collaboration with training institutions to explore new innovative methods and models of M&E.

PROJECT SUSTAINABILITY

SFS underscores sustainability to be often the most important criteria of evaluation to ascertain, *likeliness to continue* after the project assistance is over and the target groups/beneficiaries *want - and can - take over* the project activities and thus continue to accomplish the project

objectives. This criterion is very large and the relative importance of the different issues depends on the nature of the project and its relation with the local context.

SFS analysis of sustainability aim at:
- *Stakeholders' ownership* of objectives (participation in their definition during the design phase) and achievements (participation throughout the duration of the project);
- *Institutional sustainability -* the extent to which the project is embedded in and respects the local organizations/institutional structures, the capacity of these structures to take over after the project end and the adequacy of the project's budget for this purpose;
- *Financial sustainability -* whether the services provided to the beneficiaries are likely to continue after the funding ends; whether enough funds were available to cover all costs and whether the costs are likely to continue after the funding ends;
- *Socio-cultural sustainability -* whether the project takes into account the local perception of needs and respects the local status' systems and beliefs; whether the changes maintain the stability of social and cultural systems including the reduction of destructive conflict;
- *Technical sustainability -* whether the technology and knowledge provided fit in with existing traditions, skills and knowledge; whether the beneficiaries are likely to be able to maintain the technology acquired without further assistance;
- Possibility of *replicating successful* impacts for a possible extension of the project or of other similar interventions.

FINANCIAL MANAGEMENT
SFS recognizes that organization's books of accounts should be well maintained in accordance with the international Financial reporting standards and accounting procedures: including well documented, recording methodology, banking, cashbooks, ledger, journal, trial balance, accounts payable, payroll and salary, assets and liabilities and petty cash record maintenance.
- *Internal Controls*: including approval controls, segregation of duties, design and use of records, safeguards over assets and records, independent checks etc.
- *Procurement Policy*: including well-documented policy on procurement by value. For each procedure evaluate efficiency and transparency of policy and applicability.
- *Budgeting, Reporting, Auditing*: including budget preparation process, long term and annual financial projects, reporting compliance, fiduciary assurance, audit contracts to assess the scope and authority of audits, use of standard practice and qualifications of auditors, follow up on recommendations from previous audit reports.

- *Property Policy and Management*: including the organization having suitable premises to accommodate the staff and carry out its activities with proper ownership documentation or lease/ rental agreements, adequate insurance etc.

SFS in collaboration with donors and partner institutions conduct needs assessments to build and develop capacities of Somali civil society organizations among others, with regard to prudent financial management practices.
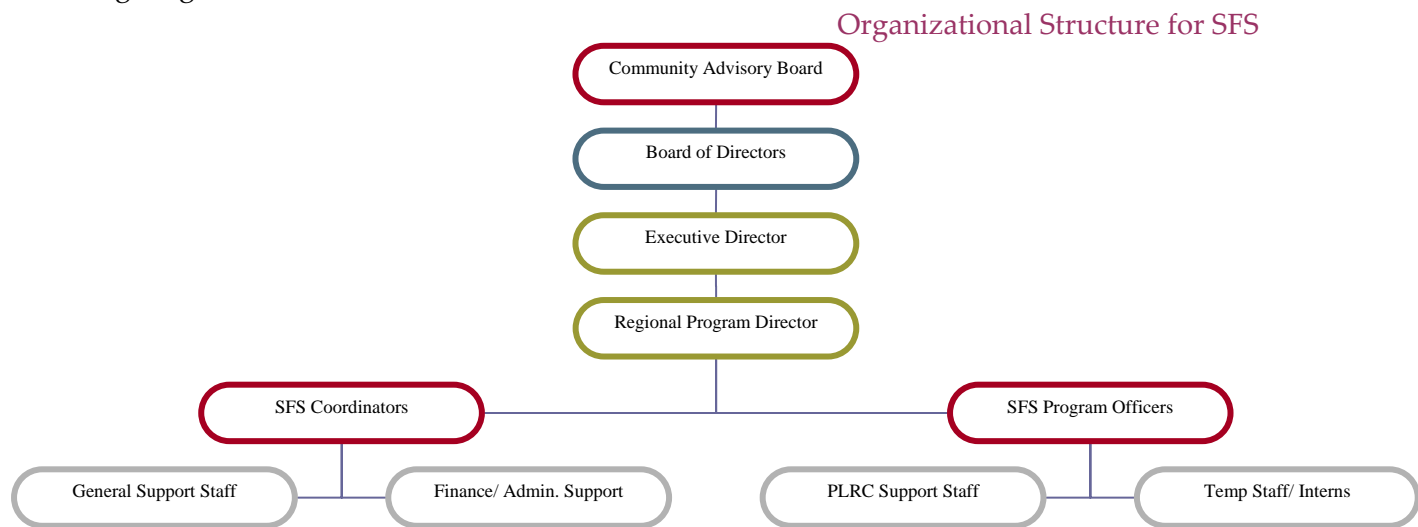
INSTITUTIONAL IMPLEMENTATION FRAMEWORK
SFS framework for implementing the strategies contained herein is based on the 'Seven-S' model developed by McKinsey and Company (Pascale and Athos, 1981). The framework focuses on seven key variables. These are Strategy, Structure, Systems, Staff, Style, Skills and Shared values. The first three; Strategy, Structure and Systems constitute the 'hard elements' while the last four; Staff, Style, Skills and Shared values constitute the 'Soft elements'.

Organizational Structure
In considering the most appropriate structure for the implementation of this strategic plan, three classic models; functional, geographic and divisional were considered. The governance and leadership at SFS is at two levels:

The dominant level comprising of the Advisory Council, Board of Directors, and the Executive Director. The second level comprises of the Program Director, Coordinators and Officers. SFS will ensure that all functions are institutionalized and active in the 2009 – 2011 period to effectively and efficiently carry out its purpose. The strategic plan 2009 – 2011 anticipates a dynamic strategic leadership to steer implementation and provide visionary leadership. Below is the organogram for SFS:

Organizational Structure for SFS

Community Advisory Board

Board of Directors

Executive Director

Regional Program Director

SFS Coordinators — SFS Program Officers

General Support Staff | Finance/ Admin. Support | PLRC Support Staff | Temp Staff/ Interns

Somali Family Services
We Strife for Sustainable Common Future

11

Annex: *Workplan & Budget*

SFS Workplan and Draft Budget	THREE YEARS	2009
EXPENSES		
1. PROGRAMME COSTS	**in USD ($)**	**in USD ($)**
1.1 Capacity Building and Development		
1.1.1 Budgetary Support PLRC	360,000	120,000
1.1.2 Capacity Building and Support to Govt Authorities	1,000,000	300,000
1.1.3 Workshops and Campaigns	600,000	200,000
1.3.4.Support to Civil Society Organizations	1,500,000	600,000
1.3.5 Baseline Surveys, Reviews, Monitoring and Evaluations	75,000	25,000
Subtotal Capacity Building and Development	**3,535,000**	**1,245,000**
1.2 Peace and Conflict Management		
1.2.1 Peace and Civic Education	1,000,000	200,000
1.2.2 Training, Development and Support on Conflict Sensitive Project Implementation Techniques	500,000	125,000
1.2.3 Baseline Surveys, Reviews, Monitoring and Evaluations	100,000	25,000
Subtotal Peace and Conflict Management	**1,600,000**	**350,000**
1.3 Promotion of Socio/Cultural Awareness		
1.3.1 Support to Initiatives & Campaigns	600,000	200,000
1.3.2 Workshops and Trainings	100,000	35,000
1.3.3 Baseline Surveys, Reviews, Monitoring and Evaluations	50,000	20,000
Subtotal Promotion of Socio/Cultural Awareness	**750,000**	**255,000**
1.4 Research, Literacy, Skills and Vocational Training		
1.4.1 Support PLRC Communication Access, Literacy and Skills Training Curricula	360,000	100,000
1.4.2 Support to Civil Service Training, youth empowerment and Diaspora engagement	300,000	100,000
1.4.3 Baseline Surveys, Reviews, Monitoring and Evaluations	60,000	20,000
Subtotal Literacy, Skills Training and vocational Training	**720,000**	**220,000**

1.5 SFS Institutional Capacity Building Programme		
1.5.1 Technical & Budgetary Support	300,000	100,000
1.5.2 Professional Development, Capacity Building and Trainings	150,000	50,000
1.5.3 Projects Reviews, Studies, Monitoring and Evaluations	15,000	5,000
Subtotal SFS Institutional Capacity Building Programme	**465,000**	**155,000**
Subtotal Programme Costs (1.1 - 1.5)	**7,070,000**	**2,225,000**
2. COORDINATION COSTS		
2.1 Project staff costs	450,000	150,000
2.2 Regional & Garowe offices cost	360,000	120,000
2.3 Equipment	180,000	60,000
Subtotal Coordination Costs	**990,000**	**330,000**
3. PROJECTS MONITORING & EVALUATION COSTS		
3.1 Internal Audit	30,000	10,000
3.2 Transport	150,000	50,000
3.3 Travel		
3.3.1 Local travel & per diem	90,000	30,000
3.3.2 International travel & missions	120,000	40,000
3.4 Evaluation and review	75,000	25000
Subtotal Projects Monitoring & Evaluation Costs	**465,000**	**155,000**
TOTAL PROGRAMME COSTS (1-3)	**8,525,000**	**2,710,000**
4. Contingency Cost (5%)	**2,290,350**	**736,600**
TOTAL BUDGET (1-4)	**10,815,350**	**3,446,600**