

## Table of Contents

1. A Word from the Chairlady.....	1
2. EACI Context .....	3
3. EACI Project/Program Interventions .....	5
4. The EACI New Threshold .....	6
4.1 EACI Strategic Outcome 1: EACI Increased Cooperation with UN Social and Economic Development Council .....	7
4.2 EACI Strategic Outcome 2: Increased the Resilience Capacity of People Affected by Recurrent Droughts .....	7
4.3 EACI Strategic Outcome 3: Increased solidarity and through increased social and economic inclusivity between host communities and IDPs .....	7
5. Recommendations.....	7



## 1. A Word from the Chairlady

The East Africa Consortium International (EACI) is working hard, and on an everyday basis to positively change the lives of people who suffered from violent and prolonged conflict. Through relief and rehabilitation, we want to restore hope. Our mandate, given to us by a large and committed constituency, leads us to people who often have lost all hope because of violent conflicts and natural disasters.

This Strategic Plan for the years 2017 – 2020 tells you more about East Africa Consortium International Organization, what we do and where we plan to go to, but it also tells you how we anticipate and prepare for changes to come; to keep working according to our mandate in a world to contentiously and swiftly changing.

The strategic planning document builds upon the former Strategic Plan while including new accents which emerge from our field experience and our observations of current developments. One is the integration of peacebuilding as a sector into our fields of expertise. In the last few years, we have realized that peacebuilding is a crucial aspect of hope and recovery in conflict-affected areas. Moreover, assistance to displaced persons in urban areas is also new. The numbers of people seeking safety in urban areas are huge, and their needs are significant.

I am proud of the fact that as EACI we are deeply motivated to respond to the above-mentioned crisis and to build the expertise that is needed for the specific kind of work we do. With the Disaster Response Unit, we have embedded flexibility into our organization. With our presence in the field, we continue to be strongly rooted in the areas and the communities where we work. We have a mission to support those who are in need and it is a joy to see the positive impact that we are making on the lives of many needy people.

EACI Chairlady

Kaha Ashkir Dirshe

## **2. EACI Context**

Inspired by our message of reconciliation and restoration of a broken world, we serve those affected by violent conflict and natural disasters. We do so by contributing to the realization of hope and restoration. We see this coming about where people can once again experience peace, justice, and mutual trust, and where they regain personal dignity and confidence. We act in line with and contribute to the perspective of God's, which is to advance reconciliation and restoration to its full potential, as visible signs of God's call to do justice and be faithful to those who need our support.

The mission of EACI is to provide and support the international community with the relevant information and analysis in the process of developing and promoting the social and economic well being the people who are affected by prolonged violent conflict and cyclic of drought situations. By actively collaborating and working with the international community, we contribute to the restoration of hope of damaged lives and livelihoods.

At the EACI the work we do at every level within the organization, we share all the values organizations that are united under the founding principles of the Economic and Social Council of the United Nations ECOSOC. We believe that all people are created equally and thus have the right to be respected and valued as human beings irrespective to race, religion, culture, and age. EACI strives for a just world in which people are treated with respect and with dignity. EAIC firmly advocate the social and economic well being of all the marginalized people while also advocating for sustainable peace and development.

The purpose of this strategic planning document is to attain the EACI organizational vision, objectives and mission in relation to the set achievable strategic outcomes for 2018 to 2021. The aim of the document is EACI to be a financially strong organization that accomplishes the very basic principles that were found the EACI, in which poverty is reduced as positive outcomes and in responses to the negative impacts of the prolonged violent conflict and recurrent of cyclic of droughts in Somalia. EACI plans to recruit more professionals that can deliver outstanding services in relation to closing gap needs on humanitarian, recovery and development needs of Somalia.

The process of this strategic planning document produced was based on looking into the future and the prospects of the EACI and through a long week workshop in December 2017. During the workshop, the central question was how to obtain sustainable funds and without deviation the organizational vision, the organizational core values, the organizational mission, and objectives of the EACI. It was stressed that the required and sustainable funds must contribute EACI to respond adequately to Somalia's relief, recovery and development needs. Hence, it was thoroughly examined the strengths and the weakness of the EACI in regard to outcomes, challenges, and the lessons learned of each implemented project and program.

In addition, during the workshop, and as an effective strategic planning document requires it was employed SWOT analysis technique in which the internal strength, weakness, opportunities and the Threat of the EACI was discussed. Furthermore, during the workshop, it was thoroughly reviewed with the EACI upper management that included the EACI Board of Directors, members of the EACI consortium and the EACI department managers.

Major themes discussed during the workshop included reviewing the political, the social and the economic changes of Somalia and how the EACI would deal on each issue. The review was based on various questions that support achieving the United Nations core values and through the ethical values of ECOSOC, which EACI is a permanent member.

On the political issues of Somalia it was asked: what are the current political realities and the anticipated political development that could affect the implementation of the prioritized activities under this strategic planning document. On the social and economic development of Somalia and in relation to the human security situation it was meticulously addressed possible issues that could have negative impacts working with the Internally Displaced People (IDPs) in Mogadishu IDP camps.

On the environment related questions, it was addressed how climatic changes could weaken the resilience and coping mechanisms the drought affected populations of the EACI. On the security and safety-related questions, it was addressed how it could impact the implementation activities prioritized in this strategic planning document. During the workshop was also addressed how the EACI would be able to address in the event of a new influx of IDPs that could come to Mogadishu and as direct result of increased fighting between Alshabaab and the Somali military armed forces.

During the workshop, it was further analyzed and agreed upon that the Somalia context in which EACI operates is a very volatile context that requires constant monitoring and through thorough conflict analysis framework. That's to say a framework which to analyze new conflict actors, dynamics and parameters of the conflict.

On the other hand, during the workshop previously implemented projects/programs by the EACI were examined. It has become clear that in order to pursue a sustainable social and economic development for 61, 739

IDPs that are direct beneficiaries of the EACI, the focus of the organization ought to be ensuring access to basic health, education and shelter and decent work, and creating greater employment opportunities for such IDPs.

It should be noted that the previously implemented projects/programs were lacking essential linkages and effective coordination of respective and relevant UN agencies thereby limiting positive outcomes of such projects and programs. Also, the documented lessons learned of the EACI show the need to blend more systematically the relief, recovery, and development-oriented interventions with the peacebuilding activities. Since Somalia has been in the midst of a violent and protracted conflict and has been dealing with successive droughts, during the workshop it was envisioned designing coherent programs that enhance the local peace capacities.

The peacebuilding approach of the EACI will be based on undertaking meticulous conflict analysis that will determine the appropriate and needed conflict resolution and conflict transformation activities. The foreseen strategy of the peacebuilding is that EACI undertakes conflict resolution and aims conflict transformation through good governance programs, strengthening livelihood activities, promoting health and education programs and creating employment opportunities for the marginalized youth and women groups.

### **3. EACI Project/Program Interventions**

Objectives of the EACI projects and programs are inlined with the United Nations Sustainable Development Goals (SDGs) in 2030 and thus geared towards the social and economic advancement of the EACI target beneficiaries. SDGs global agenda sets goals and through a transformative vision that calls for a world of free of poverty, hunger, disease and where all life can thrive. As direct result, it was examined the social and economic impacts on major implemented projects and programs and under the education, the health and nutrition, the protection, water, sanitation and hygiene, and livelihood departments of the EACI.

The expected outcome of the health and nutrition of the EACI interventions are reduced maternal and child mortality, reduction in malnutrition rates as well as prevention and control of communicable and noncommunicable diseases. Whereas the expected outcome livelihoods project/program interventions of the EACI are increased employment opportunities and decent work for IDPs and particularly the youth population. The expected outcome the education interventions of the EACI are increased availability and accessibility quality of education.

The expected outcome Water, Sanitation and Hygiene interventions of the EACI projects and programs is increased accessibility and affordability quality of drinking water and reduce waterborne diseases. And the expected outcome of the protection services of the EACI is reduced the social and economic vulnerability of marginalized groups that are direct beneficiaries of the EACI. The overall goal of all the EACI interventions in Somalia is to reduce abject poverty and through a socially and economically stable environment where more communities are resilient to environmentally related shocks including cyclic of droughts and floods.

To realize all the expected outcomes of all the EACI interventions the below new threshold was developed.

#### **4. The EACI New Threshold**

On the above preceding section of this document it was reported that through a weeklong workshop, the workshop has produced this strategic planning document for the EACI. The tool used to assess the internal organizational capacity of the EACI was through SWOT analysis assessing against political, social and economic dynamics of Somalia.

Consequently, in the process of responding to the humanitarian needs of the Somali people in the political, the social and economic changes of Somalia, it has become evident the need for EACI new threshold. That's to say a threshold without deviating the United Nation's core values of ECOSOC Council.

For the political dynamics of Somalia, through this strategic planning document, the EACI in line with ECOSOC core operational values, the EACI reaffirms its commitment to justice, social and economic development and the protection of all human rights as well as the protection of the environment. It should be noted that the threshold represents a new paradigm that connects relief, recovery and development interventions of the EACI. The new paradigm is necessitated by the need to align all the humanitarian and development interventions and as drastic measures to prevent the relapse to the violent conflict of Somalia.

The new threshold is also in line with on meeting set Somalia's new national plan that seeks to take place in harmonizing the reality on the ground and through increasing the government institutions capacity to positively change such reality to positive outcomes.

Thus, in essence, in the process of setting sustainable development, and in relation to the EACI operations, the threshold outlines for the below strategic outcomes:

1. Increased cooperation with all the UN agencies with the mandate of social and economic development
2. Increased the resilience capacity of people affected by recurrent droughts
3. Increased solidarity and through increased social and economic inclusivity between host communities and IDPs

The below indicators are the progress of the above-mentioned strategic outcomes:

1. 50 percentage EACI direct target beneficiaries ensured to healthy lifestyle
2. 50 percentage EACI direct target beneficiaries ensured access to quality of education
3. And 50 percentages of the EACI direct target beneficiaries ensured to basic shelter and enjoy greater acceptance by the host communities

#### **4.1 EACI Strategic Outcome 1: EACI Increased Cooperation with UN Social and Economic Development Council**

The purpose of setting strategic outcome 1 for the EACI is that ending extreme forms of poverty requires a universal social protection system that aims protecting the Somali people throughout their life cycle and in the process of reducing their vulnerability. Although Somalia has made significant progress in terms of setting place governmental institutions, Somalia to secure social protection for all its citizens will be a long way.

#### **4.2 EACI Strategic Outcome 2: Increased the Resilience Capacity of People Affected by Recurrent Droughts**

In Somalia, recurrent drought situations have hindered and slowed down possibilities for many drought-affected communities to make tangible economic recoveries and thereby kept producing increased internally displaced people with less protection. EACI objective for the strategic outcome 2 is to address the underlying causes of the recurrent droughts while at the same time addressing the urgent and pressing humanitarian needs of the drought-affected people.

#### **4.3 EACI Strategic Outcome 3: Increased solidarity and through increased social and economic inclusivity between host communities and IDPs**

New IDPs often upon arrival show enormous distress due to tensions that associate social erosion and a feeling of misplaced. This is combined the host communities' hostilities towards the newly arrived IDPs and due to the failed and pre-existing relations between the host communities and the IDPs. Thus, the purpose EACI setting strategic outcome 3 is based on addressing inequality in a comprehensive way that involves meeting the services of both host communities and the needs of the IDPs. The idea is reducing tensions arising from the social exclusion of both host communities and IDPs.

### **5. Recommendations**

In order to realize all the ideas presented in the new threshold and through the expected outcomes of the strategic planning document, the following actions must be further undertaken:

- Build strong partners with the mandates of developing the social and economic foundation of the drought and conflict-affected populations

- Undertake fundraising activities at local level with the business community and with the civil society and at the abroad with the Somali diaspora communities
- Design coherent programs that address the underlying concerns of social and economic instabilities
- Adopt strong internal control mechanism
- Create advanced monitoring and evaluation framework