



THREE (3) YEAR

STRATEGIC PLAN
2020 - 2022

CONTACT DETAILS

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Executive Summary

In accordance with the strategic plan set out for the coming three year, starting from this month of February 2020 – February 2022, the organization shall ensure the achievement of its set goals and strategies through regular monitoring and evaluation and in line with all its partners' consultation and participation. Certainly last year the organization had achieved almost every task of its set strategies without any obstacle.

SODEN in collaboration with Mutual Corporation both local NGOs and other international organizations, the Federal Government of Somalia, the private sectors and the international donors shall focus on the implementation support to the people with disabilities as well as their family members. Last year it provided its services to over 115 households of the people with disability. This strategy formulates a pathway for the upcoming three years of goals and strategies achievements. As usual SODEN shall upgrade its services to Somali citizens with disability and other special needs in other word. As indicated in this strategic plan, SODEN organization shall extend its services as an outreach approach and mobilize this group of community it serves.

The organization shall initiate a work plan which shall interpret the entire of this strategic plan. For instance, the goals of this strategic plan have to be ensured through a work plan built on a clear SWOT analysis. At its areas of intervention, in the advocacy shall initiate a protection program for all the rights of the people with disability. SODEN shall also initiate an educational program to empower the people with disability and their family members. Professional vocational training shall be given to them to increase their daily income and reduce the level of the fear of poverty. Legal aid program shall also be provided to them at all level of protection against unfair treatment against them. Finally, a humanitarian aid program being one of our major fields of operation and mission, SODEN shall initiate humanitarian aid of all kinds medically, relief food distribution, health service assistance and more shall be carried out in the coming years.

Finally this strategic plan initiates all activities and tasks in all areas of operation of SODEN organization which helps and supports the people with disability and their family members. The members of the Board of Directors of SODEN have read and approved it as the plan for the coming three years. It is expected that this strategic plan shall extend the previous tasks and activities of the organization and it has to be followed as it is set as a guideline.

*Authorized and Approved By the Board of Directors
On Date:- 5th February, 2020*

1.0 INTRODUCTION

1.1 Who We Are

Somali Disability Empowerment Network (SODEN) is registered largest network non-profit, non-governmental organization that assists the people with disability to build better lives through social integration, Human rights advocacy, skills development and useful representation in all aspects of life.

SODEN was founded by individuals that have faced the real challenges of having a disability and who have been touched by the success of other members of this group in their professional and social life. In an effort to replicate that success in the rest of the community, the idea of establishing a unique organization with a certain perspective sprung.

1.2 Where we work

The organization operates in Somalia as a membership based organization. Based in Mogadishu. SODEN has representatives in some regions of Somalia.

SODEN's Vision and Mission

1.3 Vision

To see the people with disabilities participating in every aspect of the social, professional, economic and political lives in Somalia.

1.4 Mission

To provide a platform for people with mobility disabilities to develop the confidence to lead an independent, sustainable, social and professional lives through awareness campaigns, education, skills development, disability rights advocacy, social integration and employment generation.

1.5 Our Principles and Values

Our principles help guide us in what we want to achieve. Our work is focused on our three principles: -

- *Positivity*

Positive Approach. We are a solutions focused organization. We want to hear what is working well and what is not working to approach the issues in a positive way.

- *Promotion*
Promoting Equality. We are a proactive and media aware organization. We look to promote good/best practice and achieve a greater awareness of disability equality and accessibility across Somalia.
- *Partnership*
Partnership-focused. We are a collaborative organization. We work with partners across all sectors to achieve real measurable change across Scotland with regard to access and equality.

1.6 Our Values

We have core operating values that influence the culture and public image of SODEN as an effective community-based organization serving a wide variety of individuals.

- Putting disabled people at the heart of our work
- Making things happen
- Leading in our field
- Responsiveness
- Respectfulness
- Partnerships and Interdependence
- Equality
- Non partisan
- Advocacy
- Diversity
- Financial Sustainability and Honesty
- Caring Attitude
- Transparency and Integrity

We want all disabled people to enjoy basic rights and freedoms in an inclusive Somalia, in line with the Somalia Government's Human Rights Act. This Strategic Plan identifies how SODEN will embed human rights in our work, by taking forward many of the commitments made in our SP 2020-2022.

1.7 SODEN's DNA (Skills and expertise)

SODEN is involved in a wide range of work on a local, regional and national level. We work to bring real change to the lives of disabled people. We want to inspire and to motivate others to be inclusive and informed in their attitudes towards disabled people and to bring the message of equality to all. Our aim is to develop and promote Access and Inclusion. We are specialists in Access and Inclusion knowledge, information, and advice.

1.8 SODEN's Role

SODEN is the leader in identifying needs and bringing together resources and services for all disabled people in Somalia to support full long-term community inclusion and participation. Specifically, SODEN: -

- raises the morale and confidence of the people with disabilities
- promotes the equality of the people with the disabilities to those without the disabilities and eliminate the disability stigma
- creates awareness relevant to the social issues and rights of the people with disabilities
- researches and keeps statistics on the issues of the people with disabilities
- creates employment opportunities by lobbying the private and public sectors
- creates a culture of volunteerism to cultivate support for the people with disabilities
- promotes the benefit of disabled people in Somalia by encouraging communication between disabled people and national and local organizations concerned with the inclusion of disabled people in society;
- advances the education of the public about disability;
- leads a collaboration of providers and community organizations and programmes (including non-disability resources) in Somalia, as appropriate, in identifying needs and gaps in services;
- directly provide services that fill these gaps;
- gauges and captures feedback from our members on a wide-range of issues through our system of consultations

1.9 Our Stakeholders

SODEN's projects and initiatives touch many aspects of the society. Our stakeholders include:

- Disable People Organization (DPOs)
- Parents who have disabled kids
- Public institutions

- Business sector
- Education sector
- Ministry of Human rights and women
- Ministry of Labor
- Local and international NGOs

2.0 STRATEGIC PLANNING

2.1 Goals, Objectives and Strategies

In setting out this strategy, SODEN has purposefully set the following objective and goals to be accomplished in the coming three years period.

- *To raise the moral and self-confidence of the people with disability by encouraging them through empowerment.*
- *To promote equality among others with the other community groups with the people with disability through social welfare and social integration promotion*
- *To create awareness relevant to the social issues and rights of the people with disabilities*
- *To research and keep statistics on the issues of the people with disabilities*
- *To create employment opportunities by lobbying the private and public sectors*
- *To create a culture of volunteerism to cultivate support for the people with disabilities*

2.2 Areas of Intervention

The Somalia Disability Network (SODEN) currently carries out an intervention program in the following areas. The organization also focuses on the following areas to achieve its vision of disability equality and social assimilation.

Intervention Areas	Actions
(i) Advocacy programs	<p>SODEN focuses on an advocacy program for the people with disability in order to protect their rights as people with special needs through human rights advocacy considering the UDHR adopted on 10th December, 1948 with its articulated rights and freedoms for every human being having the right to exercise them regardless of race, culture, religion, belief, color even personal features. SODEN beliefs no discrimination for people with disability. In this way the following key notes are the general highlights for SODEN:-</p> <ul style="list-style-type: none"> ▪ <i>Awareness campaigns targeted at the people with disabilities to raise their morale and confidence</i>

	<ul style="list-style-type: none"> ▪ <i>Social integration campaigns addressed at the general public to educate them about disabilities and eliminate the handicap stigma</i> ▪ <i>Campaigns targeting the employment organizations and companies to remind them about the rights of the people with disabilities to get employed</i> ▪ <i>Encouraging the building-owners, banks, companies and public service agencies to consider accessibility for the people with disabilities as a priority</i> ▪ <i>Provision of special accommodation for the people with disabilities in their place of employment</i>
<p>(ii) Education and empowerment</p>	<p>In order to reduce the level of poverty among the people with the disability or with special needs, SODEN sets strategies to empower them by building their capacity of education. This strategy opens doors for the people with disability to have equal employment opportunity with the others, be competent in the job market, and ensure that the people with disability have the skills and professionalism as the others. SODEN strives to provide them with:-</p> <ul style="list-style-type: none"> ▪ <i>Education and establishment of physically challenged individuals and people with disabilities</i> ▪ <i>Facilitation of equipment to enhance the mobility of the people with disabilities</i> ▪ <i>Provision of scholarships for the people with disabilities</i> ▪ <i>Creation of employment opportunities for the people with disabilities</i> ▪ <i>Research and publications on disability issues</i>
<p>(iii) Humanitarian Aid programs</p>	<p>SODEN as it is has one its major areas of operation focuses on delivering humanitarian aid services to the families of the people with disability. SODEN has prepared a plan to distribute food aid, generate micro finance, and provide health assistance, and rehabilitation program for the people with disability through physio-therapeutic. The following are the set strategies for humanitarian services SODEN intends to deliver:-</p> <ul style="list-style-type: none"> ▪ <i>Food distribution to the family with disability</i>

	<ul style="list-style-type: none"> ▪ <i>Income generation and micro finance for people with disability</i> ▪ <i>Health assistances</i> ▪ <i>Rehabilitation services</i>
(iv) Legal Aid	<p>SODEN as an organization that stands to support people with disability, it helps in providing legal aid to the people with disability through promotion of equality, protection of their rights, preventing them against unfair treatment, unlawful act and any other illegal action against them. SODEN focuses on the following area of legal aid provision to the people with disability:-</p> <ul style="list-style-type: none"> ▪ <i>legal awareness</i> ▪ <i>legal mobilization</i> ▪ <i>law reform and a variety of strategic and preventive services</i> ▪ <i>promote equal access to justice</i> <p>We understand that doing all this requires the mobilization of the communities and organizations to do their share of the work. SODEN will establish and maintain good relations with the private and public sector to coordinate employment opportunities and raise funds to support the organization's initiatives.</p>

3.0 HOW WE WILL ACHIEVE OUR STRATEGIC OBJECTIVES

3.1 OVERVIEW

a. Strengths

SODEN's key strengths include the organization's demonstrated ability to provide high quality, necessary services, which help disabled people live a fuller life in the community. Staff are committed, and the services and programs offered are monitored for quality. When there is a challenge, the organization meets it through innovation. SODEN has an excellent reputation and is looked to by other service providers as a leader.

b. Weaknesses

SODEN has been through a period of staff and structural change. We believe a perception exists among other organizations that SODEN operated with inconsistent practices and did not work jointly with other organizations. Staff are working proactively to meet with as many partner organizations as possible to allay any concerns and identify ways to work together.

c. Opportunities

The opportunities considered most important for SODEN to focus on in the coming years include:-

- Build our financial reserves.
- Building innovative projects and programmes
- Develop our research capacity. This could include new areas of work for us, specifically in hate crime, an issue that is under-reported for disabled people. We wish to raise awareness of hate crime, how it can be recognized and reported and the consequences for those who commit hate crime.
- Exploring new collaborations, such as with Somalia police, etc.
- Retaining our current services
- Build and support our key relationships.

d. Wider opportunities - Partnership working

SODEN will seek out and establish new, relevant partnerships through which our work can be promoted. We will also continue to work closely with a number of organizations to ensure continued growth and strengthening of our joint working.

We will work together with our partner organizations to promote the voice of disabled people wherever possible.

e. Threats

The threats considered most important to SODEN directly include:-

- Dependence on funding partners. This means that SODEN needs to assess the real demand for its services and be prepared to explore other opportunities for generating revenue. This might include introducing a membership fee with different rates for individuals, group and organizations / corporate memberships, with the option of becoming a sponsor of the organization.

Wider threats include:-

- The ageing population, which includes ageing disabled people and ageing caregivers.
- There are a lot of non-profits in the country and volunteers and donors may not be engaged forever with a single service provider.
- Employment for disabled people, especially in bad economic times, gets very difficult.

- Rising / high economic times and housing prices make affordable accessible housing, increasingly difficult to find and maintain.

4.0 SODEN's PROGRAMS SUSTAINABILITY

SODEN is determined to implement this strategic plan during the proposed three (3) years 2020– 2022. However the implementation of the plan demands enormous human, physical, financial and other types of resources. SODEN works diligently towards mobilizing these resources to ensure proper and timely implementation of all the proposed activities.

The organization owes its existence to its members, coming from varied backgrounds that are committed to realizing the organization's vision, mission and goals. These members actively participated in the development of this strategic plan and it's therefore expected that they will actively participate in the implementation of all the activities proposed in this document.

All projects will be implemented where members and communities have been organized and have shown a lot of interest in the ideals of the organization. This will enhance sustainability of projects once SODEN has completed project implementation. This approach of undertaking demand driven projects coming from the grassroots will promote local resource mobilization and utilization by the local communities.

The Friends of SODEN constitute members with different professional backgrounds who have been and will continue being committed to supporting the organization and its activities.

There are plans to step-up membership registration. Collaboration and networking with other local and international development agencies and with the private sector will be sought with increased intensity. Frequent stakeholders meetings and workshops will be organized to explore how members will participate more effectively in the implementation of the strategic plan.

The Organization's Board of Management meets quarterly to monitor and evaluate the implementation of the strategic plan and resource mobilization and makes appropriate plans of Action. The proposed action plans will be implemented by the members through coordination of the secretariat.

5.0 RISKS AND ISSUES

The implementation of the organization's goals and objectives will depend on availability of resources from local and International bodies. If this is not realized, then the whole project would be in jeopardy.

Harmful cultural practices such as FGM are culturally entrenched in the Somali culture therefore this would be a challenge to those who still adhere to it. The assumption would be that SODEN will continue to get support through the members, local, regional and national administrations.

HIV/AIDS as a cross-cutting issue has had its effects already evident in the various CBOs that SODEN is working with. This has pushed disabled groups and children orphaned into the streets and into labour. This is a phenomenon that is threatening to undo the good work already done.

The cooperation of the local authorities, religious leaders and community elders within the Mogadishu has been very encouraging.

6.0 CONCLUSION

Finally this strategic plan was approved by the BOT for SODEN on 5 Feb, 2020. It sets out a clear pathway and guideline that the organization shall use it as a tool and mechanism to properly manage the tasks ahead in the upcoming three year of hardship and making a lot of changes in the process of the implementation of the organization's future projects. This strategic plan initiates mutual corporation with the partners and other organizations affiliated with SODEN. The tasks and activities shall be extended through community mobilization and contribution by all private sectors and international organizations that are partners with SODEN. As stated SODEN shall help protect every Somalia individual citizen with disability and or with special needs regardless of their race, gender, group and whatsoever. SODEN promotes equality among the people with disability and others as our stakeholders. SODEN appreciates your contribution and participation in this voluntary work as community support approach.