

AADS Strategic Plan 2019-2023



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FORWARD

Strategic planning is at the foundation of an organization's activities which sets out where the organization is heading and why it's heading there. Agency for Assistance and Development of Somalia (AADS) developed its first strategic plan in 2014, which enabled Agency for Assistance and Development of Somalia (AADS) to contribute toward empowerment of disadvantaged communities and improves quality of lives through implementation of projects in areas such as health, education, sustainable socio- economic development, human and women's' rights.

Given the recent progress in Somalia's socio-political status and changing business environment which provide a range of opportunities, as well as, a number of challenges in the business sector, Agency for Assistance and Development of Somalia (AADS)'s previous great achievements and lesson learned, highlighted the need for extensive review and revision of the plan in order to adapt the right innovative strategies and approaches for the organization to seize the opportunities, overcome the challenges and ensure Agency for Assistance and Development of Somalia (AADS) helps the communities to achieve lasting positive changes in their lives.

This strategic plan was developed with Board Directors member and staff involvement and guidance from the Board of Directors of Agency for Assistance and Development of Somalia (AADS). The plan provides Agency for Assistance and Development of Somalia (AADS) with a five-year roadmap for support services and institutional development.

Taking in to consideration the rapid changing business environments and in order to ensure the main objectives of the plan are achieved, Boards of Directors and staff will oversee the progress quarterly and will review and update the plan annually as needed.

The Board of Directors of Agency for Assistance and Development of Somalia (AADS) wishes to acknowledge and thank all donors, Agency for Assistance and Development of Somalia (AADS) board of directors, and staff and volunteers whose financial assistance, administrative/logistic support and technical input make it possible to successfully carry out the exercise and develop the plan. The Board also wishes to thank the three consultants, Mr. Mohamed Abdullahi, Amino Nur and Professor Abdi Hashi for their facilitation of the strategic planning process and guidance provided in conceptualizing the approaches and issues contained in the plan.

1. EXECUTIVE SUMMARY

From 05 – 10 January 2019, Agency for Assistance and Development of Somalia (AADS) held a strategic planning retreat in Mogadishu-Somalia to allow six days of focused attention to the process. The workshop was facilitated by three consultants (both also members of the Board) and provided a platform for extensive consultations between Board of Directors, senior management, and field staff. The intensive participatory exercise enabled the Agency for Assistance and Development of Somalia (AADS) team to review its previous strategic plan, determine the extent to which it was useful and implementable, and decide in what ways the new plan should be different to ensure it was an implementable planning and management tool.

The strategic planning exercise allowed the participating Agency for Assistance and Development of Somalia (AADS) team to review the mission and goals so that they better align with aspirations for the future, and come up with specific directions for a practical action plan that can be used for annual planning in the next five years.

The three main directions determined as areas of focus for the next five years include **geographic expansion, diversification of areas of focus and funding sources, and standardization of institutional capacity**. The mission and vision have been reviewed and goals and objectives set.

Agency for Assistance and Development of Somalia (AADS) also plans to initiate its first steps toward better change into the health & nutrition, education, social-economic support, supporting small scale business set up and etc. Over its decade-long journey, Agency for Assistance and Development of Somalia (AADS) has gained expertise in the areas of community development and community- based integrated service delivery, namely health & health related projects, community education, agriculture, and believes it is well positioned to explore opportunities for establishing and replicating these successful models in similar contexts in developing countries in the region or elsewhere.

This plan will guide Agency for Assistance and Development of Somalia (AADS)'s future intentions and progression in terms of institutional development, services, projects and activities. It reaffirms the organization's ambitions in terms of maintaining existing services as well as developing new ones in response to the existing and emerging needs of the communities. At the same time Agency for Assistance and Development of Somalia (AADS) plans to strengthen its fund raising and financial management capacity, and to promote transparency & accountability, and enhance its public image both at the national and international levels. These developments are expected to help sustain and diversify funding, and establish unrestricted core fund.

The following strategic plan is a working document that will be revised on an annual basis. All departmental and staff annual plans will be dovetailed with it, and it will be consulted on all other occasions that organization priorities are set. All departments will also create annual work plans which link to this strategy; they are available to be viewed on request.

The document includes Agency for Assistance and Development of Somalia (AADS)'s values, principles, structure, uses a strategic analysis to identify positive factors both within the organization and in the wider business environment. The document also outlines the main strategic actions needed to achieve the intended objectives and goals, and provides direction to achieve each of them.

2. ORGANIZATIONAL BRIEF AND HISTORY

Agency for Assistance and Development of Somalia abbreviated as AADS is defined as nongovernmental, non-political, non-partisan and nonprofit making organization, flexible and committed to provide humanitarian programs answering to the community's basic needs relevant on the current situation in Somalia. Agency for Assistance and Development of Somalia-AADS is an open to all without distinction of origin, race, color or creed, in accordance with the purpose of Agency for Assistance and Development of Somalia-AADS inception and its existence.

The Agency for Assistance and Development of Somalia-AADS is operating in Somalia particularly South West State, Jubaland State and Banadir region. The organization was established on 02/03/2008. Therefore Agency for Assistance and Development of Somalia-AADS was founded by a professional group of people from the different parts of the Somali society living inside and outside of the country.

The main reason of its foundation was under difficult circumstance of development of the social services based on the unity and incorporation (amalgamation) of the Somali society and encourages the existence of never-ending peace through capacity building and constant orientation towards the human rights and protection.

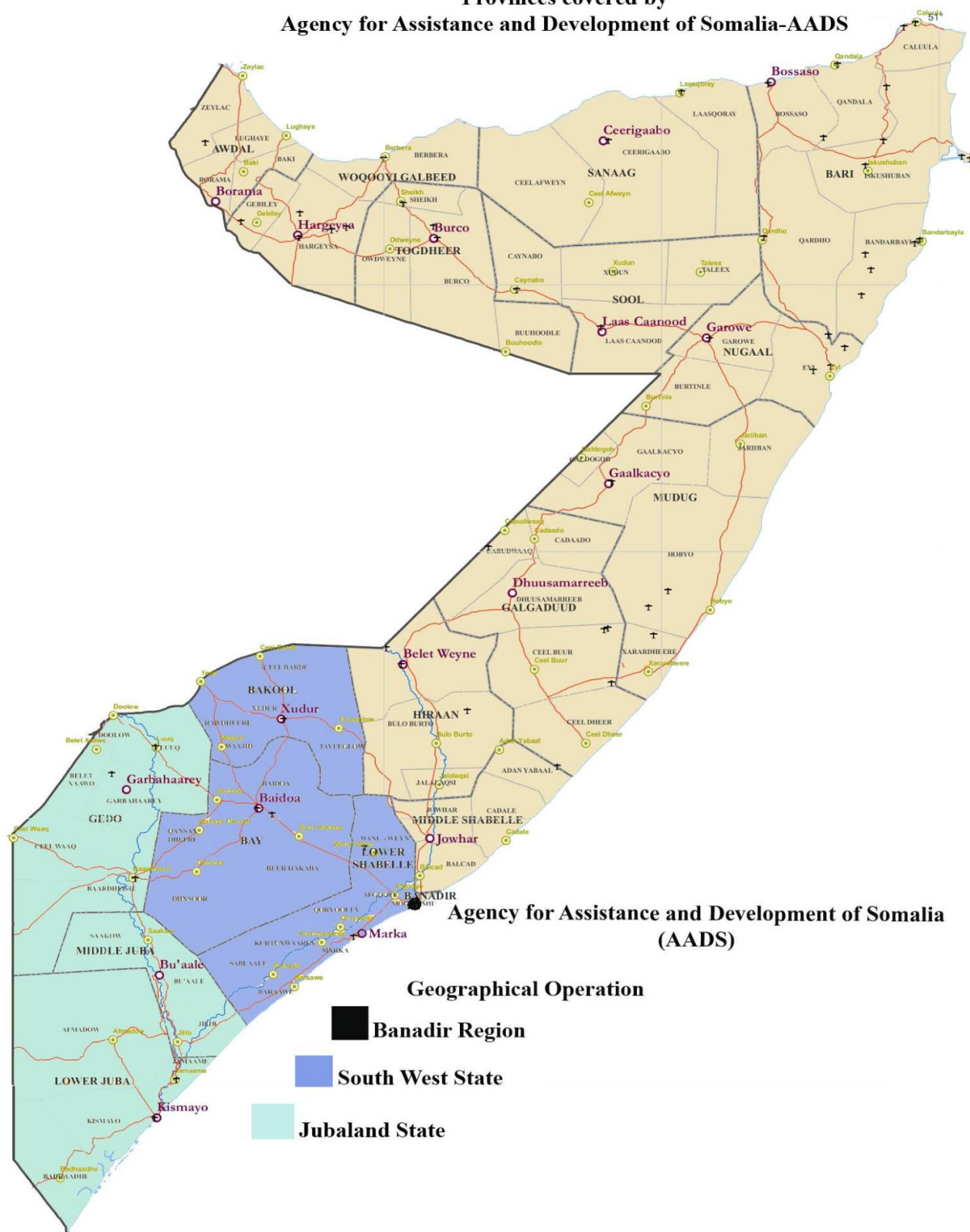
Agency for Assistance and Development of Somalia-AADS organization refrains to involve politics and all can trouble the social development like the conflict, tribalism and etc.

Agency for Assistance and Development of Somalia-AADS is mandated to carry out activities reflecting to its mission, goals and vision, for social development. The NGO is entitled to improve the quality of education, create chances to educate more students and generate peace and development through education. AADS puts on emphasis working with local targeted communities to overcome ignorance, diseases, hunger, poverty, injustice and inequality in a context that suits to Somalis.

Agency for Assistance and Development of Somalia-AADS is mainly focused on education, health and nutrition, emergency relief and rehabilitation, livelihood, mother health care for communities in operational regions. Agency for Assistance and Development of Somalia-AADS has built its reputation at grassroots level as a visionary organization capable of working with communities mutually to alter the current course of conflicts and disempowerment at communal and individual level in the regions.

Agency for Assistance and Development of Somalia-AADS is registered as local NGO under the law of Somali Republic. It has offices in the capital city of Mogadishu as well as Bay Region. Agency for Assistance and Development of Somalia-AADS believes in cooperation in general, Cooperation with local communities and target beneficiaries at primary levels; and International organizations at secondary second level. For the qualified human resource personnel Agency for Assistance and Development of Somalia-AADS puts on emphasis to hire and select the best qualified applicants that may contribute to the achievements of the organizational vision, mission and goals.

**Provinces covered by
Agency for Assistance and Development of Somalia-AADS**



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Agency for Assistance and Development of Somalia-AAD has its headquarters in Mogadishu, and has 3 provincial offices that oversee its field activities. It has a total staff of 58 people (13% women), who represent diversity in gender, ethnicity, language and geographic backgrounds, and hence a truly representative Somalia identity. Its professional and senior management teams are composed largely of health care professionals with multiple years of experience in the public health and NGO sectors.

Quality improvement, strengthening financial management systems, gender equity & women empowerment and community development are among the main strategic directions reflected in “Agency for Assistance and Development of Somalia-AADS Strategic Plan 2014-2018”. Agency for Assistance and Development of Somalia-AADS intends to continue to invest in these areas and also establish new focus on further geographic expansion, diversification of areas of action and funding sources, and institutional development.

Agency for Assistance and Development of Somalia-AADS projects have been financially and technically supported by UNHCR, NRC, OXFAM NOVIB, AMNESTY INTERNATIONAL, UNICEF, UNPOS, SOMALI DIASPORA, UNFPA and T4H.

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Governance:

Agency for Assistance and Development of Somalia-AADS is governed by a Board of Directors representing various fields including public health, communication, and professional training. Board members serve on a volunteer basis for three years, and meet quarterly. Key responsibilities include setting overall organizational strategy, policy development, financial management, business planning, making key decisions, monitoring and oversight.

The Agency for Assistance and Development of Somalia-AADS Board of Directors is responsible for ensuring the organization has clear shared vision and aims, has effective strategies in place to achieve them, and that management is carrying out the day to day operations efficiently, ensuring that the roles and responsibilities of the board and management team of Agency for Assistance and Development of Somalia-AADS do not overlap.

The Board of Directors is solely responsible for the governance of the organization with focus on the following:

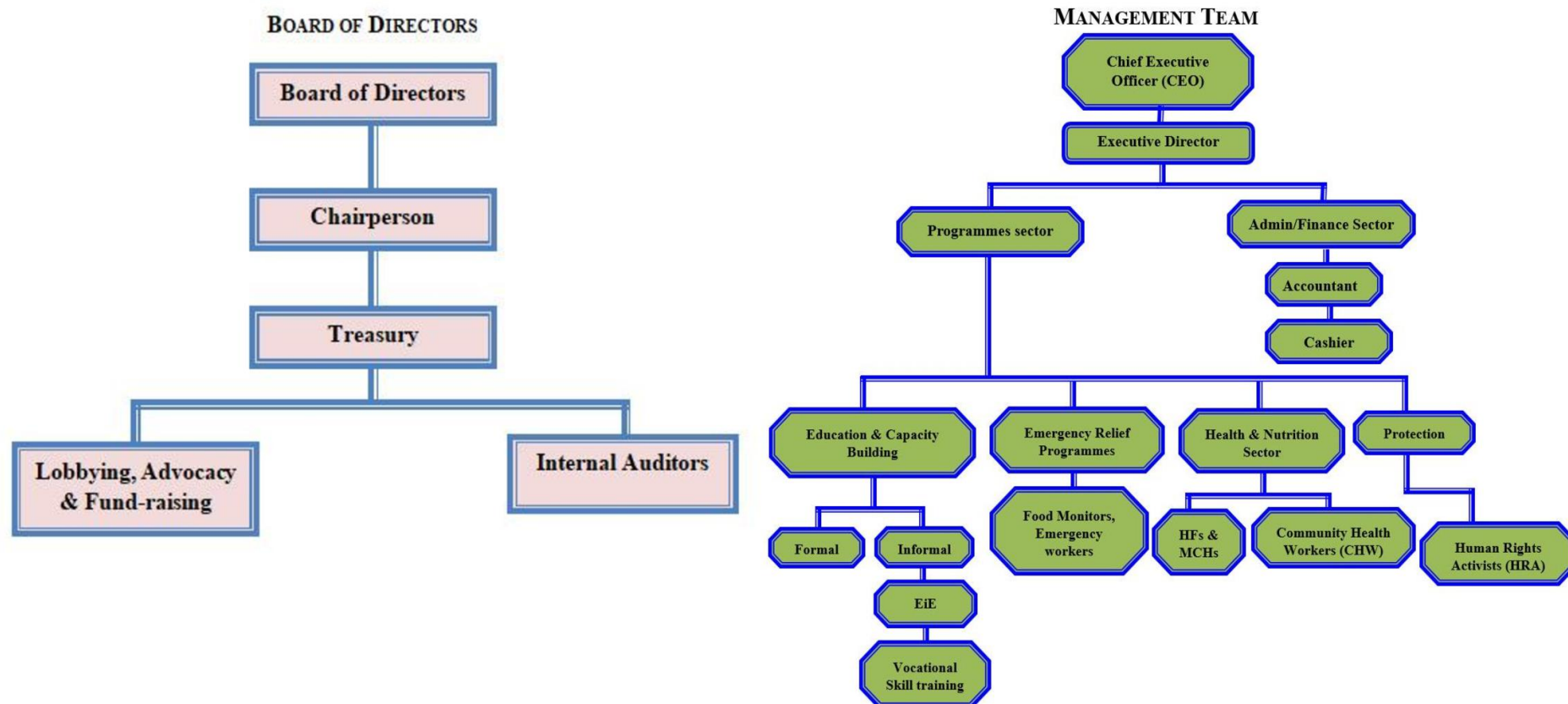
- Determining high-level strategy and policy;
- Overseeing the General Director's performance;
- Review performance of M&E and internal audit departments;
- Monitoring risk exposure;
- Oversee overall performance of the organization;
- Overseeing/facilitating expansion of the organization's activities;

Management:

The senior management team is supervised by the Board of Directors, and is responsible for day-to-day management of Agency for Assistance and Development of Somalia-AADS's operation and projects in the country. The management team is led by the General Director, supported by a Program Advisor, Program Director, Program Development Director, Finance Director , Head M&E, and Operation Manager. The senior management team is mainly responsible for:

- Developing policy and strategy and delivering the organization's plans and budget;
- Appointing managers/staff;
- Supporting governance decisions;
- Implementing Board decisions;
- Day to day management of the organization;
- Measuring performance;

Organizational Structure:



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Services:

Agency for Assistance and Development of Somalia-AADS is currently implementing projects in southwest state regions, Jubaland state regions and Banadir region. In collaboration with under stewardship Federal Republic of Somali and International and UN agencies, Agency for Assistance and Development of Somalia-AADS had a great role in reduction of maternal and child mortality rate through Basic Package Health Services (BPHS), Basic Emergency Obstetric and Newborn Care (BEmONC) and other health related projects. Agency for Assistance and Development of Somalia-AADS is committed to implement the target program activities, Agency for Assistance and Development of Somalia-AADS is also committed to address the gaps in the target provinces in Somalia, Agency for Assistance and Development of Somalia-AADS has approached funds from donors for implementation of appropriate projects.

3. SITUATIONAL ANALYSIS

Somali has entered the Transformation Decade, but progress in areas of peace, reconciliation, and security remain tenuous and dormant while Somalia undertakes critical political and security transitions. There is disconnect between the political level peace and reconciliation processes and the needs and capacities of communities, and there is a strong need to ensure that peace processes are not merely political but community-based and led, with sufficient mechanisms for civil society and population consultation and oversight.

Civil society has a large role to play in society, serving as a voice of the population, acting as a watchdog, holding the government accountable to its promises, and citizens to their civic responsibilities, and undertaking advocacy and awareness raising activities. Civil society has an even more critical role to play in the aftermath of conflict, where social relationships have become polarized and the government functioning is fractured and fragile. In this context, civil society actors can act as a channel for communicating the needs of the people, build bridges between groups, promote dialogue and reconciliation, and fill essential service gaps.

There is recurring emphasis that Somalia needs to develop capabilities to stand on its own, and that development of greater economic and political independence is a vital aspect of creating sustainable peace in the country. However, there is simultaneously, need for the international community to maintain a careful and reserved level of support, particularly financial and resource-based. There is also need to develop a carefully balanced regional dynamic, whereby neighboring countries do not exert or are perceived to exert a negative influence on Somalia's internal security.

In the current context the need for primary basic services such as health, education, economic development, and training far exceed the government's ability to respond to, thus reaffirming relevance of the role of NGOs like Agency for Assistance and Development of Somalia-AADS. The government's current strategy for partnering with NGOs, also translates into opportunity for non-governmental actors. The government's limited influence in areas controlled by anti-government groups also makes basic services inaccessible to the local populations. This is where an organization like Agency for Assistance and Development of Somalia-AADS will continue to be needed and relevant to ensure basic survival and health, nutrition, education, WASH, and livelihood needs of all Somali are met. Agency for Assistance and Development of Somalia-AADS's Somali and non-governmental identity, and its roots in the local culture make its presence and operation more acceptable to the communities even in some of the most

Its local identity, non- governmental status, as well as the knowledge and sensitivity of project staff to the local environment and culture, make Agency for Assistance and Development of Somalia-AADS an accepted and useful presence in its areas of operation.

Agency for Assistance and Development of Somalia-AADS has committed long-term donors in the Ministry of Public Health and has cultivated good working relations with authorities at the central government and sub-national levels. It is registered with the Ministry of Economy of Somalia, and works within the countries law. Agency for Assistance and Development of Somalia-AADS needs to expand its donor base and create synergies with local and international partners, and other line ministries.

Agency for Assistance and Development of Somalia-AADS needs to enhance its visibility within the existing civil society networks, to get an insider's view of current developments in the civil society environment, to be aware of changing dynamics in the fluid political situation in the country, and to get information about emerging opportunities with international partners and donors.

5. SWOT ANALYSIS 2016

PRIORITY STRENGTHS	PRIORITY WEAKNESSES
<ul style="list-style-type: none"> • Team work • Strong management team • Positive donor relations • Pleasant work environment, and Transparency • Qualified and dedicated staff, and donor need • Multiple donors, and high quality services • Staff loyalty • Performance-based promotions • Non-political identity • Established and experienced organization • Well known organization among stake-holders 	<ul style="list-style-type: none"> • No core funds and no plans for sustainable funding • Weak M&E and internal audit systems • No organizational knowledge management system • Inadequate policies and procedures • Lacks diversity in expertise • Insufficient documentation of success stories and lessons learned

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Qualified staff easily available • Donor interest • Continued International community interest / involvement • Donor trust • Extensive on-line publicity and networking opportunities • Increase in community demand • Tendency of the government and donors for contracting out projects 	<ul style="list-style-type: none"> • Unstable political environment • Unsustainable funding • Programs driven by donor priorities • Corruption • Donor reluctance to provide institutional funding support

6. VISION MISSION GOALS AND NEW STRATEGIC DIRECTIONS

Vision Statement: Envisions Empowered Communities and never-ending peace and development

Mission Statement: Supporting communities to achieve long term changes in the lives of families and individuals and attempt to peace and stability, reconciliation of the South/central Somali regions damaged by the civil wars, political crisis, food crisis and at the same time make their hearts to avoid each other through collaboration and cooperation among the communities in South/central regions of

Somalia. **Five-year goals:**

1. Strengthen organizational capacity in line with best practices for expanding geographic and service coverage.
2. Increase access of communities to integrated essential services that respond to complex needs

Guiding Principles and Values:

Agency for Assistance and Development of Somalia-AADS upholds a set of values, beliefs and principles that guide all activities and projects. Agency for Assistance and Development of Somalia-AADS Board of Directors members, management team at all levels, staff and volunteers embrace these values, which reinforce staff's commitment to working together and achieving common goals.

Guiding Principles:

- Inclusiveness and diversity
- Community-centered approaches and local solutions
- Multi-sector collaborations and cooperation
- Evidence-based decision-making and innovative responses
- Equal opportunities and special attention to marginalized groups
- Democratic governance
- Transparency and accountability

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AADS CORE VALUES:-

Respect: - We verify the dignity potential and involvement of participation, Donors, partners, staff and stakeholders.

Commitment: We labor together efficiently to save lives of the huge community. We believe to serve the stakeholders to the maximum output in its efforts.

Integrity: We act constantly AADS mission being Honest and transparent in what we do and say, and accept responsibilities for our collective and individual action.

Excellence: We constantly challenge ourselves to the highest levels of learning and performance to achieve greater impact.

Gender sensitivity: AADS is committed and has been committed in the aspect of gender balance, and actively involves women empowerment.

Credibility: the target community sees AADS as effective and reliable organization in service delivery.

Accountability: AADS believe the principles of the accountability and negative tolerance to corruption.

Strategic Objectives:

The following strategic directions are identified for AADS's growth in the next five years:

- Geographic Expansion within Somalia, and potentially outside the country
- Diversification of expertise and areas of intervention as well as funding sources
- Standardization of Institutional Capacity

The approaches that will be adopted are:

- Partnerships with international organizations
- Standardization of systems
- Induction of diverse expertise
- Strengthening organizational knowledge management, greater networking and enhancing public image

Goal 1: Strengthen organizational capacity in line with best practices for expanding geographic and service coverage.

Main Strategies:

- Diversify professional expertise through building partnerships and capacity building/training of staff, in order to deliver activities in at least one new area of intervention.
- Efforts to initiate at least one project in an existing area of expertise outside of Somalia, through working with a well-established/recognized international partner.
- Ensure financial sustainability through securing funds from multiple donors and expanding AADS's scope of work.
- Create core fund through better management of existing administrative costs, initiate social-enterprise activities or some form of public-private partnership for income generation, within the allowable legal framework for non-profits.
- Strengthen internal governance and implement robust institutional procedures and mechanisms to enable stability and expansion.
- Involve service providers in decision-making (bottom-up approach)
- Update the organizational operational capacity by using advance IT services in the areas of Personnel Management Systems, Advanced Financial / Accounting systems, such as Oracle financials, and build capacity in specific areas (purchase service, training staff, etc.)
- Promote visibility and more prominent public image for the organization by sharing AADS achievements and lessons learned regularly with communities and other stakeholders
- Hold International level conferences to bring together donor organizations and impress them with the need that we are meeting, and create relevancy in AADS's field of expertise and operations

Goal 2: Increase access of communities to integrated essential services that respond to complex needs.

Main Strategies:

- Expand Basic Package Health Services (BPHS), Basic Emergency Obstetric and Newborn Care (BEmONC) implementation to underserved communities
- Strengthen M&E systems at country, province, and district levels
- Enhance capacities at national and provincial levels for emergency preparedness and response to disease outbreaks and other disasters
- Improve capacity of service providers based on agreed standards
- Increase availability of female professional service providers through recruitment and/or retraining
- Involve communities in designing projects based on their needs, and identify needs for other essential services

7. ACTION PLAN

Using the determined goals and objectives, a clear and implementable action plan has been drafted, describing targets and activities for each year that will be indicative of progress in the predetermined strategic directions. The action plan is expected to assist with annual planning, and follows up, and will help the entire AADS team to feel confident about the direction the organization is headed, and their own specific role therein. It will enable follow up and change of strategy as and when needed, according to new developments, and facilitate monitoring and evaluation against clearly set targets and indicators.

Agency for Assistance and Development of Somalia-AADS executive team will report progress on the strategic plan to the Board of Directors and the General Assembly.

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8. MONITORING AND EVALUATION

The Board of Directors of the organization will determine how often and the extent to which they require reporting on developments against key indicators established during the strategic planning exercise. Monitoring will be done regularly and reported biannually at board meetings. Internal evaluations may be planned annually by the Board and executed by the Board or the executive team. The results of M&E will enable any necessary actions within the organization, to ensure it can achieve its goals.

9. CONTINGENCY PLANNING

Agency for Assistance and Development of Somalia-AADS recognizes the need for a contingency back up plan in case circumstances change drastically, and it is not possible to move ahead as per plan. A risk assessment both at the national and provincial levels will be planned, to identify potential risks (expansion of insecurity and fighting, decline of donor interest and shortage of fund, disasters etc.), and to devise strategies to address them. The board of trustees will require the executive team to work on national level planning, and provincial teams to do it at provincial level.

THE END



AGENCY FOR
ASSISTANCE AND
DEVELOPMENT OF
SOMALIA (AADS)

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visiting in our website and
interested in our Strategic
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