

**FEDERAL GOVERNMENT OF SOMALIA**  
**SOMALIA DISASTER MANAGEMENT AGENCY (SODMA)**

**STRATEGIC PLAN 2024 - 2029**





## FOREWORD

As we present the Somali Disaster Management Agency's (SoDMA) Strategic Plan, I am filled with a sense of profound gratitude and optimism. This document, a blueprint for our future endeavours in disaster management, stands as a testament to our collective commitment to safeguarding and enhancing the resilience of the Somali people against the myriad of challenges they face.

First and foremost, I extend my sincerest thanks to the World Food Programme (WFP) for their generous funding and unwavering support in the development of this Strategic Plan. Their contribution has been invaluable, not only in terms of financial resources but also in providing guidance and expertise throughout the planning process.

I would also like to acknowledge the tireless efforts of the SoDMA team, whose dedication and expertise

have been the driving force behind this strategic plan. Their commitment to understanding the complex dynamics of disaster management in Somalia and their innovative approach to addressing these challenges are truly commendable.

To our partners and stakeholders at various levels — government entities, local and international NGOs, community leaders, and the people of Somalia — your insights, feedback, and collaboration have been instrumental in shaping a plan that is both comprehensive and contextually relevant. Your continued engagement and support are crucial as we transition from planning to execution.

Finally, I must express my gratitude to everyone who contributed their time, expertise, and resources in the preparation of this plan. Your collective wisdom and experience have been invaluable in developing a strategy that is not only robust but also adaptable to the changing landscape of disaster management.

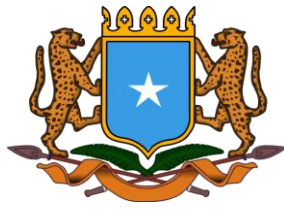
As we move forward, this Strategic Plan will serve as our guiding light, reminding us of our shared vision for a disaster-resilient Somalia. It is a plan that transcends individual agendas and unites us all in a common goal: the safety, well-being, and prosperity of the Somali people.

Thank you once again for your invaluable contribution to this pivotal endeavor.

With deepest appreciation,

**Mahamoud Moallim Abdulle**

*Commissioner of Somali Disaster Management Agency (SoDMA)*



FEDERAL GOVERNMENT OF SOMALIA

## Strategic Plan

For the

**Somalia Disaster Management Agency (SoDMA)**

**Submitted to:**

**Somalia Disaster Management Agency (SoDMA)**

**Submitted by:**

Alima Consulting Ltd

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## Abbreviations and Acronyms

1. SoDMA - Somali Disaster Management Agency
2. SWOT - Strengths, Weaknesses, Opportunities, Threats
3. UNDP - United Nations Development Programme
4. WFP - World Food Program
5. UNFPA - United Nations Population Fund
6. FAO - Food Agriculture Organization
7. UNDRR - United Nations Disaster Risk Reduction
8. UNICEF - United Nations Children's Fund

## Executive Summary

The Somalia Disaster Management Agency (SoDMA) Strategic Plan serves as a testament to the Federal Government of Somalia's commitment to enhancing the nation's resilience against a range of disasters, including droughts, floods, conflicts, and disease outbreaks. Established in 2011 and reinforced with legal mandate in 2016, SoDMA is tasked with the monumental challenge of managing and mitigating the impact of these disasters. This plan is aligned with global disaster risk reduction strategies, emphasizing the need for proactive measures, effective coordination, and collaboration among various stakeholders.

The strategic plan sets forth a comprehensive framework that encapsulates SoDMA's mission and core values, and outlines a series of strategic goals and objectives aimed at strengthening the disaster preparedness and resilience of Somalia. One of the primary goals is to reduce the impact of disasters on people and properties by 50% through enhanced protective measures and resilience-building initiatives by the end of 2029. This involves implementing a comprehensive action plan by 2025 that encompasses disaster prevention, mitigation, and real-time response mechanisms.

Central to the plan is the establishment of a centralized national database for disaster risks, equipped with automated early warning systems by 2025. This database will play a critical role in timely and efficient disaster response. The plan also focuses on researching the top five recurring disasters in Somalia by 2025, with the aim of developing targeted strategies to effectively manage these specific challenges.

A significant component of the plan is the strengthening of coordination and management of disaster responses. This includes the establishment of a unified command center by 2026 and setting up disaster management hubs across 80% of regions and districts by 2028. Additionally, the plan seeks to foster collaborative partnerships in disaster management, with the goal of aligning 90% of development partners and aid organizations with prioritized disaster needs by 2025 and positioning SoDMA as the primary coordination platform for disaster management in Somalia.

Finally, the strategic plan emphasizes the development of disaster risk management policies, with a specific objective to localize the National Disaster Risk Management Policy in the Federal Member States by 2025. This focus on policy development and implementation

is crucial for building a cohesive and effective disaster management framework across the nation.

In conclusion, the SoDMA Strategic Plan represents a holistic approach to disaster management in Somalia, addressing both immediate and long-term challenges. By leveraging the collective efforts and coordination among all stakeholders, including communities, NGOs, international partners, and the private sector, the plan aims to significantly enhance Somalia's disaster resilience and contribute to sustainable development and security.

# 1. INTRODUCTION

## 1.1 Background of SoDMA

Somalia, situated in the Horn of Africa, faces a multifaceted disaster landscape due to its geographical location and socio-political challenges. The nation's susceptibility to an array of disasters, including droughts, floods, conflicts, and disease outbreaks, underscores the urgent need for effective disaster management strategies<sup>1</sup>. The complex interplay of natural and human-made factors amplifies the impact of these disasters, leading to profound humanitarian crises, loss of life, internal forced displacement, and widespread socioeconomic disruption.

In 2011, SODMA was established as a semi-autonomous agency with the aim of finding and promoting durable solutions for the then huge influx of IDPs in Mogadishu, and management disasters in the country. The IDP population had reached 1,460,000, representing 16% of the total population then<sup>2</sup>. Its legitimacy was further strengthened in 2016 when the Parliament of the Federal Republic of Somalia enacted law number 17 on the establishment of SoDMA, granting the agency the legal mandate to mitigate, and to take on the responsibility of lessening the impact, preparing for, responding to, and coordinating both natural and made disasters in the Federal Republic of Somalia. This legislative initiative was driven by the recognition of the vulnerability of Somalia to a wide array of natural and man-made disasters, including droughts, floods, conflicts, explosions, and disease outbreaks which led to the spread of internally displaced persons sites in Somalia, mostly in concentrating in urban areas. The agency's establishment aimed to protect the Somali population and their assets from the devastating impact of such disasters while fostering resilience and preparedness.

Rooted in the Constitution of the Federal Republic of Somalia, particularly Article 87, section 1 and section 2, the establishment of SoDMA was seen as an imperative step to address the challenges posed by disasters and their significant socio-economic consequences. The law also aligned with international efforts and best practices in disaster risk reduction, emphasizing the importance of proactive measures, coordination, and collaboration among various stakeholders.

SoDMA operates as an independent governmental agency with a distinct legal identity, allowing it to perform its functions without undue interference. The agency's headquarters is in Mogadishu, the capital of Somalia, while its services extend across the country, including all Regional States and Districts. The Agency is under the authority of the Minister of Interior & Federal Affairs who supervises and directs it, and applies checks and balances on it, and it is accountable to the Federal Parliament of Somalia as outlined in article 1. It also houses the the National Emergency Operations Centre and the Multi-Hazard Early Warning Centre, which help in delivering its disaster management mandate.

With a clear vision to safeguard the Somali people, the population under its jurisdiction and their assets from the impact of disasters and a mission to manage, coordinate, and respond to various disasters efficiently, SoDMA's objectives encompass prevention, mitigation, rapid response, and recovery. The agency is tasked with building resilience and coordinating durable solutions for disaster impacted communities by preparing short- and long-term action plans through disaster

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<sup>1</sup> United Nations Office for the Coordination of Humanitarian Affairs (OCHA). (2021). Somalia Humanitarian Response Plan: Humanitarian Programme Cycle 2021 (Issued February 2021 Retrieved from

[https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/hrp\\_2021-somalia\\_22\\_feb.pdf](https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/hrp_2021-somalia_22_feb.pdf)

<sup>2</sup> Norwegian Refugee Council/Internal Displacement Monitoring Centre (NRC/IDMC), *Global Overview 2011: People internally displaced by conflict and violence - Somalia*, 19 April 2012, available at: <https://www.refworld.org/docid/4f97fb5421.html> [accessed 17 December 2023]

preparedness, early warning and resilience strategies, gathering crucial disaster-related information, coordinating local and international aid efforts, and promoting disaster management awareness and capacity-building.

SoDMA's establishment represents a collaborative effort among government line ministries at the federal and member states levels, international organizations, non-governmental entities, and other stakeholders in the field of disaster management. The agency's structure, activities, and powers, guiding principles, the staff and volunteers of the Agency are established by the law, emphasizing inclusivity, transparency, and accountability. Additionally, SoDMA is endowed with financial mechanisms, including budget allocations, funds, and audits, to support its operations effectively.

By aligning its operations with international best practices and the specific needs of Somalia, SoDMA serves as a crucial component of the country's disaster resilience strategy. It focuses on strategic planning, early warning systems, community engagement, and coordination of efforts to minimize the impact of disasters on the Somali population and propel the nation toward sustainable development even in the face of challenging circumstances.

SoDMA has evolved to become a key player in disaster management at the national level. Its activities include early warning system implementation, disaster risk reduction strategies, and coordination of humanitarian responses. Through its efforts, SoDMA seeks to enhance the country's disaster resilience and recovery, and minimize the negative consequences of disasters on the lives and livelihoods of all persons in Somalia, performing a critical role in the stabilisation efforts of the country.

## 1.2 Mandate of SoDMA

According to Law no. 17, SoDMA is tasked with managing both natural and man-made disasters in the nation. It is for establishing facilities and locations in various districts and regions for disaster management. However, so far, due to operational and resource shortcomings, only SEOC directors have been nominated to lead the FMS activities. No physical structures have been established yet in the regions or districts, though they are planned to be established by 2025. Federal Member State (FMS) maintain their own emergency services, humanitarian and disaster management agencies (HADMAS) and counterpart ministries for water resource management and agriculture, which together lead DRM initiatives at the sub-federal level. In Mogadishu, the Benadir Regional Administration (BRA) maintains emergency services and a HADMA, which work closely with SODMA on preparedness and response in the national capital. SoDMA also assembles and deploys teams and sectors for quick emergency response. It collects information on disaster risks and issue early warnings when necessary. Law No. 17 provides the legal framework for SoDMA's establishment and supports the NEOC<sup>3</sup>. The agency's mandate encompasses a broad range of responsibilities related to disaster preparedness, response, recovery, and coordination efforts. It operates under the authority of the Federal Government of Somalia and plays a pivotal role in managing and mitigating the impacts of both natural and man-made disasters that frequently affect the region. Its primary responsibilities include:

1. **Disaster Preparedness:** SoDMA is tasked with enhancing the country's capacity to anticipate and prepare for various types of disasters, including natural disasters such as droughts, floods, and cyclones, as well as man-made disasters like conflicts and disease outbreaks. This involves developing and implementing disaster preparedness plans, conducting risk assessments, and ensuring that relevant government agencies and stakeholders are well-equipped to respond

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<sup>3</sup> Law on the Establishment of the Somali Disaster Management Agency, Law no. 17

effectively with strategies to prevent the occurrence of such disasters from having devastating impact on peoples' lives, civilian infrastructure, including houses, schools, markets, health centres among others, the environment and socio and economic life.

2. **Disaster Response and Relief:** When disasters strike, SoDMA is responsible for coordinating and facilitating emergency response and relief operations. This includes mobilizing resources, organizing rescue and relief efforts, distributing essential supplies to affected populations, and ensuring that aid reaches those in need promptly and efficiently while focusing on the requirements for an integrated, coordinated policy that address rapid and effective response to disasters.
3. **Disaster Recovery and Rehabilitation:** Beyond immediate response, SoDMA leads in long-term recovery and rehabilitation efforts. This includes coordinating the rebuilding of infrastructure, restoring livelihoods, and facilitating the voluntary return of displaced populations to their homes including those in diaspora. The agency also focuses on promoting sustainable development practices that enhance resilience against future disasters by dwelling on strategies required for bringing back disaster affected area and victims to normalcy through rehabilitation and reintegration.
4. **Coordination and Collaboration:** SoDMA serves as a central coordinating body that brings together various government ministries, international organizations, financial aid agencies, local and international non-governmental organizations (INGOs and LNGOs), and other stakeholders involved in disaster management. The agency facilitates collaboration, information sharing, and the alignment of efforts to ensure a comprehensive and efficient response to disasters.
5. **Policy Development and Advocacy:** SoDMA plays a role in developing policies, strategies, and frameworks related to disaster risk reduction and management. The agency advocates for disaster-resilient development practices, promotes awareness of disaster risks among communities, and supports the implementation of international agreements and guidelines related to disaster management. XX
6. **Capacity Building:** SoDMA focuses on building the capacity of its own staff and volunteers, government (FG and FMS) and non-governmental institutions, local communities, and other stakeholders to effectively respond to disasters. This involves providing training and workshops, coordination forums, ad hoc meetings, technical assistance, and resources to enhance their ability to mitigate, respond to, and recover from disasters and establishment of necessary institutional arrangements for implementing disaster management within the Federal, State and Local Government levels.
7. **Data Collection and Analysis:** SoDMA collects and analyses data related to disaster trends, vulnerabilities, and impacts. This information helps inform decision-making process, shape disaster management strategies, and allocate resources more effectively and efficiently. This is done through surveys and mapping data.
8. **Advancing International Cooperation:** SoDMA collaborates with international partners, including United Nations agencies, donor organizations, and other countries, to leverage expertise, resources, and best practices in disaster management. This collaboration enhances Somalia's disaster resilience efforts and fosters a unified response to regional and global challenges.

In essence, SoDMA's mandate encompasses all aspects of disaster risk reduction, emergency response, recovery, and resilience-building in Somalia. The agency aims to minimize the impact of disasters on the country's population and infrastructure while fostering a proactive and coordinated approach to disaster management. The specific mandate of SoDMA as in the law of establishing the agency includes:

#### Functions of SoDMA<sup>4</sup>

- 1 The preparation of the plans and national level programs against disasters such as: prevention, mitigation, rapid response, and recovery.
- 2 The gathering of information and reports on disasters and the risks facing the country and sending out early warnings in cooperation with organizations inside the country and abroad working on those activities.
- 3 The management and coordination on donation Programs to execute with national level plans.
- 4 The coordination and supervision of local and international organizations working on disaster management.
- 5 The coordination of national, sub-national and international rescue organizations.
- 6 The management of activities pertaining to care for disaster affected people and environment.
- 7 The monitoring and ensuring of the initiatives of all Organizations operating in the disaster-stricken area and facilitating their liaison with the government.
- 8 The enhancement of the general knowledge and the level of awareness among people with regard to disaster Management and capacity building among all organizations and individuals working against disasters.
- 9 The submission of regular reports on the disaster situations and recommendations on the best practices that disasters can be prevented and managed to the Minister of Interior and Federal Affairs and the other national leaders.
- 10 And any other activities assigned to it in accordance with the law or assigned to it by the National Disaster Management Committee.

### 1.3 Context of disaster management in Somalia, Challenges and Responses

#### a) Introduction

Somalia, situated in the Horn of Africa, faces a multifaceted disaster landscape due to its geographical location and socio-political challenges. The nation's susceptibility to an array of disasters, including droughts, floods, conflicts, and disease outbreaks, underscores the urgent need for effective disaster management strategies<sup>5</sup>. The complex interplay of natural and human-made factors amplifies the impact of these disasters, leading to profound humanitarian crises, loss of life, displacement, and widespread socioeconomic disruption<sup>6</sup>.

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<sup>4</sup> Law on the Establishment of the Somali Disaster Management Agency, Law no. 17

<sup>5</sup> United Nations Office for the Coordination of Humanitarian Affairs (OCHA). (2021). Somalia Humanitarian Response Plan: Humanitarian Programme Cycle 2021 (Issued February 2021 Retrieved from [https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/hrp\\_2021-somalia\\_22\\_feb.pdf](https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/hrp_2021-somalia_22_feb.pdf)

<sup>6</sup> Federal Government of Somalia. (2022). Somalia's National Adaptation Plan (NAP) Framework. Retrieved from <https://napglobalnetwork.org/wp-content/uploads/2022/11/napgn-en-2022-somalia-nap-framework.pdf>

**Geographical Vulnerability:** Somalia's susceptibility to droughts and floods can be attributed to its semi-arid climate and variable rainfall patterns<sup>7</sup>. Prolonged droughts exacerbate food and water shortages, affecting agriculture and livestock, which are essential to the livelihoods of many in Somalia. Conversely, heavy rainfall and inadequate infrastructure lead to flooding, causing damage to homes, displacing populations, and increasing the risk of waterborne diseases. Recently, climate change impacts have led to an increased frequency of extreme weather events such as famine, drought and floods, which have led to an increase in natural disasters<sup>8</sup>.

**Conflict and Fragility:** The ongoing conflict in Somalia has perpetuated its vulnerability to disasters. The conflict has disrupted critical infrastructure, such as roads, hospitals, and schools, which are essential for disaster response and recovery efforts, impeding the delivery of humanitarian assistance to affected areas and population due to insecurity and restrictions imposed by armed groups, and displacement of communities, rendering them more susceptible to other disaster risks<sup>9</sup>. Additionally, the presence of armed groups hampers effective disaster response efforts and compromises the safety of humanitarian workers<sup>10</sup>.

**Health Crises and Disease Outbreaks:** Somalia's vulnerability to disease outbreaks, such as cholera, is amplified by its inadequate humanitarian infrastructure, such as limited access to health services, clean water, and sanitation services<sup>11</sup>. The country's health system struggles to cope with outbreaks, leading to heightened mortality rates and increased strain on limited resources<sup>12</sup>.

**Humanitarian Response and Challenges:** In the face of these challenges, various national and international stakeholders have collaborated to provide humanitarian assistance and disaster response efforts. Non-governmental organizations (NGOs), United Nations agencies, and community-based organizations have delivered aid such as food, water, shelter, and medical services<sup>13</sup>. Despite

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<sup>7</sup> Federal Government of Somalia. (2019). Consolidating the path to resilience and sustainability 2019–2024. Retrieved from <https://icpald.org/wp-content/uploads/2019/10/PPP-SOMALIA.pdf>

<sup>8</sup> United Nations Office for the Coordination of Humanitarian Affairs (OCHA). (2019). Somalia: 2023 Flash and Riverine Floods Situation Report No. 1. Retrieved from [https://reliefweb.int/attachments/f0486331-73f5-4655-a955-f0ae612300f1/Flood%20sit%20rep%201%20-%20May%202023%20final%20eo\\_publishing.pdf](https://reliefweb.int/attachments/f0486331-73f5-4655-a955-f0ae612300f1/Flood%20sit%20rep%201%20-%20May%202023%20final%20eo_publishing.pdf)

<sup>9</sup> Federal Government of Somalia. (2018). Recovery and Resilience Framework. Retrieved from [https://www.undp.org/sites/g/files/zskgke326/files/migration/so/Somalia-RRF-Summary-Report\\_final\\_layout6July2018-2.pdf](https://www.undp.org/sites/g/files/zskgke326/files/migration/so/Somalia-RRF-Summary-Report_final_layout6July2018-2.pdf)

<sup>10</sup> World Health Organization (WHO). (2022). Cholera - Somalia. Retrieved from [https://www.who.int/emergencies/disease-outbreak-news/item/2022-DON398\\_1](https://www.who.int/emergencies/disease-outbreak-news/item/2022-DON398_1)

<sup>11</sup> United Nations Security Council. (2020). Report of the Secretary-General on Somalia. Retrieved from [https://digitallibrary.un.org/record/1485880/files/S\\_2018\\_411-EN.pdf?ln=en](https://digitallibrary.un.org/record/1485880/files/S_2018_411-EN.pdf?ln=en)

<sup>12</sup> International Medical Corps. (2023). Somalia: An Ongoing Struggle for Healthcare Amidst Crisis. Retrieved from <https://internationalmedicalcorps.org/country/somalia/>

<sup>13</sup> Lubogo et al (2022). Evaluation of the electronic Early Warning and Response Network (EWARN) system in Somalia, 2017–2020. Conflict and Health volume 16, Article number: 18 (2022). Retrieved from <https://www.undp.org/somalia/projects/enhancing-climate-resilience-vulnerable-communities-and-ecosystems-somalia>

these efforts, the lack of a comprehensive and coordinated disaster management strategy has often hindered the effectiveness of these responses<sup>14</sup>.

#### b) Disaster Management Challenges in Somalia

Somalia's disaster management landscape is marked by a multitude of challenges that undermine the country's capacity to effectively mitigate, prepare for, respond to, and recover from disasters. These challenges are deeply intertwined with the country's historical, social, political, and economic contexts, presenting complex hurdles that demand comprehensive and collaborative solutions.

**1. Fragile Governance and Institutional Weaknesses:** The absence of a stable and functioning government from the past 3 decades internal conflict and war has hindered the establishment of a robust disaster management framework in Somalia<sup>15</sup>. Weak governance structures, corruption, and insufficient legal frameworks impede the development and enforcement of policies and regulations that can effectively address disaster risks<sup>16</sup>. The limited financial and technical capacities of government agencies, including the Somali Disaster Management Agency (SoDMA), to coordinate disaster response exacerbates these challenges<sup>17</sup>.

**2. Pervasive Conflict and Insecurity:** Decades of conflict and political instability have significantly hampered disaster management efforts in Somalia<sup>18</sup>. Armed conflicts disrupt infrastructure, lead to displacement, and divert resources away from disaster preparedness and mitigation initiatives<sup>19</sup>. The presence of armed groups and ongoing violence often restricts access to affected populations, limiting the delivery of timely and targeted assistance<sup>20</sup>.

**3. Resource Scarcity and Capacity Constraints:** Limited financial resources, technological capabilities, and skilled personnel pose major challenges to disaster management in Somalia<sup>21</sup>. The lack of investments in disaster preparedness and mitigation strategies hinders the country's ability to build

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<sup>14</sup> Federal Government of Somalia. (2018). Recovery and Resilience Framework. Retrieved from [https://www.undp.org/sites/g/files/zskgke326/files/migration/so/Somalia-RRF-Summary-Report\\_final\\_layout6July2018-2.pdf](https://www.undp.org/sites/g/files/zskgke326/files/migration/so/Somalia-RRF-Summary-Report_final_layout6July2018-2.pdf)

<sup>15</sup> Fragile States Index. (2019). Understanding Resilience: The Case of Somalia. Retrieved from <https://fragilestatesindex.org/2019/04/06/understanding-resilience-the-case-of-somalia/>

<sup>16</sup> World Bank. (2021). Somalia Drought and Impact Needs Assessment. Retrieved from <https://documents1.worldbank.org/curated/en/901031516986381462/pdf/122991-v1-GSURR-Somalia-DINA-Report-Volume-I-180116-Digital.pdf>

<sup>17</sup> Office for the Coordination of Humanitarian Affairs (OCHA). (2021). Somalia Cyclone Gati. Retrieved from <https://reliefweb.int/report/somalia/somalia-cyclone-gati-13-december-2020>

<sup>18</sup> United Nations Security Council. (2020). Report of the Secretary-General on Somalia. Retrieved from [https://www.securitycouncilreport.org/atf/cf/%7B65BFCF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/S\\_2020\\_798\\_E.pdf](https://www.securitycouncilreport.org/atf/cf/%7B65BFCF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/S_2020_798_E.pdf)

<sup>19</sup> International Committee of the Red Cross (ICRC). (2023). Somalia: About the ICRC's actions in the country. Retrieved from <https://www.icrc.org/en/where-we-work/africa/somalia>

<sup>20</sup> Integrated Food Security Phase Classification (IPC). (2023). Somalia: Acute Food Insecurity Situation January - March 2023 and Projection for April - June 2023. Retrieved from [https://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1156238/#:~:text=The%20latest%20analysis%20shows%20that,Catastrophe%20\(IPC%20Phase%205\)](https://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1156238/#:~:text=The%20latest%20analysis%20shows%20that,Catastrophe%20(IPC%20Phase%205))

<sup>21</sup> Federal Government of Somalia (2021). Comprehensive assessment of existing centralized and decentralized early warning systems in Somalia. Retrieved from <https://reliefweb.int/sites/reliefweb.int/files/resources/Comprehensive%20assessment%20of%20existing%20centralized%20and%20decentralized%20EWS%20-converted-compressed.pdf>

resilience and respond effectively<sup>22</sup>. Inadequate funding also affects the establishment of early warning systems and the training of personnel to respond to disasters. It also hinders the ability to purchase modern and efficient equipment to be used during disaster outbreaks.

**4. Lack of Comprehensive Data and Information:** The absence of accurate, consistent, and up-to-date data on disaster risks and vulnerabilities hampers informed decision-making and strategic planning<sup>23</sup>. Inadequate data collection systems make it difficult to assess the scale of potential disasters and identify high-risk areas<sup>24</sup>. This lack of information prevents the implementation of targeted interventions and increases the difficulty of coordinating response efforts<sup>25</sup>.

**5. Humanitarian-Peace-Development Nexus:** The blurred boundaries between chronic humanitarian crises, peace and development challenges in Somalia further complicate disaster management<sup>26</sup>. Disasters, conflict, and poverty are interlinked, necessitating an integrated approach that addresses both short-term humanitarian needs and long-term sustainable development, peacebuilding, and disaster risk reduction goals.<sup>27</sup> This demands coordination between humanitarian and development actors, which can be challenging due to distinct mandates and priorities<sup>28</sup>.

**6. Climate Change and Environmental Degradation:** The effects of climate change, including erratic rainfall patterns, rising temperatures, and sea-level rise, exacerbate disaster risks in Somalia<sup>29</sup>. Climate-related hazards, such as droughts and floods, increase in frequency and intensity, compounding existing vulnerabilities<sup>30</sup>. Environmental degradation further reduces the country's capacity to absorb and recover from disasters<sup>31</sup>.

Addressing these multifaceted challenges requires a concerted effort from national and international stakeholders. Strengthening governance structures, enhancing institutional capacity, fostering

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<sup>22</sup> Government of Somalia. (2019). National Disaster Management Framework of Somalia.

<sup>23</sup> United Nations Office for the Coordination of Humanitarian Affairs (OCHA). (2022). Somalia Humanitarian Response Plan 2022. Retrieved from [https://reliefweb.int/attachments/7638a2a5-77c9-36a7-aa80-37c25fd143cb/Somalia\\_2019\\_HRP\\_FIN\\_260520.pdf](https://reliefweb.int/attachments/7638a2a5-77c9-36a7-aa80-37c25fd143cb/Somalia_2019_HRP_FIN_260520.pdf)

<sup>24</sup> Office for the Coordination of Humanitarian Affairs (OCHA). (2021). Somalia Cyclone Gati. Retrieved from <https://reliefweb.int/report/somalia/somalia-cyclone-gati-13-december-2020>

<sup>25</sup> United Nations Office for the Coordination of Humanitarian Affairs (OCHA). (2019). Somalia: 2023 Flash and Riverine Floods Situation Report No. 1. Retrieved from [https://reliefweb.int/attachments/f0486331-73f5-4655-a955-f0ae612300f1/Flood%20sit%20rep%201%20-%20May%202023%20final%20eo\\_publishing.pdf](https://reliefweb.int/attachments/f0486331-73f5-4655-a955-f0ae612300f1/Flood%20sit%20rep%201%20-%20May%202023%20final%20eo_publishing.pdf)

<sup>26</sup> Somalia Red Crescent Society (SRCS). (2020). Community Resilience Strategy 2020-2024. Retrieved from [https://data-api.ifrc.org/documents/SO/Somali\\_Red\\_Crescent\\_Community%20Resilience%20Strategy.pdf](https://data-api.ifrc.org/documents/SO/Somali_Red_Crescent_Community%20Resilience%20Strategy.pdf)

<sup>27</sup> United Nations Office for the Coordination of Humanitarian Affairs (OCHA). (2021). 2021 Somalia Humanitarian Needs Overview. Retrieved from <https://reliefweb.int/report/somalia/2021-somalia-humanitarian-needs-overview>

<sup>28</sup> United Nations Office for Disaster Risk Reduction (UNDRR). (2023). Building resilience through enhanced risk assessment and modelling in Somalia. Retrieved from <https://www.undrr.org/news/building-resilience-through-enhanced-risk-assessment-and-modelling-somalia#:~:text=The%20UNDRR%20programme%20in%20Somalia,of%20life%2C%20and%20economic%20damages.>

<sup>29</sup> United Nations Environment Programme (UNEP). (2005). The State of the Environment in Somalia: A Desk Study. Retrieved from [https://wedocs.unep.org/bitstream/handle/20.500.11822/9792/-The%20State%20of%20the%20Environment%20in%20Somalia\\_%20A%20Desk%20Study-2005724.pdf?sequence=2&BisAllowed=1](https://wedocs.unep.org/bitstream/handle/20.500.11822/9792/-The%20State%20of%20the%20Environment%20in%20Somalia_%20A%20Desk%20Study-2005724.pdf?sequence=2&BisAllowed=1)

<sup>30</sup> Giovanna Kuele. (2020). Somalia: The Role of Climate Change in Recurring Violence. Igarapé Institute. Routledge. Retrieved from <https://reliefweb.int/report/somalia/somalia-role-climate-change-recurring-violence>

<sup>31</sup> Office for the Coordination of Humanitarian Affairs (OCHA). (2021). Somalia Cyclone Gati. Retrieved from <https://reliefweb.int/report/somalia/somalia-cyclone-gati-13-december-2020>

collaboration between humanitarian and development actors, and leveraging innovative technologies are crucial steps toward building resilience and improving disaster management in Somalia.

#### c) Disaster Responses in Somalia

The context of disaster responses in Somalia is characterized by a complex interplay of challenges arising from a combination of natural disasters, conflict, limited resources, and institutional weaknesses. These challenges have necessitated adaptive and innovative approaches to disaster responses, with various stakeholders working to mitigate the impact of disasters and provide relief to affected communities. **Multi-Hazard Environment:** Somalia is highly susceptible to various natural disasters, including droughts, floods, and cyclones. This vulnerability is intensified by the impacts of climate change, leading to more frequent and severe disasters. The EP&R Report underscores the need for versatile and adaptable disaster response strategies to address these diverse and evolving threats.

1. **Humanitarian-Development Nexus:** In Somalia, disaster response is not just about immediate relief but also ties into long-term development objectives. The humanitarian-development nexus is crucial, given the country's extended humanitarian crises. Integrating short-term humanitarian actions with long-term development plans is vital for building resilience and addressing the underlying causes of vulnerabilities.
2. **Conflict Sensitivity:** Ongoing conflict and insecurity in Somalia add complexity to disaster responses. Disasters often exacerbate existing vulnerabilities and raise protection risks. Responders must carefully navigate the interaction between humanitarian needs and conflict dynamics to avoid worsening conflicts or endangering affected populations.
3. **Limited Resources and Capacity:** Somalia faces significant challenges due to scarce financial resources, inadequate infrastructure, and a lack of skilled personnel. The EP&R Report highlights the need for capacity-building initiatives and partnerships to enhance Somalia's ability to respond effectively to disasters.
4. **Coordination and Access:** The fragmented governance structure and the presence of multiple actors, including national and international agencies, necessitate efficient coordination mechanisms. Access to affected populations is often hampered by security issues, especially in conflict-affected areas. Establishing secure access routes and building trust among stakeholders are essential for effective disaster response.
5. **Community Resilience and Local Knowledge:** Engaging local communities in disaster response is crucial for ensuring contextually appropriate and effective interventions. Communities hold valuable knowledge about their environments and have developed coping

mechanisms that can inform disaster response strategies. Collaborative efforts that harness local expertise enhance response effectiveness and sustainability.

Thus, there is need for a comprehensive and adaptive approach to disaster response in Somalia. This includes integrating disaster risk reduction strategies into development plans, enhancing coordination mechanisms, and fostering partnerships among various stakeholders. Addressing these complex and interconnected challenges requires sustained commitment, learning from past experiences, and ongoing monitoring and evaluation.

#### 1.4 Importance of disaster management for Somalia

The importance of effective disaster management in Somalia cannot be overstated. The country's susceptibility to a wide range of natural and man-made disasters, coupled with its complex socio-political context, underscores the critical need for comprehensive disaster management strategies. Disaster management plays a pivotal role in safeguarding lives, preserving livelihoods, and fostering sustainable development in the face of ongoing challenges.

**1. Protecting Lives and Livelihoods:** Disasters in Somalia have frequently led to loss of lives (especially vulnerable populations such as women, girls and persons with disabilities) , forced displacement, and destruction of infrastructure. The implementation of robust disaster management strategies can significantly reduce casualties by enhancing preparedness, response, and recovery efforts<sup>2</sup>. Timely evacuation plans, early warning systems, and community-based disaster risk reduction initiatives can help mitigate the impact on vulnerable populations.

**2. Enhancing Resilience:** Effective disaster management contributes to building community and national resilience against recurring hazards. By understanding the specific vulnerabilities and capacities of different regions and communities, disaster management can promote proactive measures that reduce risks and strengthen adaptive capacities. This includes promoting sustainable land use, disaster-resistant infrastructure, and diversification of livelihoods.

**3. Reducing Humanitarian Dependency:** Somalia has faced protracted humanitarian crises due to a combination of factors, including conflicts, droughts, and displacement. An effective disaster management approach can transition the focus from short-term humanitarian relief to long-term development and recovery. This shift can reduce dependency on external assistance and promote self-reliance within communities.

**4. Fostering Sustainable Development:** Disaster management and sustainable development are inherently linked. Disasters can undermine development gains, perpetuate poverty cycles, and hinder progress towards achieving the Sustainable Development Goals (SDGs). A well-structured disaster management strategy ensures that development initiatives are resilient to potential shocks, thus safeguarding investments in education, healthcare, and infrastructure.

**5. Strengthening Governance and Institutions:** Disaster management requires effective governance structures and coordinated efforts among various stakeholders. Developing and implementing disaster management strategies necessitates collaboration between government agencies, non-governmental organizations, the private sector, and local communities. This collaboration strengthens institutions and fosters a culture of preparedness and cooperation.

**6. Enhancing International Collaboration:** Somalia's vulnerability to disasters calls for international cooperation and support. Effective disaster management strategies can facilitate collaboration with international partners, leading to enhanced resource mobilization, knowledge sharing, and capacity building. International organizations, donors, and humanitarian agencies can align their efforts with a comprehensive disaster management framework.

In conclusion, disaster management in Somalia is of paramount importance due to the country's vulnerability to a wide array of hazards and ongoing challenges. The implementation of effective disaster management strategies serves to protect lives, enhance resilience, reduce humanitarian dependency, foster sustainable development, strengthen governance, promote international collaboration and advance the realization of human rights. By addressing disaster risks holistically, Somalia can pave the way for a safer, more resilient, and prosperous future.

#### 1.5 Purpose and scope of the SoDMA strategic Plan

The overarching purpose of the SoDMA strategic plan is to establish a comprehensive and cohesive framework that guides SoDMA's activities and collaborations towards disaster risk reduction and management. The strategic plan aims to capitalize on the agency's strengths, address its weaknesses, and leverage opportunities to enhance the nation's disaster management capacities. By engaging a wide array of stakeholders, including government bodies, international and local non-governmental organizations, donors, and international partners, the strategic plan aims to create a collaborative ecosystem that improves the overall effectiveness of disaster management in Somalia.

The scope of the strategic plan extends across the disaster management spectrum, encompassing disaster risk reduction, preparedness, response, and recovery efforts. It aims to establish clear objectives, actionable steps, and measurable targets that align with national policies and international best practices. By doing so, the strategy seeks to enhance coordination, ensure efficient resource allocation, and foster a culture of resilience at all levels of society.

## 2. SITUATIONAL ANALYSIS of SoDMA

### 2.1 Policy and Legal Framework of SoDMA

The establishment and operations of the Somali Disaster Management Agency (SoDMA) are guided by a range of policies and legal frameworks that emphasize disaster resilience, coordination, and effective response within the country. These policies underscore the importance of disaster management, preparedness, and collaboration among various stakeholders. Here are some key policies that have a significant impact on SoDMA's establishment and operations:

1. **UN Sustainable Development Goals (SDGs):** The SDGs, particularly Goal 11 (Sustainable Cities and Communities) and Goal 13 (Climate Action), emphasize the importance of disaster resilience and climate adaptation. SoDMA's activities contribute to achieving these goals by enhancing disaster preparedness and response capacities<sup>32</sup>.
2. **Sendai Framework for Disaster Risk Reduction (2015-2030):** While not specific to Somalia, the Sendai Framework is a global policy framework that guides disaster risk reduction efforts. It emphasizes the importance of understanding and managing disaster risk, enhancing resilience, and promoting international cooperation. SoDMA's activities align with the principles of this framework<sup>33</sup>.
3. **UN International Strategy for Disaster Reduction (UNISDR):** This was drafted to support the Sendai Framework for Disaster Risk Reduction to manage disaster risks and enhance disaster resilience<sup>34</sup>.
4. **Somalia Constitution, Article 87:** Article 87 of the Somali Constitution grants the President the authority to establish independent agencies for specific purposes. SoDMA's establishment is based on this constitutional provision, which underscores the agency's legal foundation<sup>35</sup>.
5. **National Disaster Management Policy of Somalia (2016):** This policy provides the overarching framework for disaster risk reduction, response, and recovery in Somalia. It emphasizes the need for a coordinated and multi-sectoral approach to disaster management and lays the foundation for the establishment of SoDMA. The policy focuses on capacity-building, early warning systems, community participation, and integration of disaster risk reduction into development planning<sup>36</sup>.
6. **Law No. 17 of 27/6/2016: The Establishment of the Somali Disaster Management Agency (SoDMA):** This law officially establishes SoDMA as a governmental agency responsible for

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<sup>32</sup> United Nations. [Sustainable Development Goals](#).

<sup>33</sup> United Nations Office for Disaster Risk Reduction. Sendai Framework for Disaster Risk Reduction.

<sup>34</sup> United Nations International Strategy for Disaster Reduction, available at [https://www.unisdr.org/files/51557\\_unisdrstrategicframework20162021pri.pdf](https://www.unisdr.org/files/51557_unisdrstrategicframework20162021pri.pdf)

<sup>35</sup> Federal Government of Somalia. [Constitution of the Federal Republic of Somalia](#).

<sup>36</sup> Ministry of Humanitarian Affairs and Disaster Management of Somalia. National Disaster Management Policy of Somalia.

disaster management, coordination, and response. It outlines SoDMA's objectives, functions, structure, and responsibilities. The law underscores the agency's independence, its role in disaster prevention and mitigation, and its authority to sign memoranda of understanding at regional and international levels<sup>37</sup>.

The operationalization of policies and legal frameworks for the Somali Disaster Management Agency (SoDMA) is progressing, marked by challenges and ongoing efforts. Key aspects include the enforcement of Law No. 17 of 27/6/2016 for SoDMA's establishment and the integration of MoHADM and NEOC functions into SoDMA, necessitating improved communication, alignment of mandates, and clarity in roles. Development of a comprehensive national emergency management system, including SEOCs and DEOCs, remains a work in progress, with a focus on building robust information management and early warning systems. However, significant challenges persist, particularly in financing and sustainability, due to a fragmented funding system and heavy reliance on international aid.

## 2.2 Overview of past and current disaster events in Somalia and their impacts

Somalia, situated in a region susceptible to various natural and man-made disasters, has experienced a series of past and ongoing disasters that have significantly impacted its people, infrastructure, and overall development. The combination of factors such as geographical location, climatic variations, political instability, and limited resources has contributed to a complex disaster landscape in the country.

### Past Disasters in Somalia

One of the most recurring and severe disasters in Somalia is drought. Prolonged periods of inadequate rainfall have led to severe water scarcity, crop failures, and loss of livestock, which directly impacts the livelihoods of rural communities. In the early 2010s, Somalia faced one of the worst droughts in decades, leading to a widespread food crisis, malnutrition, and displacement of communities. Drought-related conflicts over resources have also led to internal displacement and increased vulnerability, particularly among pastoralist communities. Access to water and competition over the scarce resources have in turn caused conflicts among communities.

Floods are another recurrent disaster that poses significant challenges to Somalia. Flash floods, riverine floods, and coastal flooding during heavy rainfall seasons have resulted in the destruction of infrastructure, homes, health facilities and agricultural land. The displacement of communities due to floods further strains resources and creates humanitarian crises, exacerbating the challenges faced by already fragile communities.

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<sup>37</sup> Somali Government, Official Gazette. [Law No. 17 of 27/6/2016](#).

Conflict and political instability have also been disastrous for Somalia. Ongoing armed conflicts, insurgency, and terrorism have resulted in loss of life, displacement, destruction of infrastructure, and disrupted access to basic services. These conflicts have made humanitarian response difficult and often hindered the delivery of aid to affected populations.

Somalia has witnessed devastating droughts that have led to severe food and water shortages, decimating livestock and destroying livelihoods, and causing widespread famine. The drought of 2011 resulted in a catastrophic famine, causing the deaths of an estimated 260,000 people, primarily due to food scarcity and malnutrition.

### Current Disasters in Somalia

As of the current date, Somalia continues to grapple with a range of disaster events and their impacts. The nation faces a severe humanitarian crisis due to a combination of factors, including the worst drought in four decades, ongoing conflicts, displacement, and soaring food costs. This convergence of challenges has led to overall deterioration of the human rights situation and intensified needs for humanitarian assistance, including food, clean water, health services, and shelter.

The drought crisis has led to the displacement of over 1.1 million people (including vulnerable populations such as women and girls), loss of over 3 million livestock, and depletion of water sources. The scarcity of resources exacerbates the vulnerability of communities, particularly in rural and arid areas. Access to education, health care, and basic services becomes even more limited in the face of these challenges<sup>38</sup>. Essentially, the disasters include:

1. **Drought and Food Insecurity:** Somalia's vulnerability to drought continues, with recurrent climate-related shocks impacting agriculture and water resources. Erratic rainfall patterns and failed rainy seasons exacerbate food insecurity, leading to malnutrition and displacement of communities and dependency on foreign aid.
2. **Floods and Cyclones:** Seasonal rains and cyclones lead to flooding in various parts of Somalia. Flash floods and riverine flooding disrupt communities, destroy infrastructure, and contaminate water sources, increasing the risk of waterborne diseases and destroys agricultural farmlands and crops.
3. **Forced Displacement:** Somalia has a significant population of internally displaced persons (IDPs) due to a combination of factors, including conflict and environmental hazards. IDPs are particularly vulnerable to disease outbreaks due to congestion in their places of refuge, inadequate access to health services (including life-saving integrated Sexual and Reproductive Health and Gender-Based Violence services), education, justice, civil documentation and limited livelihood opportunities.
4. **Inadequate Health Infrastructure:** Somalia's health system is fragile due to conflict and limited resources. Disease outbreaks, such as cholera, easily spread in overcrowded and unsanitary

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<sup>38</sup> United Nations Office for the Coordination of Humanitarian Affairs (OCHA). (2022). More humanitarian assistance is urgently needed in Somalia - Somalia. Retrieved from <https://reliefweb.int/report/somalia/more-humanitarian-assistance-urgently-needed-somalia>

conditions, exacerbating vulnerabilities. Vulnerable pregnant women and girls are impacted as there is increased inaccessibility to emergency obstetric and newborn care services.

5. **Low Socio-economic development:** Prolonged and protracted armed conflict exponentiated by global economic downward spiral that contributed to slow local economic development.

Impacts and Consequences:

The impacts of past and current disaster risks and vulnerabilities are multifaceted and far-reaching:

- **Loss of lives and livelihoods:** Disasters have led to loss of human lives, livestock, and livelihoods, leaving communities in a state of economic precarity, food and nutrition insecurity.
- **Food and water scarcity:** Droughts and floods disrupt agricultural productivity, leading to food and water shortages that heighten malnutrition and disease risks.
- **Displacement:** Disasters and conflict-induced displacement disrupt social cohesion, strain resources, and expose vulnerable populations to greater protection risks.
- **Economic setbacks:** Destruction of infrastructure and disruption of trade routes undermine economic stability and development efforts and access to economic and social rights.
- **Health challenges:** Weak health systems struggle to cope with disease outbreaks, inadequate and non-quality maternal and newborn services thus resulting in increased morbidity and mortality.

Mitigation and Resilience-building:

Efforts to mitigate these risks and enhance resilience require a multi-faceted approach:

- **Disaster Risk Reduction:** Implementing measures to reduce vulnerabilities, such as improving infrastructure, promoting sustainable land use, and enhancing early warning systems.
- **Humanitarian Aid:** Providing timely and efficient humanitarian assistance, including food, water, healthcare, and shelter, to affected populations.
- **Conflict Resolution:** Addressing root causes of conflict and working towards stability to minimize displacement and violence.
- **Community Engagement:** Empowering communities through education, awareness, and local capacity-building to respond effectively to disasters.
- **Health System Strengthening:** Investing in healthcare infrastructure (including maternal and newborn care services), effective coordination (such as outlined in the Minimum Initial Service Package (MISP) for Reproductive Health to be implemented at the onset of any humanitarian crisis) and disease surveillance to manage outbreaks and improve health outcomes.

By acknowledging the historical context, current vulnerabilities, and their impacts, Somalia can develop holistic strategies that not only respond to disasters but also foster long-term resilience and sustainable development.

### 2.3 Accomplishments of SoDMA

In the duration of its existence, SoDMA has managed to accomplish the following:

1. **Mitigating Famine and Drought:** Successful reduction of famine and drought response rates.
2. **Organizational Establishment:** Creation of a functional physical and organizational structure for disaster management.
3. **Partnership Enhancement:** Strengthened collaborations with international and local development partners, donor organizations, and NGOs.
4. **Flood Responses:** Implementation of sustainable strategies to address flood events.
5. **Effective Collaboration:** Forging extensive collaborations with internal and local partners.
6. **Expertise Recruitment:** Recruitment of subject matter experts in relevant thematic areas.
7. **Policy Frameworks:** Creation of legal frameworks, strategies, and policies for effective disaster management.
8. **Policy Development:** Formulation of comprehensive disaster management policies.
9. **National Strategy:** Development of a national humanitarian strategy.
10. **Early Warning System:** Establishment of a robust multi-hazard early warning system.
11. **Emergency Operations Hub:** Creation of the National Emergency Operations Centre (NEOC) as a central emergency operations hub.
12. **State-level Coordination:** Establishment of state-level emergency coordination services.
13. **Coordination Mechanisms:** Setting up national humanitarian coordination mechanisms.
14. **Organizational Structure:** Structuring SoDMA with an effective organizational framework.
15. **Leadership Impact:** Enhanced leadership participation in international events, capacity building, advocacy, visibility, partnership, and resource mobilization.
16. **Community Awareness:** Successful community outreach and awareness campaigns.
17. **Coordination Enhancement:** Improved coordination between SoDMA and Federal Member States (FMS) in Somalia.
18. **Baseline Data:** Conducting a baseline survey on refugees and returnees.
19. **Infrastructure:** Construction of SoDMA's headquarters.
20. **IDP Guidelines:** Development of site definition guidelines for Internally Displaced Persons (IDPs).
21. **Local Workforce:** Utilization of a local workforce for engagement and implementation.

## 2.4 Challenges Facing SoDMA

As the Somali Disaster Management Agency (SoDMA) is facing the following challenges:

### 1. Strategic Planning and Implementation

**Issue:** SoDMA currently operates without a comprehensive strategic plan. **Detail:** This absence means there's no clear roadmap or set of objectives guiding the agency's actions. Strategic planning is crucial for setting priorities, focusing resources, and strengthening operations, which are currently lacking. **Impact:** The lack of a strategic plan leads to uncoordinated and reactive disaster management efforts, reducing the overall effectiveness of SoDMA in handling crises.

### 2. Emergency Response Protocols

**Issue:** There is no established set of standardized emergency response protocols. **Detail:** Standard protocols are essential for ensuring consistent and effective responses across various types of disasters. Without these, response teams may face confusion and delays. **Impact:** The absence of standardized protocols results in inefficiencies and potential inconsistencies in emergency responses, compromising the speed and effectiveness of relief efforts.

### 3. Oversight of Humanitarian Assistance

**Issue:** SoDMA has limited oversight over the majority of humanitarian assistance. **Detail:** Effective oversight is necessary for coordinating and optimizing the distribution of aid from local and international partners. Limited oversight could lead to mismanagement or misallocation of resources. **Impact:** This limitation can lead to duplication of efforts, resource wastage, and potential gaps in aid distribution, ultimately affecting the people in need.

### 4. Monitoring and Evaluation Framework

**Issue:** A robust Monitoring and Evaluation (M&E) framework is missing. **Detail:** An M&E framework is crucial for tracking the performance and impact of disaster management initiatives, ensuring accountability and guiding improvements. **Impact:** Without it, there is little insight into the effectiveness of interventions, leading to accountability gaps and hindering informed decision-making for future disasters.

### 5. Institutional Stability

**Issue:** Prolonged conflict in Somalia has led to institutional instability, affecting SoDMA. **Detail:** Continuous conflict disrupts the regular functioning and development of government institutions, making it difficult for SoDMA to maintain consistent operations and policies. **Impact:** This instability negatively affects the agency's ability to effectively manage disasters, as frequent changes can disrupt continuity and institutional memory.

### 6. Warehousing and Storage

**Issue:** There is an absence of dedicated warehouses for storing relief commodities and equipment. **Detail:** Adequate storage facilities are essential for pre-positioning supplies and ensuring rapid deployment during emergencies. **Impact:** Lack of such facilities leads to logistical challenges, delays in aid distribution, and potential spoilage or damage to critical supplies.

### 7. Humanitarian Logistics Expertise

**Issue:** SoDMA faces a shortage of skilled humanitarian logistics personnel. **Detail:** Expertise in logistics is vital for planning and executing effective relief operations. The shortage means there is a lack of personnel capable of managing complex logistical challenges. **Impact:** This shortfall results in inefficient relief coordination and distribution, potentially delaying critical aid to affected areas.

### 8. Personnel Continuity

**Issue:** Reliance on temporary staffing hinders skill development and organizational continuity. **Detail:** Temporary personnel often lack the long-term commitment and in-depth training required for effective disaster management. **Impact:** This reliance disrupts the development of institutional knowledge and expertise, undermining long-term disaster management capabilities.

### 9. Absence of Emergency Response Act

**Issue:** There is no specific Emergency Response Act in place. **Detail:** Such an act would enable SoDMA to better manage assessment, decision-making, and procurement processes with various donors and partners. **Impact:** Its absence limits the agency's legal and operational framework, impacting its ability to respond efficiently and effectively in emergency situations.

Each of these challenges presents specific barriers to SoDMA's effectiveness in disaster management. Addressing these issues requires targeted interventions, both at the organizational and systemic levels, to enhance SoDMA's capacity to manage disasters effectively.

## 2.5 SWOT analysis of SoDMA (Strengths, Weaknesses, Opportunities, Threats)

Conducting a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) of the Somali Disaster Management Agency (SoDMA) is a crucial step in informing the development of its strategic plan. This analysis will provide insights into the agency's internal strengths and weaknesses, as well as external opportunities and threats, guiding SoDMA's strategic decisions and actions.

The SWOT analysis of SoDMA is analysed below:

#### i) Strengths of SoDMA

| Strengths   | How to integrate them into the Strategic Plan  |
|---|--|
| <p><b>1. Government Mandate:</b> SoDMA was established by the Somali government with a clear mandate for disaster management, enabling it to access government resources and authority.</p>           | <p>Leverage government support and authority for enhanced disaster management.<br/><i>Initiative:</i> Regularly liaise with government departments to ensure alignment with national disaster management priorities and access to resources.</p> |
| <p><b>2. Local Knowledge:</b> SoDMA possesses valuable local knowledge and experience, which is essential for understanding the unique disaster risks and vulnerabilities in different regions of</p> | <p>Utilize local insights for tailored disaster management interventions.<br/><i>Initiative:</i> Conduct periodic community engagement sessions to update and refine local knowledge databases.</p>  |

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| Somalia.  |  |
| <b>3. Experienced Workforce:</b> The agency has a dedicated team of professionals with experience in disaster management, response, and recovery.   | Harness the expertise of the workforce for effective disaster management.<br><i>Initiative:</i> Organize regular training and capacity-building workshops to keep the team updated with global best practices.                 |
| <b>4. Networking and Partnerships:</b> SoDMA has established collaborations with national and international partners, NGOs, and humanitarian agencies, enhancing its reach and effectiveness. | Strategic Objective: Strengthen collaborations for a holistic disaster management approach.<br><i>Initiative:</i> Host annual partnership forums to discuss collaboration opportunities and share updates on ongoing projects. |
| <b>5. Early Warning Systems:</b> SoDMA has made strides in improving early warning systems, allowing for timely alerts to communities and enabling proactive disaster preparedness.           | Enhance community preparedness through timely alerts.<br><i>Initiative:</i> Invest in technology and infrastructure to upgrade early warning systems and ensure real-time dissemination of alerts.                             |

ii) Opportunities to SoDMA

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| Opportunities                            | How to Integrate them in the Strategic Plan   |
|--|---|
| <b>Existing Donor Partner Engagement</b> | Leverage ongoing partnerships with international donors.<br><b>Initiative:</b> Strengthen and expand current projects to align with donor priorities and SoDMA's strategic objectives.            |
| <b>Pipeline Donor Partner Engagement</b> | Utilize potential new donor relationships.<br><b>Initiative:</b> Develop proposals focusing on technology, capacity building, and community resilience to align with potential donors' interests. |
| <b>Allocated Budget from FGS</b>         | Use the special budget allocated by the FGS effectively.<br><b>Initiative:</b> Strategically distribute these funds across SoDMA departments to enhance efficiency and response capabilities.     |

| Opportunities   | How to Integrate them in the Strategic Plan   |
|---|---|
| <b>Data-Driven Decision Making</b>                        | Integrate GIS, remote sensing, and data analytics into operations.<br><b>Initiative:</b> Use these technologies for improved disaster assessment and response planning.                                 |
| <b>Capacity Building Programs</b>                         | Focus on internal staff training and skill enhancement.<br><b>Initiative:</b> Implement regular training programs and develop a comprehensive capacity-building strategy.                               |
| <b>Community Engagement in Disaster Preparedness</b>      | Raise awareness about disaster risks and preparedness in local communities.<br><b>Initiative:</b> Conduct awareness campaigns to promote proactive disaster mitigation.                                 |
| <b>Policy and Legislative Development</b>                 | Lead the development of disaster management policies and legislation.<br><b>Initiative:</b> Collaborate with government bodies to advocate for comprehensive disaster management legislation.           |
| <b>Adoption of National Disaster Management Framework</b> | Guide SoDMA's efforts using the National Disaster Management Framework.<br><b>Initiative:</b> Integrate the framework's guidelines into strategic planning and operational procedures.                  |
| <b>Leveraging SoDMA's Credibility</b>                     | Capitalize on SoDMA's reputation in famine prevention and aid delivery.<br><b>Initiative:</b> Promote SoDMA's successes to attract further support and enhance coordination among emergency responders. |

### iii) Weaknesses of SODMA

| Weaknesses   | How to address them through the Strategic Plan   |
|--|--|
| <b>1. Resource Constraints:</b> Limited financial resources and inadequate infrastructure hinder the agency's ability to implement comprehensive disaster management programs. | Enhance resource mobilization and infrastructure development.<br><i>Initiative:</i> Seek diversified funding sources, including public-private partnerships. |
| <b>2. Capacity Gaps:</b> Inadequate training and skill development opportunities may lead to capacity gaps within the agency,  | Strengthen the capacity of SoDMA personnel.<br><i>Initiative:</i> Implement regular training and skill development programs.                                 |

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| impacting its ability to respond effectively to disasters.  |   |
| <b>3. Coordination Challenges:</b> Fragmented coordination among government agencies, NGOs, and other stakeholders may result in duplication of efforts and inefficiencies. | Improve inter-agency and stakeholder coordination.<br><i>Initiative:</i> Establish a coordination committee comprising representatives from key stakeholders. |
| <b>4. Data Availability:</b> Insufficient and outdated data can hamper accurate risk assessment and informed decision-making during disaster events.                        | Enhance data collection, management, and dissemination.<br><i>Initiative:</i> Develop a centralized data management system.                                   |
| <b>5. Communication Barriers:</b> Challenges in communication, both internally and externally, may lead to delays in disseminating critical information.                    | Streamline internal and external communication processes.<br><i>Initiative:</i> Implement a unified communication platform.                                   |
| <b>6. Technological Gaps:</b> There are gaps in disaster management tools and technology.   | Upgrade disaster management tools and technology.<br><i>Initiative:</i> Invest in state-of-the-art technology solutions.                                      |
| <b>7. Undefined Terms of Reference:</b> Absence of clearly defined departmental roles leads to inadequate staff coordination.   | Clarify and define departmental roles and responsibilities.<br><i>Initiative:</i> Develop a comprehensive organizational chart with clear terms of reference. |
| <b>8. Early Warning Systems:</b> Inadequate early warning systems hinder timely disaster alerts.  | Enhance the efficiency and reach of early warning systems.<br><i>Initiative:</i> Upgrade early warning infrastructure and technology.                         |
| <b>9. Lack of Comprehensive Plans:</b> The absence of a comprehensive emergency operation plan hampers effective execution of emergency roles.                              | Develop and implement comprehensive emergency operation plans.<br><i>Initiative:</i> Engage experts to draft a detailed emergency operation plan.             |
| <b>10. Leadership Challenges:</b> Leadership challenges at federal and state levels hinder effective command and collaboration.   | Strengthen leadership capabilities at all levels.<br><i>Initiative:</i> Implement leadership training programs.   |
| <b>11. Limited Research:</b> The agency undertakes  | Promote research and publication initiatives.   |

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|--|---|
| limited research studies and publications.   | <i>Initiative:</i> Have a dedicated research unit within SoDMA.   |
| <b>12. Resource Utilization:</b> Limited resources are not effectively utilized.                                 | Optimize the utilization of available resources.<br><i>Initiative:</i> develop and implement a resource mobilisation, management and tracking system. |
| <b>13. Shortage of Equipment:</b> There's a shortage of essential disaster response equipment.                   | Ensure availability of essential disaster response equipment.<br><i>Initiative:</i> Develop an equipment procurement and maintenance plan.            |
| <b>14. Conceptual Barriers:</b> There are occasional misunderstandings regarding SoDMA's mandate and objectives. | Enhance clarity and understanding of SoDMA's mandate.<br><i>Initiative:</i> Launch awareness campaigns and workshops.                                 |

iv) Threats to SoDMA

| Threats  | How to address them through the Strategic Plan  |
|--|---|
| <b>1. Conflict and Insecurity:</b> Ongoing conflict and insecurity in Somalia can disrupt disaster management efforts and hinder access to affected populations in areas with high presence of non-State armed groups. | Enhance operational resilience in conflict and insecure zones.<br><i>Initiative:</i> Develop conflict-sensitive disaster management strategies.           |
| <b>2. Limited Funding:</b> Dependence on limited government funding and donor support may constrain the agency's ability to carry out long-term initiatives.   | Diversify and increase funding sources.<br><i>Initiative:</i> Establish a dedicated fundraising and donor engagement unit.                                |
| <b>3. Political Instability:</b> Political instability and changes in government can impact the agency's mandate and priorities.   | Ensure continuity of operations amidst political changes.<br><i>Initiative:</i> Engage in continuous dialogue with political stakeholders.                |
| <b>4. Climate Change:</b> Increasing climate change impacts may exacerbate existing vulnerabilities and introduce new disaster risks.  | Enhance adaptive capacity to climate change impacts.<br><i>Initiative:</i> Integrate climate change adaptation strategies into disaster management plans. |
| <b>5. Staffing Policies:</b> Staffing policies not aligned with international competency standards.  | Align staffing policies with international standards.<br><i>Initiative:</i> Review and revise current staffing policies.                                  |

|  |   |
|--|---|
| <b>6. Logistical Complexity:</b> Complexity of logistics in humanitarian response.   | Streamline and optimize logistical operations.<br>Initiative: Develop a comprehensive logistics management strategy.                              |
| <b>7. IDP Pressures:</b> Escalating numbers of Internally Displaced Persons (IDPs) strain resources and hinder economic development. | Enhance capacity to manage and support IDP-related challenges.<br><i>Initiative:</i> Develop a dedicated strategy for IDP management and support. |

Conducting a SWOT analysis enables SoDMA to align its strengths with opportunities, address weaknesses, and proactively mitigate threats. This analysis informs the agency's strategic planning by providing a comprehensive understanding of its internal dynamics and the external environment in which it operates.

### 2.6 Stakeholder Analysis of SoDMA

SoDMA engages a diversity of stakeholders at various levels from the international to the local level. Stakeholder analysis is a critical process to help SoDMA understand the interests, needs, expectations, and influence of various stakeholders. This analysis is vital for informing the development of SoDMA's strategic plan, as it enables the agency to engage with its stakeholders effectively and ensure that their perspectives and contributions are considered in the planning process. The following is a list of stakeholders working with SoDMA:

#### 1. Local communities

Local communities stand as the first line of defence and response in the face of disasters. Their intrinsic knowledge of the local terrain, culture, and vulnerabilities makes them invaluable partners for SoDMA. By actively engaging with SoDMA, communities can offer real-time insights, helping to shape more effective and culturally sensitive disaster management strategies. In return, SoDMA can empower these communities through participatory risk assessments, training sessions, and resilience-building projects, ensuring that they are better prepared and equipped to face future challenges.

These ministries play a significant role in disaster management policymaking and coordination at the national level. They provide support, resources, and policy direction to SoDMA. Collaborative efforts with these ministries are crucial to ensure a cohesive disaster management strategy that aligns with broader government objectives. They include:

## 2. Line Ministries of the Federal Government of Somalia

| <b>Ministry</b>  | <b>Interaction with SoDMA</b>   |
|--|---|
| Ministry of Interior, Federal and Reconciliation           | Integral to SoDMA's operations, especially since NEOC is under its authority. Involves strategic decision-making for security during disasters. |
| Ministry of Planning, Investment, and Economic Development | Engages in planning and implementing the National Disaster Response Plan and coordinating developmental projects.                               |
| Ministry of Agriculture and Irrigation                     | Collaborates on developing policies for food security and sustainable livelihoods in disaster-prone areas.                                      |
| Ministry of Livestock and Forestry                         | Assists in preparedness activities, focusing on sustainable practices in livestock and forestry.  |
| Ministry of Health and Social Services                     | Critical in public health policy, coordinating disaster relief provisions, and setting up temporary health centres in disaster areas.           |
| Ministry of Women and Human Rights Development             | May address human rights and gender considerations in disaster responses.   |
| Ministry of Water and Energy                               | Focuses on monitoring water resources for flood and drought forecasting, supporting disaster preparedness and response.                         |
| Ministry of Environment and Climate Change                 | Engages in addressing environmental risks and climate change adaptation and mitigation strategies.  |
| Ministry of Interior Security                              | Provides security assessments and guidelines, and supports logistics and relief provision distribution in collaboration with SoDMA.             |
| Ministry of Information                                    | Could disseminate information on emergencies to affected populations, coordinating with SoDMA for communication strategies.                     |
| National Commission for Refugees and IDPs                  | Works with SoDMA to address the needs of refugees and internally displaced persons in disaster situations.                                      |

### 3. Line Ministries of Federal Member States

These ministries represent the disaster management efforts at the regional level. They possess localized knowledge and context that can greatly inform SoDMA's strategic planning. Close coordination with these ministries can help tailor disaster management strategies to the specific needs and challenges of each region. They include:

- a. Ministry of Humanitarian Affairs and Disaster Management of Galmudug State
- b. Ministry of Humanitarian Affairs and Disaster Management of Jubbaland State
- c. Ministry of Humanitarian Affairs and Disaster Management of SouthWest State
- d. Ministry of Humanitarian Affairs and Disaster Management of Hirshabelle State
- e. Ministry of Humanitarian Affairs and Disaster Management of Puntland State
- f. Banadir Region Administration (BRA)

They interact with SoDMA by:

- a) Providing localized knowledge and context specific to their regions, which is crucial for tailoring national disaster management strategies.
- b) Engaging in collaborative planning and implementation of disaster response and mitigation efforts.
- c) Facilitating communication and coordination between local authorities, communities, and the national disaster management agency.
- d) Assisting in the mobilization of resources and implementation of disaster management policies at the regional level.
- e) Offering ground-level insights into the effectiveness of disaster management strategies and providing feedback for improvement.

### 4. United Nations Agencies, Humanitarian and Development Partners

UN agencies are key partners in disaster response and recovery efforts. They bring expertise, resources, and a global perspective to disaster management. Collaborating with these agencies can enhance SoDMA's capacity to address disaster risks and vulnerabilities effectively.

### 5. Legislative bodies

Legislative bodies play a pivotal role in shaping the disaster management landscape. Their ability to draft, refine, and enact laws provides SoDMA with the legal backbone it requires to operate effectively. Beyond the legal framework, these bodies can allocate essential budgetary resources, ensuring that SoDMA has the financial means to execute its initiatives. Regular reviews, oversight of SoDMA's activities, and public hearings further ensure that disaster management policies remain transparent, effective, and in the best interest of the public.

## 6. Civil Society Organizations (CSOs)

Civil Society Organizations, with their grassroots reach and advocacy prowess, can bridge the gap between SoDMA and the communities it serves. Their on-ground presence allows them to relay community needs, feedback, and concerns to SoDMA, ensuring that interventions are tailored to the unique needs of each community. In collaboration with SoDMA, CSOs can amplify disaster preparedness campaigns, mobilize resources, and ensure that disaster management remains a collaborative and inclusive effort.

## 7. Research Institutes and Universities

The world of disaster management is ever evolving, with new challenges emerging and old ones morphing. Research Institutes and Universities, with their academic and research expertise, can provide SoDMA with the latest knowledge, innovations, and best practices in the field. Collaborative research projects, capacity-building sessions, and academic partnerships can ensure that SoDMA's strategies are evidence-based, innovative, and at the forefront of disaster management science.

## 8. Private sector

The private sector, with its vast resources and expertise, can be a formidable ally for SoDMA. Through public-private partnerships, businesses can offer logistical support, technical expertise, and even funding for disaster management initiatives. In return, SoDMA can provide them with insights, ensuring that their corporate social responsibility initiatives align with the most pressing disaster management needs. Together, they can drive innovations, mobilize resources, and ensure that disaster management is a collective effort.

## 9. Financial Institutions

Financial institutions wield significant influence in shaping the economic landscape. Their expertise in financial management, risk assessment, and investment can be invaluable for SoDMA. By partnering with these institutions, SoDMA can ensure transparent financial management, explore innovative financing solutions for disaster management projects, and even tap into investment opportunities that prioritize resilience-building and disaster preparedness.

Table 1: Stakeholder Analysis of SoDMA

| Stakeholder Category | Relationship           | Engagement Strategies  |
|----------------------|------------------------|--|
| Local communities    | Primary beneficiaries. | <i>Community Awareness Programs:</i> SoDMA to initiate regular workshops and training sessions to educate communities about disaster preparedness and response.<br><i>Participatory Risk Assessments:</i> SoDMA to involve community members in identifying local vulnerabilities and strengths.<br><i>Feedback Mechanisms:</i> SoDMA to establish platforms where communities can |

|                                      |   |   |
|--------------------------------------|---|---|
|                                      |   | provide feedback on disaster management initiatives.  |
| Federal Member States (FMS)          | Recipients of technical guidance and support; collaboration in disaster management initiatives. | <p><i>Regular Consultations:</i> SoDMA to engage with FMS leaders to align disaster management strategies across regions.</p> <p><i>Resource Sharing:</i> Collaborate on pooling resources for more effective disaster response.</p> <p><i>Joint Training Exercises:</i> Organize joint disaster response drills and simulations with FMS.</p>  |
| National government                  | Main funding source; overarching governance.  | <p><i>Policy Collaboration:</i> SoDMA to work closely with the federal government to draft and refine national disaster management policies.</p> <p><i>Funding Support:</i> Seek budgetary allocations from the national government for disaster preparedness and response initiatives.</p> <p><i>Coordination Mechanisms:</i> SoDMA to propose a coordinating Ministry to work with for streamlined disaster management to avoid confusion and ensure smooth implementation of actions</p> |
| Legislative bodies                   | Oversight and legislative functions; budget allocation.   | <p><i>Legal Framework strengthening:</i> Collaborate with legislative bodies to draft laws that support effective disaster management.</p> <p><i>Oversight and Review:</i> Allow legislative bodies to review and provide feedback on SoDMA's disaster management plans.</p> <p><i>Public Hearings:</i> SoDMA to organize sessions where the public and experts can provide input on proposed disaster management laws, policies, and strategies.</p>                                       |
| Development Partners and UN Agencies | Collaborative partners; funding and technical support.  | <p><i>Technical Assistance:</i> SoDMA to seek expertise and guidance from these agencies on best practices in disaster management.</p> <p><i>Funding and Resource Mobilization:</i> Collaborate on fundraising and resource allocation for disaster initiatives.</p> <p><i>Joint Projects:</i> SoDMA to partner with these agencies on specific disaster management projects, leveraging the strengths of both entities.</p>  |
| Civil Society Organizations (CSOs)   | Collaborative partners; advocacy and community engagement.                                      | <p><i>Community Engagement:</i> SoDMA to utilize CSOs' grassroots reach to engage with communities more effectively.</p> <p><i>Advocacy and Awareness:</i> Collaborate with CSOs on campaigns to raise awareness about disaster risks and preparedness.</p> <p><i>Feedback Collection:</i> SoDMA to use CSOs as a bridge to collect feedback from various community segments.</p>   |
| Research Institutes and Universities | Knowledge partners; research and  | <i>Collaborative Research:</i> SoDMA to partner with academic institutions to understand local disaster risks better and develop effective response strategies.   |

|                        |  |   |
|------------------------|--|---|
|                        | development.   | <p><i>Training and Capacity Building:</i> Utilize academic expertise to train SoDMA's disaster management personnel.</p> <p><i>Innovation and Technology:</i> Collaborate on developing tech solutions for disaster prediction, response, and recovery.</p>   |
| Private sector         | Collaborative partners; potential funding and technical support. | <p><i>Public-Private Partnerships:</i> SoDMA to engage in collaborative projects that leverage private sector resources and expertise.</p> <p><i>Corporate Social Responsibility Initiatives:</i> Align CSR projects with SoDMA's disaster management needs.</p> <p><i>Supply Chain Support:</i> SoDMA to utilize the private sector's logistical capabilities for disaster response.</p>   |
| Financial Institutions | Funding partners; financial advisory.                            | <p><i>Innovative Financing Solutions:</i> SoDMA to collaborate with financial institutions to develop financial products that support disaster preparedness and recovery.</p> <p><i>Risk Assessment:</i> Leverage financial institutions' expertise in risk assessment to better understand potential economic impacts of disasters.</p> <p><i>Investment in Resilience:</i> Encourage financial institutions to invest in projects that enhance community and national resilience to disasters under SoDMA's guidance.</p> |

By conducting a comprehensive stakeholder analysis, SoDMA will achieve the following:

- **Identify Priorities:** Understand the key concerns and priorities of each stakeholder group. For instance, line ministries may prioritize policy alignment, while international organizations may focus on community engagement and capacity-building.
- **Allocate Resources:** Determine the resources, whether financial, human, or technical, that stakeholders can contribute to SoDMA's strategic plan implementation. This ensures optimal resource allocation and utilization.
- **Enhance Collaboration:** Establish mechanisms for effective collaboration with stakeholders. This can involve regular meetings, information sharing, and joint planning to ensure a unified approach to disaster management.
- **Mitigate Risks:** Identify potential conflicts or challenges that may arise due to differing stakeholder interests. Addressing these concerns proactively can prevent disruptions in the execution of the strategic plan.
- **Inclusivity:** Ensure that the strategic plan reflects the input and perspectives of a diverse range of stakeholders, which can lead to more comprehensive and effective disaster management strategies.

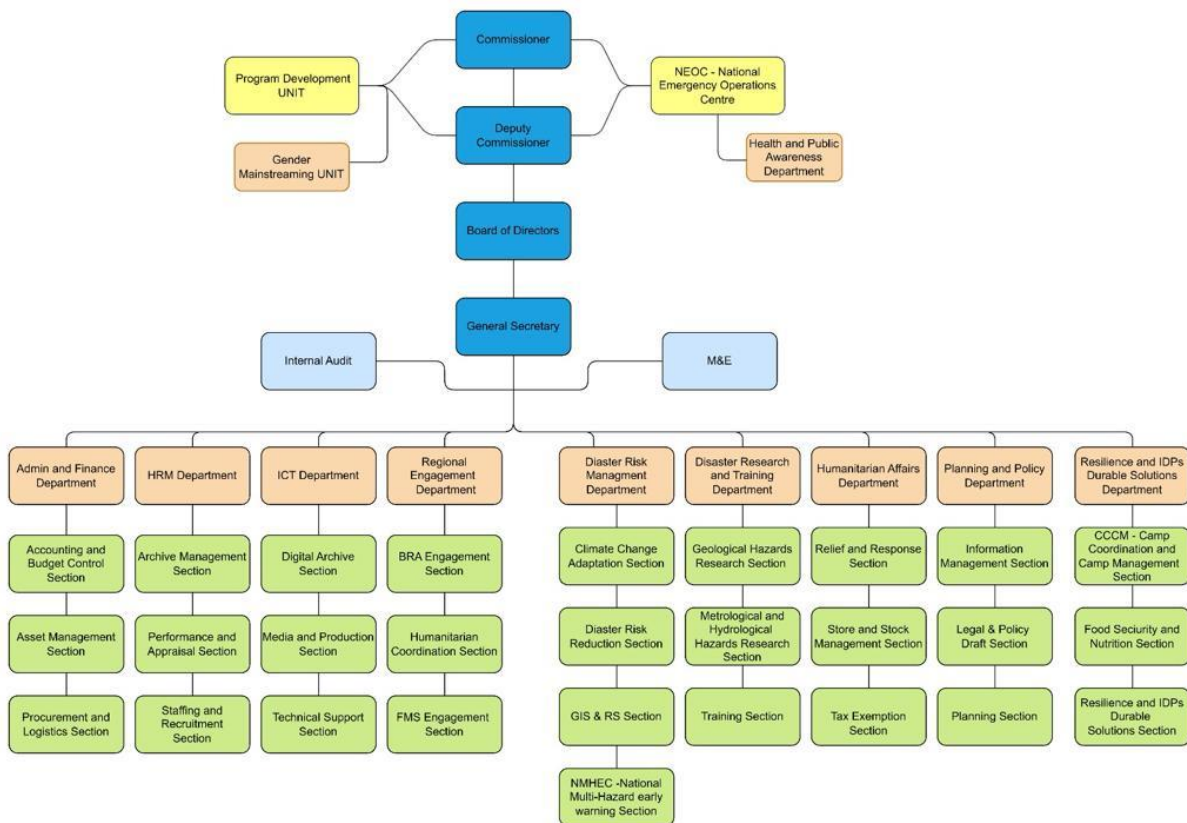
- **Accountability:** Define roles, responsibilities, and expectations for each stakeholder group. This fosters accountability and ownership in the implementation of the strategic plan.

By conducting a thorough stakeholder analysis, SoDMA will develop a strategic plan that considers the interests, concerns, and contributions of various stakeholders. This approach will enhance the plan's effectiveness, increase collaboration, and ensure a comprehensive disaster management strategy that addresses the diverse needs of Somalia.

## 2.7 Organisational Structure

As the Somali Disaster Management Agency (SoDMA) is headed by the Commissioner and the Assistant Commissioner, it has a Board of Directors and a General Secretary. The secretariat comprises 12 departments, two units (Programme Development and Gender Mainstreaming), and the National Emergency Coordination Centre (NEOC).

Figure 1: Existing SoDMA Organogram



Consultations with the SoDMA staff revealed that the structure is complex and has overlapping mandates between departments. They proposed changes and revisions to the composition of the SoDMA teams. The dialogue aimed to harmonize the structure with the evolving demands of disaster management while ensuring each team's relevance and synergy within the agency. The suggestions included:

1. **Consultative Structure Formation:** A consensus emerged that the formation of the structure lacked consultation and broad participation, indicating a need for a comprehensive review.
2. **Strategic Objectives Alignment:** Participants advocated for a staffing eligibility criterion to be linked to the strategic objectives of SoDMA, thus fostering precision and purpose for all posts.
3. **Resource-Personnel Equilibrium:** A consensus was reached on the necessity to bridge the gap between available resources and the human capital, ensuring a conducive environment for each department's efficient functioning.
4. **Structural Appraisal:** Observations were raised regarding the existing structure's effectiveness and pertinence, prompting calls for its thorough revision. The existing structure is large and top heavy, with some departments having overlapping mandates. There is need to make it leaner (with fewer departments) and more efficient to achieve operational efficiency.
5. **Institutional Capacity Assessment:** Acknowledgment of the importance of institutional capacity led to proposals for comprehensive assessments to identify areas for improvement.
6. **Staff Training Strategy:** Participants urged the creation of a robust capacity development plan to enhance the competencies and skills of SoDMA personnel.
7. **No Resource Mobilization Strategy:** The need to develop a resource mobilization strategy for SoDMA.
8. **Streamlining Organizational Complexity:** The perceived complexity of the structure triggered discussions on its streamlining to improve operational efficiency.
9. **Interdepartmental Coordination:** Recommendations emphasized the development of comprehensive Terms of Reference (ToRs) to facilitate independence and seamless interdepartmental coordination.
10. **Intra-Departmental Consultation:** Calls were made for fostering closer collaboration through consistent consultation between different departments.
11. **Humanitarian Affairs Coordination:** The spotlight fell on enhancing humanitarian affairs coordination among the various sections to improve overall disaster response.
12. **Functionality Enhancement:** Proposals for unbundling the Health and Public Awareness department aimed to refine the department's focus and mandate.
13. **No Communication Strategy:** The need to develop a communication strategy underscored the importance of a dedicated plan.

**Implications and Relevance:** These insightful suggestions encapsulated the collective dedication to crafting an agile and adaptable SoDMA structure. The discussions mirrored the commitment to align the agency's teams with the evolving landscape of disaster management, ensuring optimized operational efficacy and resilience in fulfilling SoDMA's vital mission. As the dialogues unfolded, the emphasis on strategic alignment, resource optimization, and improved interdepartmental collaboration became the cornerstones of refining the SoDMA structure for a more resilient and disaster-resilient Somalia.

## 2.8 Synthesis of Emerging Priorities

As the Somali Disaster Management Agency (SoDMA) endeavours to develop a robust 5-year strategic plan (from 2024-2029), it's imperative to identify and address emerging issues and priorities that have the potential to impact disaster management and resilience-building efforts in the country. This analysis aims to provide insights into the key challenges and opportunities that should be considered in shaping SoDMA's strategic direction. The issues emerging as priorities from the Stakeholder Engagement and Situational Analysis include:

### **Thematic Area 1: Institutional Coordination and Strategies**

1. *Coordinated Institutional Strategies:* Federal Government, Federal Member States (FMS), Partners to develop collaborative strategies that align disaster management efforts across federal and regional levels, ensuring a unified approach to disaster response and risk reduction.
2. *Interdepartmental Convergence of SoDMA -* Foster interdepartmental cooperation within SoDMA to enhance efficiency, streamline processes, and ensure a cohesive disaster management approach.
3. *Decentralization of Services -* Establish decentralized disaster management services, empowering state authorities to respond promptly to local emergencies and implement tailored disaster solutions.
4. *Linking SoDMA work to National Development and Regional Strategies and Plans -* Align SoDMA's disaster management efforts with national and regional development plans, ensuring a coordinated and synergistic approach.

### **Thematic Area 2: Conflict-Induced Disasters: Preparedness and Mitigation**

5. Develop conflict-sensitive disaster management strategies to anticipate and mitigate impacts in areas affected by ongoing conflict - Tailor disaster management strategies to account for the unique challenges posed by conflict zones, considering the needs of displaced populations and vulnerable communities. Also development of Humanitarian Preparedness and Response Plans which factors in all critical components such as health (including MISP).
6. *Establish rapid response mechanisms to provide timely assistance to displaced populations and vulnerable communities.* - Design rapid response mechanisms that can quickly deliver aid and support to those affected by conflict-induced disasters, ensuring their safety and well-being.

7. *Collaborate with security forces and humanitarian organizations to ensure safe and secure access to affected areas for effective disaster response.* - Strengthen partnerships with security forces and humanitarian organizations to ensure unhindered access to conflict-affected regions, facilitating efficient disaster response and relief efforts.

### **Thematic Area 3: Data and Technology Utilization and Integration**

8. *Effective Data Utilization* - Harness data from various sources to inform decision-making, enabling timely and informed disaster response and recovery strategies.
9. *Utilizing Technology for Disaster Preparedness, Response, and Recovery* - Embrace technological tools such as geographic information systems (GIS) and real-time data collection to enhance disaster preparedness, response coordination, and recovery efforts.
10. *Robust Vulnerability Mapping* - Develop comprehensive vulnerability maps that identify high-risk areas and populations, enabling targeted disaster mitigation and resource allocation.
11. *Data Incorporation for Timely Planning* - Integrate data from different sources to ensure accurate situational awareness, enabling timely disaster planning and resource allocation.
12. *Data Coordination from Generic to Real Time* - Transition from generic data collection to real-time data sharing for improved coordination, enabling swift responses during disasters.
13. *Leveraging Traditional Coping Mechanisms* - Collaborate with local communities to incorporate traditional knowledge and coping mechanisms into disaster management strategies, enhancing resilience.

### **Thematic Area 4: Partnership and Collaboration**

14. *Holistic Development Partner Engagement* - Engage with development partners, donors, NGOs, and international organizations to foster a collaborative ecosystem that supports disaster resilience.
15. *Strategic Partnership Approaches* - Develop strategic partnership models that align the efforts of various stakeholders, enhancing the impact of disaster management initiatives.
16. *Leveraging the Peace Nexus* - Integrate peacebuilding efforts into disaster management strategies to address conflict-related vulnerabilities and ensure a holistic approach.

### **Thematic Area 5: Inclusivity and Vulnerability**

17. *Inclusive Gender and Vulnerable Groups* - Incorporate gender-responsive strategies and prioritize the needs of vulnerable groups (such as women, girls, the elderly and persons with disabilities), ensuring a more inclusive disaster management approach.

### **Thematic Area 6: Focus on Disaster Prevention Strategies**

18. *Shift Toward Disaster Prevention* - Emphasize proactive disaster prevention strategies, reducing risks and vulnerabilities through early action and awareness.

19. *Climate Change Adaptation and Integration* - Integrate climate change considerations into disaster management plans, developing adaptive strategies to address changing weather patterns.
20. *Humanitarian and Development Nexus* - Bridge the gap between humanitarian response and long-term development efforts, ensuring disaster management initiatives contribute to broader development goals.
21. *Incorporating Peace Nexus* - Integrate peacebuilding initiatives into disaster management strategies, addressing conflict-related vulnerabilities and promoting community resilience.
22. *Need to Integrate Disease/Pandemic Preparedness into Disaster Management Strategies* - Incorporate pandemic preparedness into disaster management plans, enabling effective responses to health emergencies.

#### **Thematic Area 7: Capacity Building and Awareness Creation**

24. *Capacity Building and Local Empowerment* - Strengthen the capacity of SoDMA and local communities through training, resources, and knowledge-sharing, empowering them to respond effectively to disasters.
25. *Empowering Communities for Disaster Resilience* - Engage communities in disaster management efforts, empowering them to take an active role in disaster preparedness, response, and recovery.

#### **Thematic Area 8: Funding and Resource Mobilization**

26. *Funding and Resource Mobilization* - Strategically diversify funding sources and mobilize resources to support disaster management initiatives and ensure financial sustainability.

In conclusion, SoDMA's 5-year strategic plan should be informed by a thorough analysis of emerging issues and priorities to effectively address the complex and dynamic landscape of disaster management in Somalia. By proactively addressing these challenges, SoDMA can enhance its capacity to mitigate risks, respond to disasters, and contribute to building a resilient and secure nation.

### 3. THE STRATEGIC MODEL

The landscape in which SoDMA will roll out its inaugural 5-year Strategic Plan (2024-2029) is distinct and filled with both challenges and opportunities. The strategic planning model is based on the Classic 4-Step Approach to Strategic Planning, which includes a situational analysis of ‘where we are now’, getting future direction on ‘where we want to go’, developing a strategy on ‘how we will get there’ and finally, having a framework for M&E to address ‘how we will know when we get there’.

Somalia, emerging from decades of conflict and instability, is on a path of reconstruction and development. The establishment of SoDMA signifies the nation's commitment to proactively address and manage disasters, both natural and man-made. Law no. 17, which led to the creation of SoDMA, has fortified its mandate, ensuring a coordinated and effective response to disasters. By the conclusion of this Strategic Plan, the aspiration is to significantly reduce the vulnerability of communities to recurrent disasters, marking a significant milestone in SoDMA's journey.

SoDMA is poised to amplify the impact of its initiatives, aiming for a Somalia that is resilient to the adversities of drought, floods, and other calamities. While its vision, mission, and core values lay a strong foundation, the strategic objectives have been meticulously crafted, drawing insights from global best practices and the unique challenges of Somalia. This plan not only reflects the lessons from past interventions but also embodies the hope and ambition for a disaster-resilient future.

#### Vision, Mission, and Core Values

|  |
|--|
| <b>Vision statement</b>  |
| As per Law no.17, the vision of the Somalia Disaster Management Authority (SoDMA) is to protect the Somali people and their property from disasters, ensuring their resilience and promoting a high quality of life by developing skills that rapidly respond to both natural and manmade disasters in the country.                  |
| <b>Mission statement</b>   |
| <i>To manage all issues regarding disasters with a precautionary plan against all kinds of calamities, while developing skills in various areas and enhancing the capacities of relevant authorities, acting as an early warning for prevention or mitigation purposes before disasters claim the lives of people and livestock.</i> |
| <b>Core Values/Guiding principles</b>  |
| The core values of the agency are to:  |

- i.** Give special priority to vulnerable groups, including children, women, adolescents, the elderly, persons with disabilities, and minorities.
- ii.** Develop practices and raise awareness about disaster preparedness and prevention at all levels of society.
- iii.** Utilize various methods to disseminate knowledge and integrate technical capacity among different sections of society.
- iv.** Enhance the daily livelihoods of residents in disaster-prone areas.
- v.** Foster and strengthen relationships between various sectors such as government authorities, the private sector, media, NGOs, civil society, UN bodies, and donors regarding disaster-related issues.
- vi.** Foster cooperation with other countries and the international community to minimize disaster risks.
- vii.** Acquire working and technical capacity specifically targeting disaster-stricken areas of the country.
- viii.** Develop plans for disaster risk management at all levels, from the village to the national level.

### Strategic Objectives for the SoDMA Strategic Plan

The statutory objectives of SoDMA include:

1. To deliver and protect the Somali people and their properties against the disasters in the country and to save them from the vulnerabilities and the lack of resilience against some of the calamities.
2. To Manage and Coordinate all the natural and manmade Disasters that happen in the country.
3. To prepare short term and long-term Action Plans for the prevention or mitigation of all the disasters that happen in the country and tackling them in real time.
4. To establish centres and places in the Regions and Districts in the country, from which Disasters that take place in those Regions and Districts are managed.
5. To mobilize & deploy teams and sectors that are capable of the prevention and the urgent response against disasters.
6. To collect data on the dangers of disasters and to provide an early warning when necessary.
7. To direct aid organizations that address disasters towards the covering of prevailing needs taking into consideration the priority needs.
8. To set a national policy on Management of Disasters in the country.
9. To make the Disaster Management Agency the sole channel through which government agencies and non-governmental organizations that work on disaster management issues cooperate.
10. To carry out a study on the causes of Disasters to curb their recurrence.

Based on the statutory objectives of SoDMA, the following strategic goals and objectives have been derived for the strategic plan:

| <b>Strategic Objective</b>  | <b>Statutory objective</b> |
|---|----------------------------|
| <b>Strategic Goal 1: Strengthen the Disaster Preparedness and Resilience of Somalia</b>   |                            |
| <i>SO1: Reduce the number of affected people and properties due to calamities by 50% through protective measures and resilience-building by 2029.</i> | 1                          |
| <i>SO2 Implement a comprehensive action plan by 2025 for disaster prevention, mitigation, and real-time response mechanisms.</i>                      | 3                          |
| <i>SO3: Centralize a national database by 2025 for disaster risks with automated early warning systems 48 hours prior.</i>                            | 6                          |
| <i>SO4: Research top five recurring disasters in Somalia by 2025 and develop targeted strategies.</i>   | 10                         |
| <b>Strategic Goal 2: Strengthen Coordination and Management of Disaster Responses</b>   |                            |
| <i>SO5: Establish a unified command centre by 2026 for effective disaster response management.</i>  | 2                          |
| <i>SO6: Set up disaster management hubs in 80% of regions and districts by 2028.</i>  | 4                          |
| <i>SO7: Train and deploy five specialized disaster response teams by 2027 to respond to the top five disasters recurring in Somalia.</i>              | 5                          |
| <b>Strategic Goal 3: Foster Collaborative Partnerships in Disaster Management in Somalia</b>  |                            |
| <i>SO8: Guide 90% of development partners and aid organizations to align with prioritized disaster needs by 2025.</i>                                 | 7                          |
| <i>SO9: Position SoDMA as the primary coordination platform for disaster management in Somalia by 2025.</i>   | 9                          |
| <b>Strategic Goal 4: Develop Disaster Risk Management Policies and Frameworks in the FMS</b>  |                            |
| <i>SO10: Localize the National Disaster Risk Management Policy in the FMS by 2025</i>   | 8                          |

### The Strategic Plan Framework: Strategic Goals, Activities and Planned Outcomes

The Table below presents a summary of the strategic framework for the work of the SoDMA, for the period 2024-2029, comprising the goal, strategic objectives, and expected outcomes. This

framework is aligned to and contributes to the achievement of the objectives of the Law no.17 for the establishment of SoDMA

Table 2: Implementation, Monitoring and Evaluation Matrix

| Strategic Activity   | Activities  | Evaluation Outcomes / MoVs (Number of ...)    | Target                | Timeline | Budget (US\$)                       | Stakeholders            |
|--|---|---|-----------------------|----------|-------------------------------------|-------------------------|
| <b>Strategic Goal 1: To Strengthen the Disaster Preparedness and Resilience in Somalia</b>   |   |   |                       |          |                                     |                         |
| <b>SO1: By the end of 2029, reduce the number of people and properties affected by disasters in Somalia by 50% through enhanced protective measures and resilience-building initiatives.</b> |   |   |                       |          |                                     |                         |
| <b>SO1.1: Assess, develop, and implement community disaster risk reduction</b>   | Conduct a needs assessment to identify the specific vulnerabilities of affected communities | Comprehensive vulnerability assessment report | 6                     | Q1 2024  | \$60,000                            | Local communities, NGOs |
|  | Organize community workshops to understand traditional coping mechanisms.                   | Workshop reports                              | 8                     | Q4 2029  | \$80,000                            | Local communities       |
|  |   | Traditional coping mechanisms report          | 1                     |          |                                     | Traditional leaders     |
|  | Design programs tailored to address the top 5 disasters in Somalia                          | Disaster-specific programs                    | 5                     | Q3 2024  | \$40,000                            | Disaster experts, NGOs  |
|  | Train community leaders to disseminate and implement these programs                         | Training materials<br>trained leaders list    | 1<br>8                | Q4 2025  | \$55,000                            | Community leaders, NGOs |
| Monitor and evaluate the effectiveness of the programs regularly   | Evaluation reports, improvement recommendations   | 10  | Bi-annually from 2025 | \$20,000 | Monitoring teams, local communities |                         |
| <b>SO1.2: Initiate community disaster awareness campaigns.</b>   | Develop educational materials (posters, brochures, videos).                                 | Posters                                       | 20                    | 2029     | \$80,000                            | Designers, NGOs         |
|  |   | Brochures                                     | 10                    |          |                                     |                         |
|  |   | videos  | 10                    |          |                                     |                         |

| Strategic Activity   | Activities   | Evaluation Outcomes / MoVs (Number of ...)         | Target                   | Timeline                 | Budget (US\$)                  | Stakeholders  |
|--|--|--|--------------------------|--------------------------|--------------------------------|---|
|  | Organize community meetings and workshops.   | No. of meetings                                    | 8                        | Q4 2029                  | \$65,000                       | Local communities                                       |
|  |  | Meeting reports                                    | 8                        |                          |                                |   |
|  |  | attendee list                                      | 8                        |                          |                                |   |
|  | Collaborate with local media to broadcast awareness messages   | Media stations, Broadcast schedules, content aired | 50                       | Q4 2029                  | \$15,000                       | Media houses  |
|  | Organize school-based disaster awareness programs  | School engagement reports, materials used          | 30                       | Q4 2029                  | \$15,000                       | Schools, education department                           |
| <b>SO1.3 Construct protective infrastructures in high-risk areas</b>       | Identify high-risk areas through vulnerability assessments   | High-risk area report                              | 6                        | Q1 2025                  | \$48,000                       | Local authorities<br>Development Partners               |
|  | Design and implement infrastructure projects such as flood barriers, wind-resistant structures, and earthquake-safe buildings. | Project blueprints                                 | 30                       | Annually from Q4 2024    | \$200,000,000                  | SoDMA<br>Development Partners<br>Construction Companies |
|  |  | feasibility reports                                | 40                       |                          |                                |   |
|  |  | implemented projects                               | 24 (4 per year)          |                          |                                |   |
| Mobilize resources and collaborate with local authorities for construction | Secured funds and partnerships report  | 12   | Bi-annually from Q3 2024 | \$60,000                 | Local authorities, donors, FGS |   |
|  | Conduct regular maintenance checks   | Maintenance reports, repair schedules              | 4                        | Bi-annually from Q2 2025 | \$70,000                       | Maintenance teams                                       |

| Strategic Activity  | Activities  | Evaluation Outcomes / MoVs (Number of ...)         | Target | Timeline | Budget (US\$) | Stakeholders                       |
|---|---|--|--------|----------|---------------|------------------------------------|
| <b>SO1.4: Develop and implement conflict-sensitive disaster response strategies.</b>  | Analyse conflict zones and understand the dynamics  | Conflict zone report                               | 1      | Q1 2024  | \$12,000      | Conflict experts, local leaders    |
|   | Engage with local leaders and communities in conflict zones for input                       | Engagement reports, input documented               | 7      | Q2 2024  | \$20,000      | Local leaders, communities         |
|   | Design strategies that consider the safety of responders and beneficiaries                  | Conflict-sensitive disaster response strategy      | 1      | Q3 2024  | \$60,000      | Disaster experts, conflict experts |
|   | Train response teams on conflict sensitivity and MISP                                       | Training materials<br>Trained teams list           | 1<br>1 | Q4 2024  | \$20,000      | Response teams, trainers           |
| <b>SO1.5: Collaborate with security forces for disaster response in conflict zones.</b>   | Establish communication channels with security agencies                                     | Established communication protocols                | 1      | Q1 2024  | \$5,000       | Security agencies, SoDMA           |
|   | Organize joint simulations and training sessions on disaster response in conflict scenarios | Simulation sessions, Training reports, joint plans | 1      | Q2 2024  | \$50,000      | Security forces, SoDMA             |
|   | Develop joint response plans for emergencies in conflict zones                              | Joint disaster response plans                      | 1      | Q4 2024  | \$15,000      | Security forces, SoDMA             |
| <b>SO1.6: Develop tools for mainstreaming gender, vulnerable groups, human rights, and climate change in disaster settings into SoDMA programs.</b> | Conduct workshops with experts to design the tools  | Workshop reports<br>expert recommendations         | 1<br>1 | Q1 2024  | \$20,000      | Experts, NGOs                      |
|   | Pilot the tools in select programs  | Pilot feedback report                              | 1      | Q2 2024  | \$15,000      | Selected programs, beneficiaries   |
|   | Train SoDMA staff on using the tools  | Training materials                                 | 1      | Q3 2024  | \$10,000      | SoDMA staff, trainers              |

| Strategic Activity  | Activities   | Evaluation Outcomes / MoVs (Number of ...)     | Target | Timeline              | Budget (US\$) | Stakeholders                              |
|---|--|--|--------|-----------------------|---------------|---|
|   |  | Trained staff list                             | 1      |                       |               |   |
|   | Regularly update the tool based on feedback and changing scenarios                     | Updated tool, change logs                      | 5      | Annually from 2025    | \$25,000      | Tool developers, experts                  |
| <b>SO1.7: Identify and implement resource mobilisation strategies.</b>  | Conduct a financial needs assessment of SoDMA  | Financial needs report                         | 1      | Q1 2024               | \$18,000      | Financial experts, SoDMA                  |
|   | Engage with donors, private sector, and international organizations for funding.       | Engagement reports, funds secured              | 6      | Annually from Q4 2024 | \$10,000      | Donors, international organizations       |
|   | Organize fundraising events and campaigns  | Event reports, funds raised                    | 6      | Annually from Q2 2024 | \$30,000      | Event organizers, donors                  |
|   | Establish a transparent financial reporting system to acquire and retain donors.       | Transparent financial reporting system         | 1      | Q4 2024               | \$8,000       | Financial experts<br>Local Banks<br>SoDMA |
| <b><i>SO2 Implement a comprehensive disaster management short term and long-term action plan for all disasters in Somalia by 2025 with prevention, mitigation, and real-time response mechanisms.</i></b> |  |  |        |                       |               |   |
| <b>SO2.1: Segment the action plan into immediate (short-term) and sustainable (long-term) interventions</b>   | Conduct a workshop to identify and categorize immediate and long-term disaster threats | Workshop reports, categorized disaster threats | 1      | Q1 2024               | \$10,000      | Disaster experts, local communities       |
|   | Develop a timeline for the phased implementation of the action plan.                   | Phased implementation timeline                 | 1      | Q2 2024               | \$5,000       | Planning teams, SoDMA                     |

| Strategic Activity  | Activities  | Evaluation Outcomes / MoVs (Number of ...)  | Target      | Timeline | Budget (US\$) | Stakeholders                  |
|---|---|---|-------------|----------|---------------|-------------------------------|
| <b>SO2.2: Engage with local experts and elders to incorporate indigenous knowledge</b>                | Organize community consultation sessions in various regions   | Session reports, traditional practices documented   | 7           | Q1 2024  | \$80,000      | Local experts, elders         |
|   | Document traditional disaster management practices in a report and integrate them into the action plan.   | Synthesis of the traditional practices documented<br>Updated action plan with traditional practices | 1<br>1      | Q3 2024  | \$15,000      | Planning teams, local experts |
| <b>SO2.3: Foster public-private partnerships for technological innovations in disaster management</b> | Host partnership forums to engage with potential private sector partners.   | Forum reports, partnerships established   | 1           | Q1 2024  | \$10,000      | Private sector, SoDMA         |
|   | Identify and pilot innovative technological solutions for disaster management   | Pilot reports<br>selected solutions<br>implemented solutions  | 1<br>1<br>1 | Q3 2024  | \$15,000      | Tech companies, SoDMA         |
| <b>SO2.4: Prioritize community engagement and feedback</b>  | Organize community awareness and training sessions on disaster management   | Training reports, community feedback  | 7           | Q2 2024  | \$11,000      | Local communities, trainers   |
|   | Set up feedback booths or online portals for community members to share insights on disaster management   | Operational feedback portals, feedback collected  | 1           | Q4 2024  | \$35,000      | Tech teams, local communities |
| <b>SO2.5: Advocate for policy support and legislative backing of disaster management in Somalia</b>   | Engage with policymakers and legislators through formal meetings and discussions to review the disaster management policy and legislative frameworks in Somalia | Meeting reports, policy recommendations   | 1           | Q1 2024  | \$18,000      | Policymakers, SoDMA           |

| Strategic Activity   | Activities  | Evaluation Outcomes / MoVs (Number of ...)                   | Target | Timeline           | Budget (US\$) | Stakeholders            |
|--|---|--|--------|--------------------|---------------|-------------------------|
|  | Draft policy and legal recommendations and present them to relevant governmental bodies for action, to mainstream disaster management   | Policy drafts, presentation reports                          | 1      | Q3 2024            | \$17,000      | Legal teams, SoDMA      |
| <b>SO2.6 Establish a disaster management innovation hub to foster innovations on disaster management</b>   | Identify a location and allocate resources for the innovation hub.  | Location criteria<br>Secured location<br>allocated resources | 1      | Q1 2024            | \$20,000      | Planning teams, SoDMA   |
|  | Organize hackathons and innovation challenges annually to encourage new solutions in disaster management.   | Challenge reports, innovative solutions                      | 1      | Q3 2024            | \$12,000      | Tech enthusiasts, SoDMA |
| <b>SO2.7: Collaborate with media and communication agencies to promote awareness on disaster management</b>  | Develop a comprehensive disaster communication strategy.  | Comprehensive communication strategy                         | 1      | Q1 2024            | \$28,000      | Media experts, SoDMA    |
|  | Organize press conferences and media briefings to disseminate the action plan annually  | Media briefing reports, action plan dissemination            | 5      | Q2 2024            | \$8,000       | Media houses, SoDMA     |
| <b>SO2.8: Implement a robust feedback and evaluation mechanism to oversight of the implementation of the action plan and other disaster management activities in Somalia at the national and state levels.</b> | Develop a monitoring and evaluation framework to oversight of the implementation of the action plan and other disaster management activities in Somalia at the national and state levels. | Monitoring and evaluation framework                          | 1      | Q1 2024            | \$19,000      | Monitoring teams, SoDMA |
|  | Conduct annual reviews and assessments to gauge the effectiveness of the action plan.   | Review reports, action plan effectiveness                    | 5      | Annually from 2025 | \$30,000      | M&E Team, stakeholders  |

| Strategic Activity   | Activities  | Evaluation Outcomes / MoVs (Number of ...)                                   | Target | Timeline           | Budget (US\$) | Stakeholders                             |
|--|---|--|--------|--------------------|---------------|--|
| <b>SO3: Centralize a national database by 2025 for disaster risks with automated early warning systems 48 hours prior.</b>   |   |  |        |                    |               |  |
| <b>SO3.1: Create comprehensive vulnerability maps indicating areas vulnerable to the top 5 most recurrent disasters in Somalia</b>   | Collect geographical and demographic data   | Comprehensive geographical and demographic database                          | 1      | Q1 2024            | \$20,000      | Data collection teams, local communities |
|  | Use GIS tools to create detailed vulnerability maps   | Detailed vulnerability map book  | 1      | Q2 2024            | \$35,000      | GIS experts, SoDMA                       |
|  | Update maps regularly based on changing scenarios   | Updated maps, stakeholder access   | 6      | Annually from 2025 | \$20,000      | GIS experts, stakeholders                |
|  | Disseminate the generated vulnerability maps to stakeholders working on disaster management | Online platform showing the different types and layers of vulnerability maps | 1      | From Q4 2025       | \$16,000      | GIS experts, SoDMA                       |
| <b>SO3.2: Transition to real-time data collection and sharing, leveraging technology capabilities such as satellite imagery, drone mapping, GIS and Remote Sensing for disaster management</b> | Invest in advanced data collection tools and software                                       | Drones   | 1      | Q1 2024            | \$200,000     | Tech companies, SoDMA GIS&RS team        |
|  |   | GIS and RS toolkits  | 1      |                    |               |  |
|  | Train staff on real-time data collection methods using the technology acquired              | Training materials/curriculum<br>Trained staff list                          | 1<br>1 | Q2 2024            | \$30,000      | Tech trainers, SoDMA staff               |
|  | Establish a centralized data repository with secure and controlled access                   | Centralized data repository  | 1      | Q3 2024            | \$60,000      | IT teams, SoDMA                          |
|  | Collaborate with meteorological and geological agencies for data                            | Number of data access points   | 1      | Q3 2024            | \$25,000      | Meteorological agencies                  |

| Strategic Activity  | Activities  | Evaluation Outcomes / MoVs (Number of ...)       | Target          | Timeline | Budget (US\$)      | Stakeholders                        |
|---|---|--|-----------------|----------|--------------------|-------------------------------------|
| <b>SO3.3: Upgrade early warning systems and risk monitoring capacities</b>  |   |  |                 |          |                    | Geologic agencies                   |
|   | Evaluate the current early warning systems  | Evaluation report with improvement areas         | 1               | Q1 2024  | \$8,000            | Tech experts, SoDMA                 |
|   | Invest in advanced monitoring equipment   | Advanced monitoring equipment                    | 1               | Q2 2024  | \$250,000          | Suppliers, SoDMA Procurement team   |
|   | Train staff on the use and maintenance of new systems   | Training materials, trained staff list           | 1               | Q3 2024  | \$25,000           | Tech trainers, SoDMA staff          |
| <b>SO3.4: Collaborate with research institutes with expertise in disaster management for database development and maintenance</b> | Identify research institutes with expertise in disaster management  | List of institutions with expertise              | 1               | Q1 2024  | \$0                | Academic institutions, SoDMA        |
|   | Co-design research and data collection projects   | Joint research projects, research plans          | 6               | Annually | \$15,000           | Academic institutions, SoDMA        |
|   | Share data and findings regularly   | Shared datasets, research resources              | 6               | Q3 2024  | \$5,000            | Research teams, SoDMA               |
|   | Co-publish research findings for wider dissemination  | Published research papers, reports               | 6               | Q4 2024  | \$5,000            | Academic institutions, SoDMA        |
| <b>SO3.5: Engage communities for data validation on the early warning system database.</b>  | Organize community feedback sessions  | Session reports, feedback collected              | 7 (1 per state) | Q2 2024  | \$60,000           | Local communities, SoDMA            |
|   | Train community representatives on basic data validation techniques and conduct continuous improvement to improve the accuracy of the database. | Training materials, trained representatives list | 7 (1 per state) | Q3 2024  | Budgeted for above | Trainers, community representatives |

| Strategic Activity   | Activities   | Evaluation Outcomes / MoVs (Number of ...) | Target | Timeline | Budget (US\$) | Stakeholders                    |
|--|--|--|--------|----------|---------------|---------------------------------|
| <b>SO4: Research top five recurring disasters in Somalia by 2025 and develop targeted strategies.</b>  |  |  |        |          |               |                                 |
| <b>SO4.1: Collaborate with academic institutions for disaster research, focusing on the top five recurring disasters in Somalia, and local knowledge on disaster management</b>  | Identify academic institutions with relevant expertise   | List of institutions with expertise        | 1      | Q1 2024  | \$5,000       | Academic institutions, SoDMA    |
|  | Co-design research projects on the top five recurring disasters and local disaster management strategies.                    | Joint research projects, research plans    | 1      | Q2 2024  | \$15,000      | Academic institutions, SoDMA    |
|  | Share resources and data research  | Shared datasets, research resources        | 1      | Q3 2024  | \$5,000       | Research teams, SoDMA           |
|  | Co-publish research findings   | Published research papers, reports         | 1      | Q4 2024  | \$5,000       | Academic institutions, SoDMA    |
| <b>SO4.2: Conduct baseline surveys on mainstreaming issues into disaster management in Somalia: gender and vulnerable groups such as IDPs and refugees, climate change and human rights, ensuring well-being and resilience in disaster management</b> | Design comprehensive survey tools  | Comprehensive survey tools                 | 1      | Q1 2024  | \$5,000       | Research teams, SoDMA           |
|  | Train survey teams on data collection methods  | Training materials, trained survey teams   | 1      | Q2 2024  | \$5,000       | Trainers, survey teams          |
|  | Conduct surveys on identified areas: gender and vulnerable groups such as IDPs and refugees, climate change and human rights | Survey reports, collected data             | 1      | Q3 2024  | \$20,000      | Survey teams, local communities |
|  | Publish research findings and integrate them into the workplan   | Published research papers, reports         | 1      | Q4 2024  | \$5,000       | Research teams, SoDMA           |

| Strategic Activity  | Activities   | Evaluation Outcomes / MoVs (Number of ...)                                     | Target          | Timeline                | Budget (US\$) | Stakeholders                 |
|---|--|--|-----------------|-------------------------|---------------|------------------------------|
| <b>SO4.3: Formulate and review disaster management tools such as policies based on conducted research</b> | Review current disaster management policies, strategies and plans considering new research findings.         | Review reports, identified gaps  | 1               | Q1 2024                 | \$5,000       | Policy experts, SoDMA        |
|   | Integrate findings into disaster management tools  | Updated disaster management tools  | 1               | Q2 2024                 | \$10,000      | Policy teams, SoDMA          |
|   | Organize policy formulation workshops with stakeholders  | Workshop reports, stakeholder feedback   | 1               | Q3 2024                 | \$5,000       | Stakeholders, SoDMA          |
|   | Draft new/revised policies, approve and disseminate  | Drafted policies, strategies, plans<br>Approved policies, plans and strategies | 1               | Q4 2024                 | \$100,000     | Policy teams, SoDMA          |
| <b>SO4.4: Strengthen SoDMA and community capacities.</b>  | Identify capacity gaps through assessments through assessment surveys, interviews, etc.                      | Capacity gaps assessment report  | 1               | Q1 2024                 | \$15,000      | Assessment teams, SoDMA      |
|   | Design targeted training programs, aimed at addressing identified gaps                                       | Comprehensive training program   | 1               | Q2 2024                 | \$10,000      | Training experts, SoDMA      |
|   | Collaborate with experts and institutions with expertise in disaster management to conduct capacity building | Collaboration agreements, training sessions                                    | 7 (1 per state) | From Q1 2025            | \$60,000      | Experts, institutions, SoDMA |
|   | Monitor and evaluate the impact of capacity-building initiatives.  | Monitoring reports, evaluation findings  | 5               | 1 per year from Q4 2025 | \$10,000      | Monitoring teams, SoDMA      |

| Strategic Activity   | Activities   | Evaluation Outcomes / MoVs (Number of ...)                     | Target | Timeline                 | Budget (US\$) | Stakeholders                     |
|--|--|--|--------|--------------------------|---------------|----------------------------------|
| <b>Strategic Goal 2: to Strengthen Coordination and Management of Disaster Responses</b>                             |  |  |        |                          |               |                                  |
| <i><b>SO5: Establish a unified command centre by 2026 for effective disaster response management in Somalia.</b></i> |  |  |        |                          |               |                                  |
| <b>SO5.1: Set up a centralized command centre infrastructure for SoDMA.</b>  | Equip NEOC as the centralized emergency command centre for the Agency as identified in the EP&R report | Fully equipped NEOC  | 1      | Q1 2024                  | \$200,000     | SoDMA, NEOC                      |
|  | Equip the command centre with necessary capacity and emergency communication protocol                  | NEOC Capacity building strategy<br>NEOC communication protocol | 1<br>1 | Q2 2026                  | \$20,000      | SoDMA/NEOC Communication experts |
| <b>SO5.2: Integrate real-time data and technology utilization for effective coordination</b>                         | Identify and procure advanced technological tools for real-time data monitoring                        | procured monitoring toolkits                                   | 1      | Q1 2026                  | \$150,000     | IT experts, SoDMA                |
|  | Train command centre staff on the use of these tools   | Training session reports, trained staff                        | 1      | Q2 2026                  | \$20,000      | IT experts, Command centre staff |
|  | Establish a dedicated IT support team for the command centre   | Dedicated IT emergency support team                            | 8      | Q3 2026                  | \$80,000      | IT experts, SoDMA                |
|  | Regularly update and maintain the technological tools to ensure smooth operations                      | Maintenance schedule, updated tools                            | 8      | Bi-annually from Q4 2026 | \$30,000      | IT experts, SoDMA                |

| Strategic Activity   | Activities   | Evaluation Outcomes / MoVs (Number of ...)      | Target | Timeline              | Budget (US\$) | Stakeholders  |
|--|--|---|--------|-----------------------|---------------|---|
| <b>SO5.3: Develop protocols for collaboration with security forces and humanitarian organizations</b>    | Organize consultation meetings with security forces and humanitarian organizations                     | Meeting reports, stakeholder feedback           | 1      | Q1 2025               | \$10,000      | Security forces, Humanitarian organizations, SoDMA            |
|  | Draft collaboration protocols detailing roles, responsibilities, and communication channels to be used | Collaboration protocols document                | 1      | Q2 2024               | \$15,000      | Legal experts, SoDMA  |
|  | Conduct joint training sessions to familiarize all parties with the protocols                          | Training reports, trained personnel             | 1      | Q3 2024               | \$25,000      | Security forces, Humanitarian organizations, Training experts |
|  | Regularly review and update the protocols based on feedback and changing scenarios                     | Updated protocols                               | 6      | Annually from Q4 2024 | \$30,000      | Legal experts, SoDMA  |
| <b>SO5.4: Implement a communication strategy for SoDMA, integrating the needs of the command centre.</b> | Develop a comprehensive communication strategy detailing channels, frequency, and content              | Comprehensive communication plan                | 1      | Q1 2025               | \$40,000      | Communication experts, SoDMA                                  |
|  | Train command centre staff on effective communication techniques.                                      | Training sessions, trained staff                | 5      | Annually from Q2 2025 | \$30,000      | Communication experts, Command centre staff                   |
|  | Establish dedicated communication channels for rapid information dissemination                         | Dedicated channels for rapid info dissemination | 1      | Q3 2024               | \$25,000      | IT experts, Communication experts                             |

| Strategic Activity   | Activities  | Evaluation Outcomes / MoVs (Number of ...) | Target          | Timeline              | Budget (US\$)            | Stakeholders               |
|--|---|--|-----------------|-----------------------|--------------------------|----------------------------|
|  | Monitor and evaluate the effectiveness of the communication strategy and make necessary adjustments | Monitoring reports, strategy adjustments   | 6               | Annually from Q4 2024 | \$30,000                 | Monitoring teams, SoDMA    |
| <b>SO6: Set up disaster management hubs in 80% of federal member states and districts by 2028 (SEOCS and DEOCS).</b> |   |  |                 |                       |                          |                            |
| <b>SO6.1: Conduct a feasibility study to identify strategic locations for hubs in the regions and districts</b>      | Engage experts for a feasibility study on disaster management hubs in the FMS and districts         | Feasibility study report                   | 1               | Q1 2024               | \$30,000                 | Experts, SoDMA<br>NEOC     |
|  | Shortlist the identified locations for the hubs   | List of potential hub locations            | 1               | Q3 2024               | Included in study budget | Experts, SoDMA             |
|  | Community feedback on the identified hubs to ensure local participation and acceptance              | Feedback report                            | 1               | Q4 2024               | \$10,000                 | Local communities, SoDMA   |
| <b>SO6.2: Collaborate with Federal Member States (FMS) for hub establishment</b>                                     | Consultation meetings   | Meeting reports                            | 7 (1 per state) | Q1 2025               | \$15,000                 | FMS representatives, SoDMA |
|  | Joint action plan on hub establishment and facilitation   | Action plan document                       | 1               | Q2 2025               | \$20,000                 | FMS representatives, SoDMA |
|  | Monitor & evaluate progress of new hubs   | Monitoring reports                         | 5               | Annually Q4 2025      | \$40,000                 | Monitoring teams, SoDMA    |

| Strategic Activity  | Activities   | Evaluation Outcomes / MoVs (Number of ...) | Target          | Timeline                 | Budget (US\$) | Stakeholders  |
|---|--|--|-----------------|--------------------------|---------------|---|
| <b>SO6.3: Decentralize services, empowering state authorities for rapid localized response</b>  | Identify services to be decentralised to the state and district hubs   | List of decentralized services             | 1               | Q1 2024                  | \$5,000       | SoDMA   |
|   | Train regional staff on offering the decentralised services  | Training sessions, trained staff           | 7 (1 per state) | Q2 2024                  | \$60,000      | Training experts, Regional hub staff                |
|   | Establish and equip hubs with necessary resources for service provision to local communities                 | Hub Equipment reports                      | 1               | Q3 2026                  | \$1,000,000   | Suppliers, SoDMA NEOC                               |
|   | Establish a feedback mechanism to evaluate the performance of new hubs in FMS and districts                  | Established feedback system                | 1               | Q4 2025                  | \$18,000      | IT experts, Local communities                       |
| <b>SO6.4: Develop a resource mobilization strategy to fund hub establishment and operations</b> | Identify funding sources for the new hubs established  | List of potential donors & partners        | 1               | Q1 2024                  | \$5,000       | SoDMA, Financial experts                            |
|   | Develop funding proposals to be presented to prospective donor agencies for support                          | Funding proposal document                  | 12              | Bi-annually from Q2 2024 | \$15,000      | Financial experts, SoDMA Resource Mobilisation team |
|   | Organise annual fundraising events to mobilise funds for the new hub establishment and operations            | Organized events, funds raised             | 6               | Annually from Q3 2024    | \$20,000      | Event organizers, SoDMA                             |
|   | Put in place a transparent financial reporting mechanism to report on acquired resources to all stakeholders | Reporting system, regular reports          | 5               | Annually from Q4 2025    | \$10,000      | Financial experts, SoDMA                            |
| <b>SO6.5: Engage local communities in hub</b>   | Organize community awareness sessions on the role and importance of hubs                                     | Conducted community sessions               | 7 (1 per state) | Q1 2026                  | \$60,000      | Local communities, SoDMA                            |

| Strategic Activity  | Activities  | Evaluation Outcomes / MoVs (Number of ...)        | Target | Timeline               | Budget (US\$)                | Stakeholders                                 |
|---|---|---|--------|------------------------|------------------------------|--|
| <b>activities for better disaster preparedness</b>  | Involve community representatives in hub planning and decision-making. The representatives will be selected by community members using a locally agreed on procedure, with each hub having a male, female, youth and special interest group representative (such as refugees, PLWDs, IDPs). | Documented community input report in hub planning | 1      | Q2 2026                | \$15,000                     | Community representatives, Hub planning team |
|   | Establish community volunteer groups to support hub activities  | Active community volunteer database               | 1      | Q3 2026                | \$30,000                     | Local communities, SoDMA                     |
|   | Regularly seek community feedback to improve hub operations   | Continuous feedback mechanism & reports           | 4      | Quarterly from Q4 2026 | \$15,000                     | Local communities, Hub operations team       |
| <b><i>SO7: Train and deploy five specialized disaster response teams by 2027 to respond to the top five disasters recurring in Somalia.</i></b> |   |   |        |                        |                              |  |
| <b>SO7.1: Recruit volunteer teams to collaborate with SoDMA secretariat to attend to the top five disasters recurring in Somalia</b>            | Draft a SoDMA volunteer engagement strategy   | volunteer engagement strategy                     | 1      | Q1 2027                | \$25,000                     | HR, SoDMA                                    |
|   | Advertise volunteer opportunities highlighting the specific needs   | Advertisements, applications received             | 6      | Annually from Q1 2024  | \$15,000                     | HR, SoDMA                                    |
|   | Conduct a rigorous selection process to identify skilled volunteers for the identified areas/needs  | List of selected volunteers                       | 6      | Annually from Q2 2024  | Included in previous budgets | HR, SoDMA                                    |
|   | Organize orientation sessions for the selected volunteers to introduce them to the assignment objectives  | Conducted sessions, trained volunteers            | 6      | Annually from Q3 2024  | \$60,000                     | Training experts, SoDMA                      |

| Strategic Activity  | Activities   | Evaluation Outcomes / MoVs (Number of ...) | Target | Timeline              | Budget (US\$)                | Stakeholders                   |
|---|--|--|--------|-----------------------|------------------------------|--------------------------------|
|   | Assign volunteers to specific teams based on their skills and expertise            | Assigned lists with members                | 6      | Annually from Q4 2024 | Included in previous budgets | HR, SoDMA                      |
| <b>SO7.2: Collaborate with international disaster management agencies for training modules on the top five recurring disasters in Somalia</b> | Identify international agencies with expertise in the top five recurring disasters | List of potential collaborating agencies   | 6      | Annually from Q1 2024 | Included in previous budgets | SoDMA, External Relations Team |
|   | Organize joint training sessions with these agencies                               | Conducted sessions, trained teams          | 6      | Annually from Q2 2024 | \$60,000                     | International agencies, SoDMA  |
|   | Develop training modules tailored to the specific needs of Somalia                 | Training modules for top five disasters    | 1      | Q3 2024               | \$20,000                     | Training experts, SoDMA        |
|   | Regularly update training content based on new research and findings               | Updated training modules                   | 5      | Annually from 2025    | \$20,000                     | Training experts, SoDMA        |
| <b>SO7.3: Equip teams with necessary tools, leveraging private sector partnerships</b>  | Identify tools and equipment needed for effective disaster response                | List of required tools & equipment         | 1      | Q1 2027               | Included in previous budgets | SoDMA, Technical Team          |
|   | Engage private sector partners for tool procurement or sponsorship                 | Acquired tools & equipment report          | 1      | Q4 2027               | \$150,000                    | Suppliers, SoDMA               |
|   | Train teams on the use and maintenance of the tools                                | Conducted training session reports         | 1      | Q3 2027               | \$20,000                     | Training experts, SoDMA        |
|   | Regularly check and update tools to ensure they are in good working condition      | Maintenance schedule, maintained tools     | 4      | Annually from Q4 2027 | \$20,000                     | Maintenance teams, SoDMA       |

| Strategic Activity   | Activities  | Evaluation Outcomes / MoVs (Number of ...) | Target | Timeline                 | Budget (US\$)                | Stakeholders             |
|--|---|--|--------|--------------------------|------------------------------|--------------------------|
| <b>SO7.4: Conduct regular mock drills and simulations for identified teams</b>                     | Design disaster scenarios   | List of mock drill scenarios               | 4      | Annually from Q4 2027    | \$40,000                     | SoDMA, External Experts  |
|  | Design and conduct realistic disaster scenarios for mock drills in different regions    | Conducted drills, feedback reports         |        | 1 per annum from Q4 2027 | Included in previous budgets | SoDMA, Local communities |
|  | Evaluate team performance post-drill and provide feedback                               | Evaluation reports                         | 4      | 1 per annum from Q4 2027 | Included in drill budget     | Evaluation teams, SoDMA  |
|  | Use drill outcomes to refine disaster response strategies                               | Updated disaster response strategies       | 4      | 1 Annually from Q4 2027  | \$20,000                     | Strategy teams, SoDMA    |
| <b>SO7.5: Develop a robust capacity development Strategy for continuous team skill enhancement</b> | Identify capacity gaps through regular assessments                                      | Capacity assessment report                 | 4      | 1 Annually from Q4 2027  | \$20,000                     | SoDMA, HR                |
|  | Design targeted training programs to address these gaps                                 | Training program modules                   | 4      | 1 Annually from Q4 2027  | \$20,000                     | Training experts, SoDMA  |
|  | Collaborate with experts and institutions for capacity building, including in MISP      | Conducted training sessions                | 4      | 1 Annually from Q4 2027  | \$30,000                     | External experts, SoDMA  |
|  | Monitor and evaluate the impact of capacity-building initiatives                        | Monitoring reports                         | 4      | 1 Annually from Q4 2027  | \$10,000                     | Monitoring teams, SoDMA  |
| <b>SO7.6: Utilize lessons learned from past responses to refine team strategies</b>                | Establish a mechanism to document lessons learned post-disaster response                | Lessons learned document                   | 6      | 1 Annually from Q4 2027  | \$20,000                     | SoDMA, Response teams    |
|  | Organize debriefing sessions with teams to gather insights using structured discussions | Conducted sessions, feedback reports       | 6      | 1 Annually from Q4 2027  | Included in previous budgets | SoDMA, Response teams    |

| Strategic Activity | Activities   | Evaluation Outcomes / MoVs (Number of ...) | Target | Timeline           | Budget (US\$)                | Stakeholders                 |
|--------------------|--|--|--------|--------------------|------------------------------|------------------------------|
|                    | Use these insights to refine strategies and training content   | Updated disaster response strategies       | 5      | Annually from 2027 | Included in previous budgets | Strategy teams, SoDMA        |
|                    | Share lessons learned with other stakeholders for broader impact using digital platforms and workshops | Shared documents, workshops                | 1      | Annually from 2027 | Included in previous budgets | SoDMA, External stakeholders |

**Strategic Goal 3: To Foster Collaborative Partnerships in Disaster Management in Somalia**

***SO8: Guide 90% of development partners and aid organizations working in Somalia to align with prioritized disaster needs by 2025.***

|   |   |  |   |                  |                              |                             |
|---|---|--|---|------------------|------------------------------|-----------------------------|
| <b>SO8.1: Map out all stakeholders working in disaster management in Somalia, their focus areas, areas of operation and portfolio of work</b> | Conduct a comprehensive survey to identify all active stakeholders in disaster management | Comprehensive list of stakeholders       | 1 | Q1 2024          | \$25,000                     | SoDMA, External Survey Team |
|   | Categorize stakeholders based on their focus areas and regions of operation               | Categorized list based on focus & region | 1 | Q2 2024          | Included in survey budget    | SoDMA                       |
|   | Document the portfolio of work for each stakeholder                                       | Documented stakeholders portfolio report | 1 | Q3 2024          | Included in previous budgets | SoDMA, Stakeholders         |
|   | Analyse the data to identify potential collaboration opportunities and areas of overlap   | Report on collaboration opportunities    | 2 | Q4 2024 and 2027 | Included in previous budgets | SoDMA, Analysis Team        |

| Strategic Activity  | Activities  | Evaluation Outcomes / MoVs (Number of ...)                            | Target | Timeline         | Budget (US\$)                | Stakeholders  |
|---|---|---|--------|------------------|------------------------------|---|
| <b>SO8.2: Develop a comprehensive needs assessment report highlighting vulnerable areas and pressing needs.</b> | Identify regions and communities most vulnerable to disasters   | List of vulnerable regions & communities                              | 1      | Q4 2024 and 2027 | Included in previous budgets | SoDMA, Local Authorities                            |
|   | Conduct field surveys to gather data on pressing disaster needs in collaboration with local authorities and communities | Dataset on disaster needs and vulnerable areas                        | 1      | Q2 2024          | \$30,000                     | SoDMA, Survey Teams' Local Authorities, Communities |
|   | Compile and analyse the data to produce a detailed needs assessment report  | Needs assessment report   | 1      | Q4 2024          | \$10,000                     | SoDMA, Analysis Team                                |
| <b>SO8.3: Organize stakeholder engagement forums to share findings and insights from the report</b>             | Plan and schedule a stakeholder engagement forum  | Scheduled forum Concept Note & agenda                                 | 1      | Q1 2025          | \$9,000                      | SoDMA, Event Organizers                             |
|   | Share the needs assessment report and gather feedback   | Feedback report from stakeholders forum                               | 1      | Q2 2025          | \$30,000 (for forum)         | SoDMA, Stakeholders                                 |
|   | Facilitate discussions on potential collaborations and joint initiatives  | Documented action points & collaborations                             | 1      | Q2 2025          | Included in forum budget     | SoDMA, Facilitators                                 |
|   | Document insights and action points from the forum  | Forum insights report   | 1      | Q3 2025          | Included in previous budgets | SoDMA, Reporting Team                               |
| <b>SO8.4: Establish a regular communication channel with stakeholders</b>                                       | Set up dedicated communication platforms such as newsletters, webinars, and regular updates.                            | Active communication platforms (newsletters, website, blog, webinars) | 5      | Q1 2025          | \$15,000                     | SoDMA, IT Team, Communication, and publicity team   |

| Strategic Activity  | Activities  | Evaluation Outcomes / MoVs (Number of ...)         | Target | Timeline             | Budget (US\$)               | Stakeholders                     |
|---|---|--|--------|----------------------|-----------------------------|----------------------------------|
|   | Assign a team to manage and facilitate stakeholder communications                                 | Dedicated communication team                       | 4      | Q1 2025              | \$50,000                    | SoDMA, HR                        |
|   | Ensure timely dissemination of important updates and information                                  | Regular updates sent to stakeholders               | 60     | Monthly from Q1 2024 | Included in platform budget | Communication Team, Stakeholders |
|   | Encourage stakeholders to share their updates and insights  | Feedback & insights from stakeholders              | 20     | Quarterly from 2025  | Included in platform budget | Communication Team, Stakeholders |
| <b>SO8.5: Create a centralized repository for stakeholders to access real-time data and updates on priority disaster needs.</b> | Develop a secure online platform where stakeholders can access real-time data and updates         | Active online platform for data access             | 1      | Q2 2026              | \$100,000                   | SoDMA, IT Team                   |
|   | Populate the platform with relevant data, reports, and resources on priority disaster needs       | Platform filled with relevant datasets & resources | 1      | Q3 2025              | \$5,000                     | SoDMA, Data Teams                |
|   | Provide training to stakeholders on how to use the platform effectively                           | Conducted training sessions                        | 1      | Q4 2025              | \$15,000                    | SoDMA, Training Experts          |
|   | Regularly update and maintain the platform to ensure data accuracy                                | Monthly update reports                             | 48     | Monthly from Q1 2026 | \$15,000                    | IT Team, SoDMA                   |
| <b>SO8.6: Implement a monitoring and evaluation system to track alignment of disaster management efforts.</b>                   | Design a comprehensive M&E framework to track alignment of disaster management efforts in Somalia | Comprehensive M&E framework                        | 1      | Q1 2025              | \$10,000                    | SoDMA, M&E Experts               |
|   | Assign a dedicated team to oversee the M&E activities   | Dedicated M&E team members                         | 4      | Q1 2025              | \$50,000                    | SoDMA, HR                        |

| Strategic Activity   | Activities   | Evaluation Outcomes / MoVs (Number of ...)  | Target | Timeline                 | Budget (US\$)                | Stakeholders                       |
|--|--|---|--------|--------------------------|------------------------------|------------------------------------|
|  | Conduct regular evaluations to assess the effectiveness of collaborations and initiatives                            | Regular evaluation reports                  | 12     | Bi-annually from Q2 2024 | \$18,000                     | M&E Team, Stakeholders             |
|  | Use evaluation findings to refine strategies and improve stakeholder alignment                                       | Updated disaster management strategies      | 4      | Annually from 2026       | \$10,000                     | SoDMA Planning and M&E teams       |
| <b>SO9: Position SoDMA as the primary coordination platform for disaster management in Somalia by 2025.</b>          |  |   |        |                          |                              |                                    |
| <b>SO9.1: Develop and promote a unified disaster management framework, through a stakeholder engagement strategy</b> | Collaborate with experts to design a comprehensive disaster management framework                                     | Comprehensive disaster management framework | 1      | Q1 2024                  | \$25,000                     | SoDMA, Disaster Management Experts |
|  | Organize workshops and sessions to introduce the framework to stakeholders working on disaster management in Somalia | Conducted workshops with stakeholders       | 1      | Q2 2024                  | \$20,000                     | SoDMA, Stakeholders                |
|  | Gather feedback and make necessary revisions to the disaster management framework                                    | Revised framework based on feedback         | 1      | Q3 2024                  | Included in design budget    | SoDMA, Stakeholders                |
|  | Promote the finalized framework through various channels to ensure widespread adoption quarterly                     | Widespread adoption & awareness report      | 20     | Q4 2024                  | \$15,000                     | SoDMA, Media Partners              |
| <b>SO9.2: Conduct regular disaster management coordination meetings</b>  | Plan for and conduct regular internal coordination meetings to promote disaster coordination in Somalia              | Internal meeting reports                    | 72     | Monthly from Q1 2024     | Included in previous budgets | SoDMA, Governmental &              |

| Strategic Activity  | Activities   | Evaluation Outcomes / MoVs (Number of ...)       | Target | Timeline                 | Budget (US\$) | Stakeholders                   |
|---|--|--|--------|--------------------------|---------------|--------------------------------|
| internally, and other stakeholders: governmental and non-governmental organizations                         |  |  |        |                          |               | Non-Governmental Organizations |
|   | Plan and conduct external coordination meetings with stakeholder working on disaster management                                      | Documented meeting minutes & action points       | 72     | Monthly from Q1 2024     | \$20,000      | SoDMA, Stakeholders            |
| <b>SO9.3: Strengthen SoDMA's internal capacities to handle increased coordination responsibilities</b>      | Conduct an internal assessment to identify capacity gaps in SoDMA's internal capacity to coordinate disaster management              | Identified capacity gaps report                  | 1      | Q1 2024                  | \$10,000      | SoDMA, HR                      |
|   | Develop a capacity-building strategy addressing the identified gaps  | Comprehensive capacity-building strategy         | 1      | Q2 2024                  | \$15,000      | SoDMA, Training Experts        |
|   | Provide training and resources to SoDMA staff on the identified gaps   | Trained SoDMA staff report                       | 1      | Q3 2024                  | \$30,000      | SoDMA, External Trainers       |
|   | Monitor and evaluate the effectiveness of capacity-building initiatives among staff  | Regular evaluation reports on capacity-building  | 10     | Bi-annually from Q1 2025 | \$15,000      | SoDMA HR and M&E Teams         |
| <b>SO9.4: Leverage technology to create a digital platform for real-time coordination and communication</b> | Identify technological tools and platforms that can enhance coordination among staff and stakeholders working on disaster management | List of required technological tools & platforms | 1      | Q1 2024                  | \$100,000     | SoDMA, IT Experts              |
|   | Train SoDMA staff on the use of these tools  | Trained SoDMA staff on tech tools                | 5      | Q2 2024                  | \$20,000      | SoDMA, IT Trainers             |
|   | Establish a dedicated IT support team to ensure smooth technological operations  | Dedicated IT support team                        | 5      | Q3 2024                  | \$70,000      | SoDMA, HR                      |

| Strategic Activity  | Activities  | Evaluation Outcomes / MoVs (Number of ...)                                | Target | Timeline                 | Budget (US\$)               | Stakeholders                       |
|---|---|---|--------|--------------------------|-----------------------------|------------------------------------|
|   | Regularly seek feedback from staff and stakeholders working on disaster management, and use the feedback to update and maintain the technological tools for optimal performance | Regularly updated report & maintenance schedule                           | 24     | Quarterly from Q1 2024   | \$15,000                    | IT Support Team                    |
| <b>SO9.5: Engage in advocacy and awareness campaigns to position SoDMA as the go-to agency in disaster management matters in Somalia</b>                                  | Design a comprehensive advocacy and awareness campaign strategy   | Comprehensive advocacy & awareness campaign strategy                      | 1      | Q1 2024                  | \$20,000                    | SoDMA, Marketing Experts           |
|   | Utilize various channels such as media, community engagements, and online platforms for campaign dissemination  | Conducted campaigns across media, community engagements, online platforms | 24     | Quarterly from Q1 2024   | \$60,000                    | SoDMA, Media Partners, Communities |
|   | Monitor the impact of campaigns on SoDMA's positioning in disaster management   | Regular reports on campaign impact & SoDMA's positioning                  | 12     | Bi-annually from Q3 2024 | Included in previous budget | SoDMA, M&E Team                    |
|   | Refine campaign strategies based on feedback and changing scenarios   | Updated & refined campaign strategy                                       | 5      | Annually from 2025       | \$10,000                    | SoDMA, Marketing Experts           |
| <b>SO9.6: Foster a culture of collaboration and inclusivity within SoDMA to ensure stakeholder trust, by streamlining overlapping departmental mandates for efficient</b> | Based on the legal responsibilities of SoDMA, identify and outline the roles and responsibilities of SoDMA  | Clearly defined roles & responsibilities document                         | 1      | Q1 2024                  | \$0                         | SoDMA, HR                          |
|   | Restructure SoDMA to be more efficient in their operations, to meet their mandate   | Efficiently structured SoDMA  | 1      | Q2 2024                  | \$15,000                    | SoDMA, Organizational Experts      |

| Strategic Activity   | Activities   | Evaluation Outcomes / MoVs (Number of ...)                      | Target | Timeline              | Budget (US\$)               | Stakeholders                 |
|--|--|---|--------|-----------------------|-----------------------------|------------------------------|
| <b>operations and having intra-departmental consultation for seamless coordination</b>       | Develop the TORs for each department to eliminate overlapping mandates and promote interdepartmental collaboration | Clear TORs Report for each department                           | 1      | Q3 2024               | Included in previous budget | SoDMA, HR                    |
|  | Promote interdepartmental collaboration within SoDMA   | Documented collaborative projects report with joint initiatives | 6      | Annually from Q1 2024 | \$15,000                    | All SoDMA Departments        |
|  | Plan and conduct annual team building initiatives to bring staff together  | Team building activities  | 5      | Annually from Q1 2024 | \$50,000                    | All SoDMA Departments        |
| <b>Strategic Goal 4: Develop Disaster Risk Management Policies and Frameworks in the FMS</b> |  |   |        |                       |                             |                              |
| <b><i>SO10: Localize the National Disaster Risk Management Policy in the FMS by 2025</i></b> |  |   |        |                       |                             |                              |
| <b>SO10.1: Conduct a review of the existing policy to identify gaps</b>                      | Form a dedicated review team comprising policy experts and relevant stakeholders                                   | Dedicated review team list                                      | 7      | Q1 2024               | \$10,000                    | Policy experts, Stakeholders |
|  | Analyse the current policies clause by clause, comparing it with the current disaster management needs             | Documented policy analysis report                               | 7      | Q2 2024               | \$40,000                    | Review team                  |
| <b>SO10.2: Organize consultations with key stakeholders for feedback on identified gaps</b>  | Conduct hybrid consultation sessions with various stakeholder groups   | Conducted consultation sessions                                 | 7      | Q3 2024               | \$100,000                   | Stakeholders, SoDMA          |
|  | Document feedback on identified gaps and areas of improvement  | Comprehensive feedback report                                   | 7      | Q4 2024               | Included in session budget  | Review team                  |
|  | Draft an updated policy document   | Draft of updated policy   | 7      | Q3 2025               | \$40,000                    | Review team                  |

| Strategic Activity   | Activities   | Evaluation Outcomes / MoVs (Number of ...)          | Target | Timeline               | Budget (US\$)                | Stakeholders                     |
|--|--|---|--------|------------------------|------------------------------|----------------------------------|
| <b>SO10.3: Develop a draft of the adapted policy and seek feedback</b>                         | Share & discuss draft with key stakeholders for feedback | Feedback on draft policy                            | 7      | Q4 2025                | \$50,000                     | Stakeholders, SoDMA              |
| <b>SO10.4: Finalize the policies with a roadmap and seek necessary approvals</b>               | Incorporate feedback                                     | Final draft of policy                               | 7      | Q1 2026                | Included in previous budgets | Review team                      |
|  | Seek approvals   | Approved policy with actionable steps & timelines   | 7      | Q2 2026                | \$20,000                     | Relevant authorities, SoDMA Team |
| <b>SO10.5: Organize training session to familiarize stakeholders with the adapted policies</b> | Design training module                                   | Comprehensive training module                       | 7      | Q3 2026                | Included in previous budget  | Training experts, SoDMA          |
|  | Conduct training   | Training Report with a list of Trained stakeholders | 7      | Q1 2026                | \$10,000                     | Stakeholders, Training experts   |
| <b>SO10.6: Establish a mechanism to monitor the policies' implementation</b>                   | M&E framework  | Comprehensive M&E framework                         | 7      | Q2 2026                | Included in previous budgets | M&E team, SoDMA                  |
|  | Regular review meetings                                  | Documented review reports                           | 35     | Quarterly from Q3 2025 | \$50,000                     | M&E team, SoDMA Policy team      |
| <b>SO10.7: Monitor and Evaluate the implementation progress</b>                                | Evaluate policy impact                                   | Documented M&E reports                              | 7      | Annually from Q4 2026  | \$50,000                     | M&E team, SoDMA                  |

## 4. THE IMPLEMENTATION AND COORDINATING FRAMEWORK

The previous chapter's matrix outlines the tasks set forth in SoDMA's Strategic Plan. For the plan to be successfully executed, it's crucial to efficiently allocate the right personnel, manage performance, form strategic alliances, and pinpoint and address potential risks. These elements form the backbone of our implementation strategy.

SoDMA's effectiveness hinges on its ability to rally and collaborate with a diverse set of stakeholders, ensuring that Disaster Management is at the forefront. Engaging stakeholders is not just a core tenet of SoDMA but also an obligation. Through strategic collaborations and initiatives, SoDMA aims to involve key players in its planning and execution phases, ensuring that local communities are central to its efforts.

In line with its commitment to capacity building, SoDMA is poised to champion innovative methods and technologies in disaster management, with a strong focus on knowledge sharing, continuous monitoring, and iterative learning throughout the Strategic Plan's implementation.

### 4.1 Organisational Restructuring of SoDMA

In the dynamic landscape of disaster management, the need for a responsive, agile, and efficient organizational structure is paramount. The Somali Disaster Management Agency (SoDMA) has long been at the forefront of addressing the multifaceted challenges posed by natural and man-made disasters in the region. Recognizing the evolving demands of the environment and the aspirations of the communities we serve, SoDMA embarked on a comprehensive review of its organizational structure.

The primary objective of this restructuring exercise was to enhance the agency's operational efficiency, streamline communication channels, and foster a more collaborative approach to disaster management. By realigning departments, merging overlapping functions, and introducing new units tailored to contemporary challenges, the revamped structure aims to position SoDMA as a more resilient and adaptive entity.

This report delves into the rationale behind the changes, the methodology employed in the restructuring process, and the anticipated benefits of the new organizational framework. Through this transformation, SoDMA reaffirms its commitment to safeguarding the well-being of the Somali people and ensuring a more proactive and coordinated response to disasters in the future. To align with its national responsibilities, SoDMA is committed to establishing a presence in all FMS, thus ensuring nationwide service delivery.

To streamline the operational efficiency of the agency, there will be eight (8) departments for operational efficiency and leadership. Departments will be headed by departmental directors while sections will be headed by assistant directors, and units to be headed by Unit leaders. The hierarchy is as explained below:

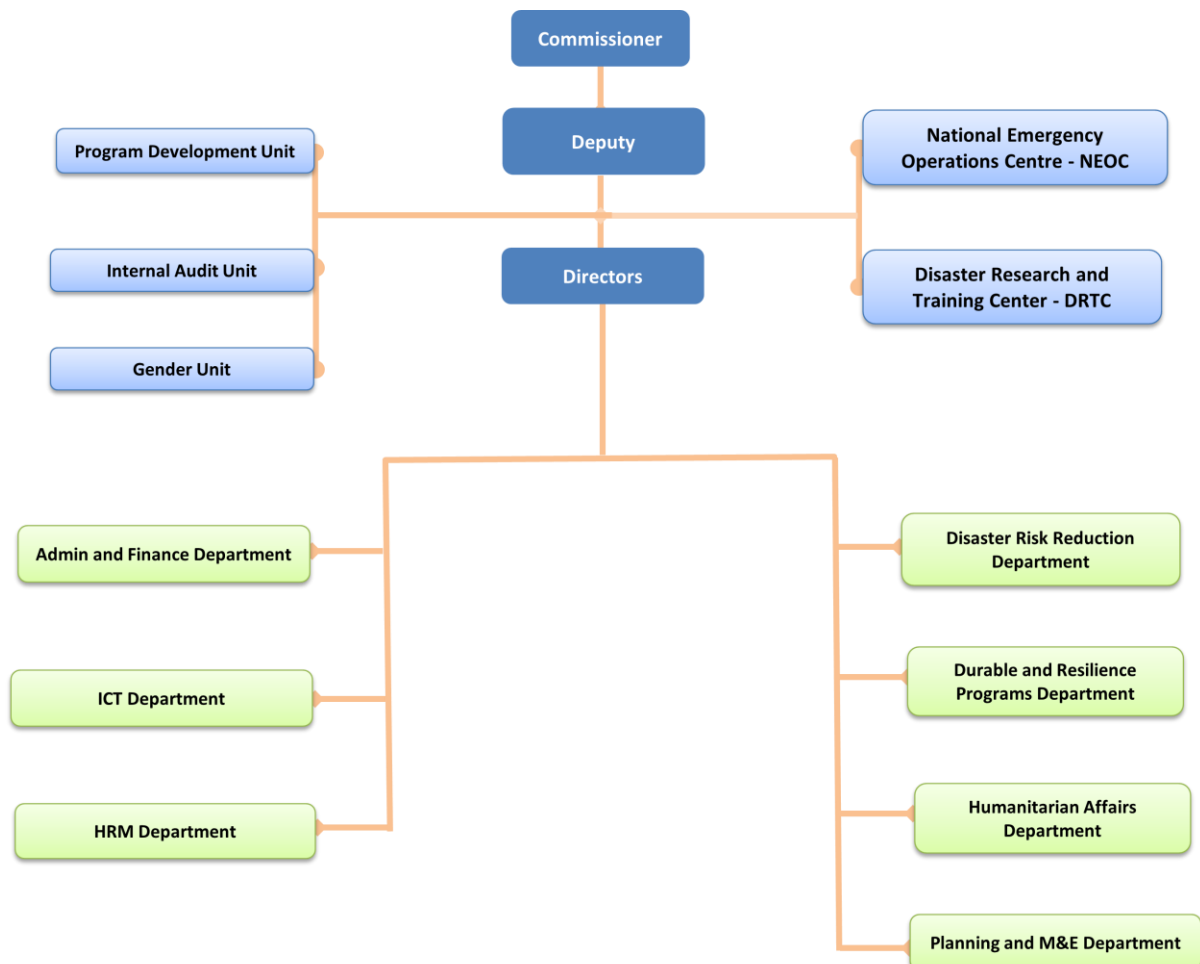
1. **Department:** there will be specific departments that will focus on narrower areas of operation. Each department is responsible for a set of related functions and may have multiple

sections under it. Departments are crucial for the day-to-day operations of the organization. They are headed by *Directors*.

2. **Section:** A section is a subset of a department and focuses on a very specific function. It is more specialized and caters to particular tasks within the broader function of the department. Sections can further have teams or units for even more specialized tasks. They are headed by *Heads of Section*
3. **Unit:** A unit is a smaller component within a department or section that handles specialized tasks. It can be seen as a sub-section, often created to address a unique requirement or function not covered by the general sections/departments. Units are agile and can be established or dissolved based on the evolving needs of the organization. They are headed by *Heads of Units*.

The proposed organogram is as shown in the figure 1 below:

Figure 1; Proposed SoDMA Organogram



Under the new structure, the following will be the main roles and responsibilities of the new structure:

**Commissioner:**

- Overall leadership and strategic direction of SoDMA.
- Representing SoDMA at national and international forums.
- Ensuring the agency's mandate is fulfilled and objectives are achieved.
- Overseeing the implementation of policies and programs.

**Deputy Commissioner:**

- Assisting the Commissioner in executing agency-wide responsibilities.
- Overseeing specific portfolios or projects as assigned by the Commissioner.
- Acting as the Commissioner in the absence of the Commissioner.

**National Emergency Operations Centre - NEOC: NEOC Managing Director:**

The centre will keep working semi-autonomously, with a direct reporting line to the Commissioner's office for operational effectiveness.

- Overseeing emergency operations and responses.
- Coordinating with other agencies and stakeholders during emergencies.
- It will include a Public Health Emergency Team led by a Team Leader, to respond to Responding to health-related emergencies.

**Directors**

- Providing governance and oversight to the agency.
- Approving strategic plans, budgets, and major initiatives.
- Ensuring accountability and transparency in agency operations.

**Secretary General:**

- Overseeing the day-to-day administrative functions of the agency.
- Ensuring effective communication between Commissioner and directors.
- Coordinating inter-departmental activities and initiatives.

**Program Development Unit: Head of unit**

- Develop and design comprehensive disaster management programs.
- Incorporate innovative strategies and best practices into program planning.
- Identify and secure funding sources, including grants, donations, and partnerships.
- Build relationships with donors, NGOs, government bodies, and international agencies for financial support.
- Ensure integration and coordination of SoDMA's programs with other national and regional disaster management initiatives.

**Internal Audit Unit: Head of unit**

- Conducting regular audits of agency operations.
- Ensuring compliance with standards and regulations.

**Admin and Finance Department: Director**

- Managing the agency's finances and administrative functions.
- Ensuring compliance with financial regulations and standards.

**Accounting and Budget Control Section: Head of section**

- Preparing and managing the agency's budget.
- Handling financial accounting and reporting.

**Asset Management Section: Head of section**

- Managing and maintaining the agency's physical assets.
- Conducting regular asset audits and valuations.

**Procurement and Logistics Section: Head of section**

- Handling procurement processes and ensuring value for money.
- Managing logistics and supply chain operations.

**ICT Department: Director:**

- Overseeing the agency's technology infrastructure and digital initiatives.
- Ensuring cybersecurity and data protection.

**Digital Media and Production Section: Head of section**

- Producing digital content for agency communications.
- Managing the agency's digital platforms.

**Technical Support Section: Head of section**

- Providing IT support to agency staff.
- Maintaining and updating IT infrastructure.

**Communications and Publicity Section: Head section**

- Managing agency communications and public relations.
- Promoting the agency's work and achievements.

**HRM Department: Director:**

- Managing the agency's human resources.
- Ensuring staff welfare and professional development.

**Recruitment, Appraisal, and Payroll Management Section: Head of section**

- Handling staff recruitment, performance appraisals, and payroll.
- Maintaining staff records and archives.

**Staff Training and Capacity Building Section: Head of section**

- Organizing training and development programs for staff.
- Enhancing staff skills and competencies.

**Disaster Risk Reduction Department: Director:**

- Developing strategies for disaster risk reduction and management.
- Coordinating disaster response and recovery efforts.

**Recovery, and Risk Reduction Section: Head of section**

- Implementing risk reduction measures and strategies.

**National Multi-hazard Early Warning Section: Head of section**

- Monitoring potential disaster threats.
- Issuing early warnings and advisories.

**GIS and remote Sensing section: Head section**

- Using geospatial technologies for disaster management.
- Providing mapping and spatial analysis services.

**Disaster Research and Training Section: Head Section**

- Conducting research on disaster trends and patterns.
- Providing training on disaster preparedness and response.

**Resilience Programs: Director**

- Provide leadership and direction for the resilience programs, ensuring alignment with SoDMA's broader objectives.
- Foster partnerships with relevant entities to enhance the effectiveness and reach of resilience initiatives.

**Durable Solutions & Camp Management Section: Head of section**

- Camp Management: Oversee the establishment, maintenance, and eventual closure of IDP camps and settlements.
- Durable Solutions Implementation: Develop and execute strategies for the voluntary return, local integration, or resettlement of IDPs.

**Food Security & Nutrition: Head of section.**

- Food & Nutrition Monitoring: Regularly assess and report on food availability, access, and consumption patterns in target areas.
- Intervention Design: Design and implement strategies to address identified food and nutrition gaps.

**Resilience Section: Head Section**

- Community Resilience Building: Engage communities in resilience-enhancing activities, ensuring their active participation and ownership.

- Program Development: Create and implement programs that bolster the adaptive, absorptive, and transformative capacities of communities.

**Humanitarian Affairs Department: Director**

- Addressing the needs of refugees and internally displaced persons (IDPs).
- Coordinating humanitarian interventions and support.

**Store and Stock Management Section: Head of section**

- Managing inventory and stock levels.
- Ensuring timely replenishment of essential items.

**Tax exemption: Head of section**

- Ensuring and supporting relief partner agencies to acquire tax exemptions.
- Follow up of the planned aid destinations.
- Ensure the documentations of Aid agencies in terms of tax exempted good are completed according to governing regulations.

**Humanitarian relief response section: Head of section**

- Responding to disasters and coordinating relief efforts.
- Food- and non-food items delivery
- Coordinate relief supplies to disaster impacted communities.
- Coordinating food aid and nutrition interventions

**Planning and M&E Department: Director:**

- Developing and reviewing agency policies and plans.
- Ensuring alignment with national strategies and objectives.
- M&E implementation of agency programs and partners

**Information and Data Management Section: head of section**

- Collecting, analysing, and storing agency data.
- Providing data-driven insights for decision-making.

**Legal and Policy Section: Head of section**

- Drafting and reviewing agency policies and regulations.
- Providing legal advice and representation.

**Planning Section: Head of section**

- Developing strategic and operational plans.

**M&E Section: Head of section**

- Program monitoring and evaluation
- Program documentation reporting
- Integration of humanitarian accountability principles

### Gender and Human Rights Mainstreaming Unit: Unit Leader

This unit will perform crosscutting work across all departments, units and sections of SoDMA.

- Ensuring inclusivity and diversity in agency programs.
- Promoting rights-based approaches in interventions.
- Topical issues to include Gender, Human Rights, and Vulnerable Groups

The proposed structure is more streamlined with a clear distinction between operational, emergency response, and programmatic functions. This ensures better coordination, clearer communication lines, and enhanced efficiency in disaster management. In essence, the proposed organogram reflects a strategic realignment of SoDMA's structure to better address the evolving challenges in disaster management, ensuring a more coordinated and efficient response mechanism.

### 4.2 Human Resource Establishments and Needs

SoDMA has made commendable advancements in onboarding skilled professional and technical personnel essential for executing its responsibilities. Yet, there are notable human resource gaps in key areas, which are earmarked for immediate attention under the framework of institutional capacity enhancement. As SoDMA aims to broaden its operational footprint to the SEOCs and DEOCs, there's a pressing need to augment the staff in specific domains.

From a recent evaluation, it's evident that SoDMA needs a workforce of at least 278 team members (*check Annex 1*) for seamless operations to achieve the objectives of this strategic plan. Considering the 170 roles currently filled, there's a staffing gap that warrants attention. SoDMA's strategy is to methodically bridge this gap over the duration of the strategic planning phase, ensuring the organization is poised to fulfil its mission and serve its constituents efficiently. The human resource analysis is as shown in the annex of this strategic plan:

### 4.3 Financial Resources, Resource Mobilization and Funding

The strategic plan requires approximately US\$ **206,221,000** to implement the proposed activities.

The government appropriated US\$ 6,217,744 in the 2022-2023 fiscal year, according to the latest disbursement figures. This implies there is a funding gap which will need to be raised using alternative sources every year from 2024-2029, assuming FG funding will remain constant. This amount will be needed as shown in the table below:

| Strategic Objective   | 2024       | 2025       | 2026       | 2027       | 2028       | 2029       | TOTAL       |
|---|------------|------------|------------|------------|------------|------------|-------------|
| <i>SO1: Reduce the number of affected people and properties due to calamities by 50% through protective measures and resilience-building by 2029.</i> | 30,443,000 | 40,154,500 | 30,080,500 | 30,079,000 | 40,078,500 | 30,083,500 | 200,919,000 |

|  |                   |                   |                   |                   |                   |                   |                    |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| <i>SO2 Implement a comprehensive action plan by 2025 for disaster prevention, mitigation, and real-time response mechanisms.</i>         | 268000            | 45000             | 5000              | 5000              | 5000              | 5000              | 333,000            |
| <i>SO3: Centralize a database by 2025 for disaster risks with automated early warning systems 48 hours prior.</i>                        | 525,500           | 231,500           | 5,500             | 5,500             | 5,500             | 5,500             | 779,000            |
| <i>SO4: Research top five recurring disasters by 2025 and develop targeted strategies.</i>   | 190000            | 82000             | 2000              | 2000              | 2000              | 2000              | 280,000            |
| <i>SO5: Establish a unified command centre by 2026 for effective disaster response management.</i>                                       | 190,000           | 157,000           | 292,000           | 22,000            | 22,000            | 22,000            | 705,000            |
| <i>SO6: Set up disaster management hubs in 80% of regions and districts by 2028.</i>   | 304,000           | 480,000           | 507,000           | 31,000            | 31,000            | 15,000            | 1,368,000          |
| <i>SO7: Train and deploy five specialized disaster response teams by 2026 to respond to the top five disasters recurring in Somalia.</i> | 198,000           | 108,000           | 106,000           | 46,000            | 46,000            | 46,000            | 550,000            |
| <i>SO8: Guide 90% of development partners and aid organizations to align with prioritized disaster needs by 2025.</i>                    | 176,000           | 186,000           | 15,000            | 5,000             | 5,000             | 5,000             | 392,000            |
| <i>SO9: Position SoDMA as the primary coordination platform for disaster management in Somalia by 2025.</i>                              | 390,000           | 43,000            | 23,000            | 23,000            | 23,000            | 23,000            | 525,000            |
| <i>SO10: Localize the National Disaster Risk Management Policy in the FMS by 2025</i>  | 150,000           | 160,000           | 60,000            | 0                 | 0                 | 0                 | 370,000            |
| <b>TOTAL BUDGET</b>  | <b>32,834,500</b> | <b>41,647,000</b> | <b>31,096,000</b> | <b>30,218,500</b> | <b>40,218,000</b> | <b>30,207,000</b> | <b>206,221,000</b> |

To successfully fundraise for the strategic plan activities, the following innovative funding mechanisms have been proposed to be explored by SoDMA in a resource mobilisation strategy:

**1. Domestic Funding Sources:**

- a. Government budget allocations
- b. Local philanthropic organizations and foundations
- c. Private sector contributions through Corporate Social Responsibility (CSR) initiatives

**2. International Funding Sources:**

- a. International donor agencies
  - b. International NGOs and humanitarian organizations
  - c. Multilateral organizations and development banks
  - d. Foreign government aid and grants
3. **Public-Private Partnerships (PPPs):** Engage in collaborative projects that leverage private sector resources and expertise. Align CSR projects with SoDMA's disaster management needs and utilize the private sector's logistical capabilities for disaster response.
  4. **Innovative Financing Solutions with Financial Institutions:** Collaborate with financial institutions to develop financial products that support disaster preparedness and recovery. Leverage their expertise in risk assessment to better understand potential economic impacts of disasters. Encourage financial institutions to invest in projects that enhance community and national resilience to disasters under SoDMA's guidance.
  5. **Crowdfunding:** Utilize online platforms to raise funds for specific disaster management projects, allowing individuals and organizations globally to contribute.
  6. **Disaster Bonds:** Issue bonds that can be bought by investors, where the proceeds are used for disaster management. The bondholders get paid back only if a specific disaster does not occur within a set period.
  7. **Insurance Mechanisms:** Develop insurance products tailored for specific disasters, where premiums can be used to fund preparedness and mitigation efforts, and payouts can be made post-disaster for recovery.
  8. **Diaspora Funding:** Engage the Somali diaspora community to contribute funds for disaster management in their home country.

These strategies and mechanisms aim to ensure that the Somali Disaster Management Agency (SoDMA) has the necessary financial resources to effectively implement its strategic plan and achieve its objectives.

#### 4.4 Strategic Risk Reduction and Mitigation

The successful realization of the Strategic Plan might encounter certain risks. It's imperative to identify these risks and implement mitigation strategies. The table below delineates the major risks associated with the Strategic Plan and the countermeasures to be adopted.

*Table 3: Risk Assessment Matrix*

| Risk Factor                   | Probability of Occurrence | Impact | Risk Mitigating Measures  |
|-------------------------------|---------------------------|--------|---|
| <b>Strategic Risks</b>        |                           |        |   |
| Policy and Regulatory Changes | High                      | Major  | Regularly review and update policies; Engage with policymakers; Advocacy and lobbying |

|   |        |        |   |
|---|--------|--------|---|
| Weak linkages for partnerships and coordination | Medium | Medium | Strengthen existing structures for better coordination  |
| Inadequate governance and leadership structures | Medium | High   | Adherence to good Corporate Governance and leadership requirements  |
| Loss of stakeholders' confidence in SoDMA       | Medium | High   | <ul style="list-style-type: none"> <li>• Develop a stakeholder engagement framework</li> <li>• Enhance partnership to increase stakeholders' participation</li> <li>• Establish good structure for communication and stakeholders' feedback mechanisms</li> </ul> |
| Funding and Resource Allocation                 | Medium | High   | Diversify funding sources; Prioritize essential activities; Regular budget reviews  |
| <b>Operational Risks</b>                        |        |        |   |
| Staff Turnover                                  | Medium | High   | Implement staff retention strategies; Regular training and capacity building  |
| Technological Failures                          | Low    | Medium | Regular system updates; Backup solutions; IT support and training   |
| Advanced technology making processes irrelevant | High   | Medium | Investment in research, innovation, and new technologies  |
| Integrity issues                                | Medium | High   | Implement strategies enhancing transparency and accountability  |
| Inadequate staffing capacity and skills         | High   | Medium | <ul style="list-style-type: none"> <li>• Job evaluation</li> <li>• Recruitment of skilled staff</li> <li>• Staff training</li> <li>• Outsourcing specialized skills</li> </ul>  |
| <b>Control Risks</b>                            |        |        |   |
| Inadequate Oversight                            | Low    | High   | Strengthen internal audit functions; Regular reviews and checks   |
| Non-compliance                                  | Medium | Medium | Regular training on compliance; Implement strict penalties for non-compliance   |
| Inadequate funds for activity implementation    | High   | High   | <ul style="list-style-type: none"> <li>• Lobby for increased government allocation</li> <li>• Enhance community involvement</li> <li>• Partner with FMS</li> <li>• Strengthen relationships with development partners</li> </ul>                                  |

This table provides a comprehensive analysis of the potential risks that might impede the successful implementation of the SoDMA Strategic Plan and the measures to counteract them.

#### 4.5 Partnerships and Collaborations

For effective partnerships and collaborations that will lead to effective strategic plan implementation for the Somalia Disaster Management Agency (SoDMA), the following measures will be undertaken:

##### **Strategic Recommendations for Partnerships and Collaborations:**

##### **1. Disaster Preparedness and Response:**

- **Partnership with International Organizations:** Collaborate with organizations like UNDP, WFP, UNFPA, FAO, UNDRR, UNICEF, IHH, and OIC to enhance disaster preparedness and response capabilities.
  - **Engage with Local NGOs:** Strengthen ties with local non-governmental entities to ensure rapid and effective on-ground response during disasters.
  - **Develop Early Warning Systems:** Partner with tech companies and international agencies to implement advanced early warning systems for timely alerts.
2. **Capacity Building:**
- **Training and Workshops:** Collaborate with international disaster management agencies to conduct training sessions, workshops, and capacity-building programs for SoDMA staff and local communities.
  - **Technical Assistance:** Seek technical assistance from global experts to enhance the disaster management capabilities of SoDMA.
3. **Data Collection and Analysis:**
- **Collaboration with Research Institutions:** Partner with universities and research institutions for data collection, analysis, and research on disaster trends and vulnerabilities.
  - **Leverage Technology:** Collaborate with tech companies to develop data analytics tools for effective decision-making.
4. **Policy Development and Advocacy:**
- **Engage with Policy Think Tanks:** Collaborate with international policy think tanks to develop robust disaster management policies and strategies.
  - **Public Awareness Campaigns:** Partner with media agencies for widespread public awareness campaigns on disaster risks and preparedness.
5. **Disaster Recovery and Rehabilitation:**
- **Collaboration with Development Agencies:** Engage with international development agencies for long-term recovery and rehabilitation efforts post-disasters.
  - **Infrastructure Development:** Partner with construction companies and international donors for rebuilding infrastructure in disaster-affected areas.
6. **Coordination and Collaboration:**
- **Establish a Coordination Forum:** Create a platform for regular coordination meetings with all stakeholders, including government ministries, international organizations, and NGOs.
  - **Strengthen Regional Ties:** Enhance collaboration with neighbouring countries for a unified response to regional disasters.
7. **Advancing International Cooperation:**

- **Participate in Global Forums:** Ensure active participation in global disaster management forums to leverage expertise, resources, and best practices.
- **Bilateral Agreements:** Enter into bilateral agreements with countries that have advanced disaster management capabilities for knowledge exchange and mutual assistance.

#### 8. Resource Mobilization:

- **Fundraising Campaigns:** Organize fundraising campaigns in collaboration with international NGOs and donor agencies to gather resources for disaster management activities.
- **Grants and Aid:** Explore opportunities for grants and financial aid from international organizations and countries for disaster preparedness and response.

By implementing these strategic recommendations for partnerships and collaborations, SoDMA can effectively execute its strategic plan, bolstering Somalia's resilience against disasters and ensuring the well-being of its citizens.

### 4.6 Capacity Building and Training

To have a successful capacity building and training strategy to implement this strategic plan, the following will be undertaken:

#### 1. Needs Assessment:

- Conduct a comprehensive needs assessment to identify the specific training and capacity-building requirements of SoDMA staff and stakeholders.
- Use the findings to tailor training programs to address the identified gaps.

#### 2. Collaborative Training Programs:

- Collaborate with international partners, including United Nations agencies and other countries, to leverage their expertise and resources.
- Organize joint training sessions, workshops, and seminars to share best practices and experiences.

#### 3. Localized Training:

- Develop localized training modules that consider the unique challenges and context of disaster management in Somalia.
- Engage local experts and community leaders in the training process to ensure relevance and applicability.

#### 4. Continuous Learning:

- Establish a continuous learning culture within SoDMA.
- Offer regular refresher courses, workshops, and seminars to keep staff updated on the latest disaster management techniques and strategies.

#### 5. Utilize Technology:

- Leverage technology to offer online training sessions, webinars, and e-learning modules. This will allow for a wider reach and flexibility in training delivery.
- Develop a centralized digital platform where all training materials, resources, and modules are accessible to staff and stakeholders.

#### **6. Hands-on Training:**

- Organize field visits, simulations, and mock drills to provide hands-on experience to the staff.
- Such practical sessions will enhance their skills and prepare them for real-life disaster scenarios.

#### **7. Feedback and Evaluation:**

- After each training session, gather feedback from participants to assess the effectiveness of the training.
- Use the feedback to make necessary improvements in future training programs.

#### **8. Stakeholder Engagement:**

- Engage with local communities, NGOs, and other stakeholders in the training process.
- Their insights and experiences can provide valuable inputs for training modules and strategies.

#### **9. Resource Allocation:**

- Allocate sufficient resources, both financial and human, for capacity building and training initiatives.
- Ensure that training programs are well-funded and supported by top management.

#### **10. Monitoring and Reporting:**

- Establish a monitoring mechanism to track the progress of training initiatives.
- Regularly report on training outcomes, challenges faced, and the impact of training on strategic plan implementation.

#### **11. Institutionalize Training:**

- Make training and capacity building an integral part of SoDMA's organizational culture.
- Encourage all staff members to participate in training programs and continuously upgrade their skills.

#### **12. Partnership with Academic Institutions:**

- Collaborate with universities and research institutions to develop specialized training programs.
- Such partnerships can also facilitate research and innovation in disaster management strategies.

By implementing these strategies, SoDMA can enhance its capacity to manage disasters effectively and ensure the successful implementation of its strategic plan.

### **4.7 Communication and Public Awareness**

The following communication and public awareness strategies will be useful to achieve the Strategic Plan's activities:

#### **1. Training on Effective Communication Techniques:**

- Train command centre staff on effective communication techniques to ensure clear and concise dissemination of information.
  - Conduct regular training sessions for staff to keep them updated on the latest communication tools and techniques.
- 2. Establish Dedicated Communication Channels:**
- Set up dedicated communication channels for rapid information dissemination.
  - This includes digital platforms, emergency hotlines, and other communication tools.
- 3. Monitor and Evaluate Communication Strategy:**
- Regularly monitor and evaluate the effectiveness of the communication strategy.
  - Make necessary adjustments based on feedback and changing scenarios to ensure the strategy remains relevant and effective.
- 4. Unified Communication Platform:**
- Streamline both internal and external communication processes.
  - Implement a unified communication platform to avoid delays in disseminating critical information.
- 5. Comprehensive Communication Strategy for SoDMA:**
- Develop a comprehensive communication strategy detailing channels, frequency, and content.
  - This strategy should integrate the needs of the command centre and other departments.
- 6. Engage with Media and Communication Agencies:**
- Collaborate with media and communication agencies for wider outreach.
  - Organize press conferences and media briefings to disseminate the action plan and other important updates.
- 7. Establish Regular Communication with Stakeholders:**
- Set up dedicated communication platforms such as newsletters, webinars, and regular updates.
  - Encourage stakeholders to share their updates and insights.
  - Develop a secure online platform where stakeholders can access real-time data and updates.
- 8. Dedicated Media and Communication Unit:**
- Establish a dedicated media and communication unit to manage public relations, awareness campaigns, and disaster alerts.
  - This unit will be responsible for ensuring that the public is well-informed about disaster risks and preparedness measures.
- 9. Feedback Collection through Civil Society Organizations (CSOs):**
- Utilize CSOs' grassroots reach to engage with communities more effectively.
  - Collaborate with CSOs on campaigns to raise awareness about disaster risks and preparedness.
  - Use CSOs as a bridge to collect feedback from various community segments.

#### 10. **Public-Private Partnerships for Communication:**

- Engage in collaborative efforts with the private sector for communication initiatives.
- Leverage the resources and expertise of the private sector to enhance communication reach and effectiveness.

Implementing these strategies will ensure that SoDMA has an effective communication and public awareness approach, leading to better disaster preparedness and response.

## 5. MONITORING, EVALUATION AND REPORTING FRAMEWORK

The strategic plan M&E and reporting framework stand are key for facilitating informed decisions to ensure achieving envisioned goals. Monitoring serves as an ongoing evaluation, aiming to equip stakeholders with timely, comprehensive insights into the progression of current activities. Its core objective is to ascertain if the set outputs, deliveries, and plans are being met, enabling swift rectifications of any discrepancies. Evaluation, on the other hand, is a methodical and unbiased examination of policies, ongoing or finalized projects, and programs to gauge their relevance, efficacy, efficiency, impact, and longevity.

The execution of this Strategic Plan hinges on monitoring and evaluation of the anticipated outputs and outcomes. It's crucial to establish a results-driven M&E system intrinsically connected to the strategic goals using the designated performance metrics.

The M&E structure leverages on the tangible performance metrics in the execution matrix and the operational plans. To bolster M&E efficacy, a committee domiciled at the Planning, M&E section with focal points from all other sections, units and teams, inclusive of senior officials from pertinent directorates or sections, will be instituted. This committee will convene quarterly to review the progression in achieving the strategic goals, identify potential hurdles, and suggest solutions.

M&E will be executed via progress summaries, review sessions, and specialized committee reports, among other methods. SoDMA will initiate surveys to gauge the outcomes and impacts of its initiatives. Data will be scrutinized, and findings shared to refine execution. Both mid-term and final reviews of the plan will be undertaken to assess the accomplishment of the outlined goals and benchmarks. Routine monitoring and documentation will be spearheaded by the M&E team. These summaries will undergo scrutiny by the SoDMA HQ office, coordinated by the Planning, Monitoring, and Evaluation section. Based on these assessments, the HQ office might orchestrate support missions to a selection of the executed projects. A mutual monitoring event calendar will be devised in collaboration with field teams when they will be in place. The proficiency of outposted teams will be enhanced to ensure adept routine project and program monitoring.

Several pivotal reports will be curated to chronicle the ongoing monitoring of the Strategic Plan's execution:

1. Quarterly Progress Summaries, encompassing data on primary output metrics against quarterly benchmarks; and
2. An Annual Summary, curated at the fiscal year's end.

These reports will spotlight significant accomplishments against benchmarks, pinpoint challenges faced, extract lessons, and propose future directions. The M&E Log frame is annexed to this document.

## CONCLUSION

The strategic plan for SoDMA is a testament to the nation's commitment to safeguarding its people and resources. At its core, the strategy encompasses several key elements that collectively aim to fortify Somalia against the multifaceted challenges it faces.

Firstly, the integration of Disaster Risk Management and Social Protection is a pioneering approach that ensures a comprehensive response mechanism. This integration is not just about immediate relief but also about building long-term resilience in communities, ensuring that they are better prepared and equipped to handle future challenges.

Secondly, the strategy recognizes the importance of a proactive stance. By establishing the Somali Disaster Management Agency (SoDMA) and rooting its principles in the Constitution, Somalia is aligning itself with global best practices in disaster risk reduction. This proactive approach is a shift from reactive measures, emphasizing the importance of prevention and preparedness.

Furthermore, the strategy underscores the nation's unwavering commitment to its implementation. It is not merely a document but a roadmap that will be actively pursued to ensure that its objectives are realized. This commitment is evident in the meticulous planning, the allocation of resources, and the establishment of clear milestones and indicators of success.

Lastly, the strategy emphasizes that disaster management is a collective responsibility. It is not just the duty of the government or specific agencies but involves every stakeholder, including communities, non-governmental organizations, international partners, and the private sector. This collective effort is crucial because the challenges are vast, and no single entity can address them in isolation.

In conclusion, the strategic plan is a beacon of hope and a clear indication of Somalia's resolve to build a disaster-resilient future. It reflects the lessons of the past, addresses the challenges of the present, and lays a solid foundation for a prosperous and secure future.

## ANNEX: Proposed Offices and Office Holders

| Office/Department/Unit                             | Position   | Number of Posts |
|--|--|-----------------|
| <b>Commissioner</b>                                | Commissioner   | 1               |
|  | Executive Assistant to the Commissioner                                  | 1               |
|  | Administrative assistants  | 2               |
|  | Executive Drivers  | 2               |
| <b>Deputy Commissioner</b>                         | Deputy Commissioner  | 1               |
|  | Executive Assistant to the Deputy Commissioner                           | 1               |
|  | Administrative assistants  | 2               |
|  | Executive Driver   | 2               |
| <b>National Emergency Operations Centre - NEOC</b> | Managing Director, NEOC  | 1               |
|  | Administrative assistants  | 2               |
|  | Executive Driver   | 1               |
|  | Deputy Managing Director, NEOC   | 1               |
|  | Administrative assistant   | 1               |
|  | Executive Driver   | 1               |
|  | Steering Committee and FMS Representatives                               | TBC             |
|  | NEOC Secretariat (including SEOCS and DEOCS)                             | 1               |
|  | Board Members ( <i>Number to be based on the agency's requirements</i> ) | 7               |
| <b>Directors</b>                                   | Board Secretary  | 1               |
|  | Board Support Staff  | 2               |
|  | Secretary General  | 1               |
| <b>Secretary General</b>                           | Administrative Assistant   | 1               |
|  | Protocol Officers  | 2               |

| <b>Office/Department/Unit</b>                | <b>Position</b>                | <b>Number of Posts</b> |
|--|--------------------------------|------------------------|
|  | Driver                         | 1                      |
|  | Support Staff                  | 1                      |
| <b>Resource Mobilization Unit</b>            | Head of Unit                   | 1                      |
|  | Resource Mobilisation Officers | 3                      |
|  | Donor Relations Specialist     | 2                      |
|  | Support Staff                  | 1                      |
| <b>Internal Audit Unit</b>                   | Head of Unit                   | 1                      |
|  | Internal Auditors              | 2                      |
|  | Audit Assistants               | 3                      |
|  | Support Staff                  | 1                      |
| <b>Admin and Finance Department</b>          | Deputy Director                | 1                      |
|  | Technical Advisor              | 1                      |
|  | Support Staff                  | 1                      |
| <b>Accounting and Budget Control Section</b> | Head of Section                | 1                      |
|  | Finance Manager                | 1                      |
|  | Accountants                    | 6                      |
|  | Budget Analysts                | 3                      |
|  | Support Staff                  | 1                      |
| <b>Asset Management Section</b>              | Head of Section                | 1                      |
|  | Asset officers                 | 2                      |
|  | Asset Clerks                   | 5                      |
|  | Support Staff                  | 1                      |
| <b>Procurement and Logistics Section</b>     | Head of Section                | 1                      |
|  | Procurement Officers           | 3                      |
|  | Logistics Officers             | 3                      |
|  | Support Staff                  | 1                      |

| <b>Office/Department/Unit</b>                                 | <b>Position</b>           | <b>Number of Posts</b> |
|---|---------------------------|------------------------|
| <b>ICT Department</b>   | Deputy Director           | 1                      |
|   | Technical Advisor         | 1                      |
|   | Support Staff             | 1                      |
| <b>Digital Media and Production Section</b>                   | Head of Section           | 1                      |
|   | Digital Media Specialists | 2                      |
|   | Graphic Designers         | 2                      |
|   | Support Staff             | 1                      |
| <b>Technical Support Section</b>                              | Head of Section           | 1                      |
|   | IT Support Specialists    | 2                      |
|   | IT Officers               | 6                      |
|   | Support Staff             | 1                      |
| <b>Communications, Public Relations and Publicity Section</b> | Head of Section           | 1                      |
|   | Communications Officers   | 3                      |
|   | Public Relations Officers | 3                      |
|   | Support Staff             | 1                      |
| <b>HRM Department</b>   | Director                  | 1                      |
|   | Technical Advisor         | 1                      |
|   | Support Staff             | 1                      |
| <b>Recruitment, Appraisal, and Payroll Management Section</b> | Head of Section           | 1                      |
|   | HR Officers               | 4                      |
|   | HR Analysts               | 2                      |
|   | Support Staff             | 1                      |
| <b>Staff Training and Capacity Building Section</b>           | Head of Section           | 1                      |
|   | Training Coordinators     | 2                      |
|   | Support Staff             | 1                      |

| <b>Office/Department/Unit</b>                          | <b>Position</b>               | <b>Number of Posts</b> |
|--|-------------------------------|------------------------|
| <b>Disaster Risk Reduction Department</b>              | Director                      | 1                      |
|  | Technical Advisor             | 1                      |
|  | Support Staff                 | 1                      |
| <b>Recovery, and Risk Reduction Section</b>            | Head of Section               | 1                      |
|  | DRR Specialist                | 2                      |
|  | DRR Officers                  | 3                      |
|  | Support Staff                 | 1                      |
| <b>National Multi-hazard Early Warning Section</b>     | Head of Section               | 1                      |
|  | Early Warning Specialists     | 3                      |
|  | Early Warning System Officers | 4                      |
|  | Support Staff                 | 1                      |
| <b>GIS and Remote Sensing Section</b>                  | Head of Section               | 1                      |
|  | Data Manager                  | 1                      |
|  | Data Analysts                 | 4                      |
|  | Support Staff                 | 1                      |
| <b>Disaster Research and Training Section</b>          | Head of Section               | 1                      |
|  | Research Coordinators         | 3                      |
|  | Training officers             | 3                      |
|  | Support Staff                 | 1                      |
| <b>Disaster Resilience Department</b>                  | Director                      | 1                      |
|  | Technical Advisor             | 1                      |
|  | Support Staff                 | 1                      |
| <b>Durable Solutions &amp; Camp Management Section</b> | Head of Section               | 1                      |
|  | Camp Management Coordinator   | 4                      |
|  | IDP Solutions Specialist      | 4                      |
|  | Refugee Officers              | 5                      |

| <b>Office/Department/Unit</b>                  | <b>Position</b>                 | <b>Number of Posts</b> |
|--|---------------------------------|------------------------|
|  | Support Staff                   | 1                      |
| <b>Food &amp; Nutrition Security Section</b>   | Head of Section                 | 1                      |
|  | Nutrition Specialists           | 5                      |
|  | Food Security Analysts          | 5                      |
|  | Support Staff                   | 1                      |
| <b>Disaster Resilience Section</b>             | Head of Section                 | 1                      |
|  | Disaster Resilience Specialists | 2                      |
|  | Support Staff                   | 1                      |
| <b>Humanitarian Affairs Department</b>         | Director                        | 1                      |
|  | Technical Advisor               | 1                      |
|  | Support Staff                   | 1                      |
| <b>Store and Stock Management Section</b>      | Head of Section                 | 1                      |
|  | Store Managers                  | 4                      |
|  | Store Clerks                    | 4                      |
|  | Support Staff                   | 1                      |
| <b>Tax Exemption Section</b>                   | Head of Section                 | 1                      |
|  | Tax compliance officers         | 4                      |
|  | Support Staff                   | 1                      |
| <b>Humanitarian Relief Response Section</b>    | Head of Section                 | 1                      |
|  | Humanitarian Relief officers    | 4                      |
|  | Support Staff                   | 1                      |
| <b>Planning and M&amp;E Department</b>         | Director                        | 1                      |
|  | Technical Advisor               | 1                      |
|  | Support Staff                   | 1                      |
| <b>Information and Data Management Section</b> | Head of Section                 | 1                      |
|  | Data Manager                    | 1                      |

| <b>Office/Department/Unit</b>                     | <b>Position</b>                    | <b>Number of Posts</b> |
|---|------------------------------------|------------------------|
|   | Data Analysts                      | 4                      |
|   | Support Staff                      | 1                      |
| <b>Legal and Policy Section</b>                   | Head of Section                    | 1                      |
|   | Legal Advisors                     | 3                      |
|   | Policy Analysts                    | 3                      |
|   | Support Staff                      | 1                      |
| <b>Planning Section</b>                           | Head of Section                    | 1                      |
|   | Planning Officers                  | 4                      |
| <b>M&amp;E Section</b>                            | Head of Section                    | 1                      |
|   | Monitoring and Evaluation Officers | 4                      |
|   | Support Staff                      | 1                      |
| <b>Mainstreaming Gender and Human Rights Unit</b> | Unit Leader                        | 1                      |
|   | Gender mainstreaming Specialist    | 1                      |
|   | Human Rights Advocate              | 1                      |
|   | Vulnerable Groups Specialist       | 1                      |
|   | Climate mainstreaming Specialist   | 1                      |
|   | Support Staff                      | 1                      |
| <b>Regional Offices</b>                           | State Coordinators                 | 6                      |
|   | State support Staff                | 12                     |
|   | District Coordinators              | TBC                    |
|   | District Support Staff             | TBC                    |
| <b>TOTAL</b>                                      |                                    | <b>278+</b>            |

