



SOMALIA COUNTRY STRATEGY

2026–2030



1. Executive Summary

Somalia continues to face one of the world’s most protracted and complex humanitarian and development crises. Decades of conflict, weak governance, chronic poverty, and recurrent climate shocks have eroded community resilience and undermined access to basic services. Between 2020 and 2024, successive droughts followed by localised flooding displaced millions, decimated livelihoods, and pushed communities to the brink of famine. While modest political and security gains have been achieved in parts of the country, humanitarian needs remain severe and structural vulnerabilities persist.

Development & Empowerment for Humanity (DEH) adopts this Somalia Country Strategy (2026–2030) to guide a coherent, integrated, and context-responsive approach that bridges humanitarian action, early recovery, and resilience-building. The strategy is anchored in five thematic pillars: Health, Nutrition & WASH; Food Security, Livelihoods & Resilience; Protection, Gender & Social Inclusion; Child Protection & Education in Emergencies; and Women & Youth Empowerment & Skills Development.

The overarching goal is to save lives, protect dignity, and empower Somali communities to withstand and recover from shocks. DEH will prioritise the most vulnerable populations—internally displaced persons (IDPs), drought-affected pastoralists and agro-pastoralists, women-headed households, children, older persons, and persons with disabilities—while strengthening local systems, institutions, and community leadership.

2. Country Context Analysis

2.1 Political and Governance Context

Somalia is a federal state comprising the Federal Government of Somalia (FGS), Federal Member States (FMS), and local administrations. While political processes have advanced in recent years, governance remains fragile, with limited state presence and service-delivery capacity in many rural and conflict-affected areas. Ongoing insecurity and contested authority continue to constrain humanitarian access and development investments.

2.2 Conflict and Displacement

Armed conflict, inter-clan tensions, and insecurity have driven repeated waves of displacement. Somalia hosts one of the largest internally displaced populations globally, with IDPs often living in informal settlements with limited access to services, insecure tenure, and heightened protection risks. Displacement is increasingly protracted, requiring solutions that move beyond short-term assistance.

2.3 Climate and Environmental Shocks

Somalia is among the countries most vulnerable to climate change. Recurrent droughts, erratic rainfall, flooding along major rivers, and environmental degradation have severely affected water availability, food production, and livestock health. Climate shocks interact with conflict and poverty, amplifying humanitarian needs and undermining recovery efforts.

2.4 Socio-Economic Conditions

Poverty levels remain extremely high, with limited livelihood opportunities, especially for youth and women. Markets are volatile and heavily influenced by climate and insecurity. Basic services—health, education, water, and sanitation—are insufficient, particularly in rural areas and IDP settlements.

2.5 Technological Adoption

Despite its challenges, Somalia is a global leader in mobile money, with digital platforms transforming commerce and humanitarian aid delivery. Expanding digital penetration offers opportunities for inclusive programming, yet divides persist. Rural populations, women, and the elderly often lack reliable internet access or digital literacy, limiting the reach of innovations such as early warning systems and remote education.

2.6 Legal Framework

Somalia's pluralistic legal environment blends state law, customary law (Xeer), and Sharia law, often overlapping or conflicting. For displaced families or women seeking justice, this pluralism can be difficult to navigate. National frameworks exist but are inconsistently applied, while breaches of international humanitarian law remain frequent. For organisations like DEH, navigating registration and compliance across Federal Member States requires significant resources simply to maintain operational legality.

2.7 Key Stakeholder Analysis

Stakeholder Group	Interests & Expectations	Potential Influence on DEH	DEH's Engagement Strategy	Risk/ Opportunity
Primary: Affected Communities (IDPs, Host Communities, Marginalized Groups)	Access to lifesaving aid, sustainable livelihoods, protection, dignity, and participation in decisions affecting them.	High. Program success depends on their acceptance, participation, and ownership. Feedback drives accountability.	Core partners. Implement robust AAP mechanisms (CFMs). Ensure participatory design, implementation, and evaluation. Prioritize community-led initiatives.	Opportunity: Strong ownership enhances sustainability. Risk: Exclusion or unmet expectations may erode trust and legitimacy.
Secondary: Government Authorities (FGS, FMS, Line Ministries, Local Districts)	Service delivery to constituents, alignment with national plans, capacity building, oversight, and coordination of actors.	High. Control access, provide (or deny) permissions, and are essential for sustainability and system strengthening.	Strategic partners. Formal MoUs, regular coordination, joint planning, and capacity strengthening. Advocate for inclusive policies.	Opportunity: Alignment with national priorities strengthens legitimacy. Risk: Political volatility or restrictive policies may hinder operations.
Donors & Investors (UN, INGOs, Bilateral, Foundations)	Programmatic impact, compliance, financial accountability, visibility, and evidence of results/value for money.	High. Provide essential funding and shape programmatic priorities through calls for proposals.	Accountable partners. Ensure transparent reporting, demonstrate impact, and engage in strategic donor dialogue on nexus programming.	Opportunity: Funding enables scale and innovation. Risk: Shifting donor priorities or compliance failures may jeopardize support.
Local Civil Society & NGOs	Resource access, capacity development, genuine partnership (not sub-contracting), and amplification of local voice.	Medium-High. Key allies for implementation, contextual knowledge, and community trust. Critical for localizing aid.	Implementing/ Equal partners. Pursue equitable partnerships, invest in capacity exchange, and co-design programs.	Opportunity: Local partnerships enhance legitimacy and sustainability. Risk: Tokenistic engagement may undermine trust and localization goals.

Private Sector (Telecom, Banks, Traders, SMEs)	Market stability, business opportunity, skilled workforce, and corporate social responsibility (CSR) opportunities.	Medium. Can enable cash delivery, provide goods/services, create jobs, and offer innovative solutions.	Collaborative partners. Engage for market-based programming (e.g., vouchers, supply chains), youth apprenticeships, and shared-value CSR projects.	Opportunity: Market-based solutions drive resilience. Risk: Profit motives may conflict with humanitarian principles.
Armed Actors & Clan Elders	Control over territory, resources, and population movement; resolution of local disputes; sometimes delivery of services.	Variable (High in specific areas). Can guarantee or block access and influence community acceptance.	Contextual engagement. Strictly humanitarian dialogue following principles of neutrality and impartiality. Engage clan elders as key community leaders for access and social cohesion.	Opportunity: Clan elders can facilitate access and cohesion. Risk: Engagement with armed actors may compromise neutrality or safety.
UN & International NGO Clusters	Coordination, gap analysis, standardization, advocacy, and pooled resources to avoid duplication and enhance collective response.	Medium. Set sector standards, provide coordination platforms, and can influence donor priorities.	Active participant. Lead/co-lead where appropriate, share data and analysis, contribute to collective advocacy, and adhere to coordination protocols.	Opportunity: Collective action amplifies impact and advocacy. Risk: Over-standardization may reduce flexibility or innovation.

3. Humanitarian and Development Challenges

Key challenges shaping DEH’s strategy include: – Persistent food insecurity and malnutrition – Weak health and WASH systems – High exposure to protection risks, including GBV – Disrupted education and child protection services – Youth unemployment and limited economic opportunities – Chronic funding gaps and access constraints

These challenges require integrated, multi-sectoral, and adaptive responses.

4. Organisation Identity

Development and Empowerment for Humanity (DEH) is a Somali-led humanitarian and development organisation working in partnership with communities to address poverty, vulnerability, and social exclusion. DEH combines humanitarian response with development and empowerment approaches to ensure dignity, inclusion, and sustainability.

4.1. Strategic Vision, Mission and Values



Guiding Values

01 Humanity: The principles of humanity, impartiality, neutrality, and independence guide our humanitarian action.

02 Accountability: We are answerable to the communities we serve, our partners, donors, and the broader public. DEH maintains transparent systems for reporting, feedback, and evaluation, and we are committed to continuous learning and improvement.

03 Inclusion: DEH is committed to fostering inclusive environments where diversity is celebrated and all individuals—regardless of gender, age, ability, ethnicity, or social status—are empowered to participate fully in society. We actively seek to remove barriers to participation and ensure that marginalised and minority groups are represented in decision-making processes.

04 Integrity: We conduct our work with honesty, fairness, and the highest ethical standards. Integrity guides our relationships with beneficiaries, partners, staff, and stakeholders, ensuring trust and credibility in all our actions.

05 Local Ownership: We believe that Somali actors, grounded in local knowledge and responsive to contextual realities, must lead sustainable impact. DEH invests in building local leadership and institutional capacity at all levels.

06 Dignity: We uphold the inherent worth and rights of every individual. Our programs are designed to protect and promote the dignity of all people, ensuring that humanitarian and development interventions restore agency, self-worth, and respect for those affected by crisis and poverty.

4.2: Humanitarian Principles & Standards

DEH upholds the humanitarian principles of humanity, neutrality, impartiality, and independence, and aligns its work with international humanitarian and development standards. These include accountability to affected populations, the principle of Do No Harm, conflict sensitivity, climate and environmental responsibility, and safeguarding commitments.

5. Strategic Objectives (2026–2030)



01 Deliver integrated, life-saving humanitarian assistance.



02 Strengthen food security, livelihoods, and community resilience.



03 Protect children, women, and vulnerable populations.



04 Promote access to education and youth empowerment.



05 Strengthen organisational systems and sustainability

6. Thematic Pillar Strategies & Nexus Approach

DEH adopts a humanitarian–development nexus approach, linking emergency response with recovery, resilience, and empowerment interventions. This ensures continuity of support and sustainable impact.

Humanity: DEH’s Humanity pillar focuses on life-saving assistance and protection for people affected by conflict, displacement, and climate shocks. It prioritizes timely emergency response, safeguarding, and dignity-centred service delivery.

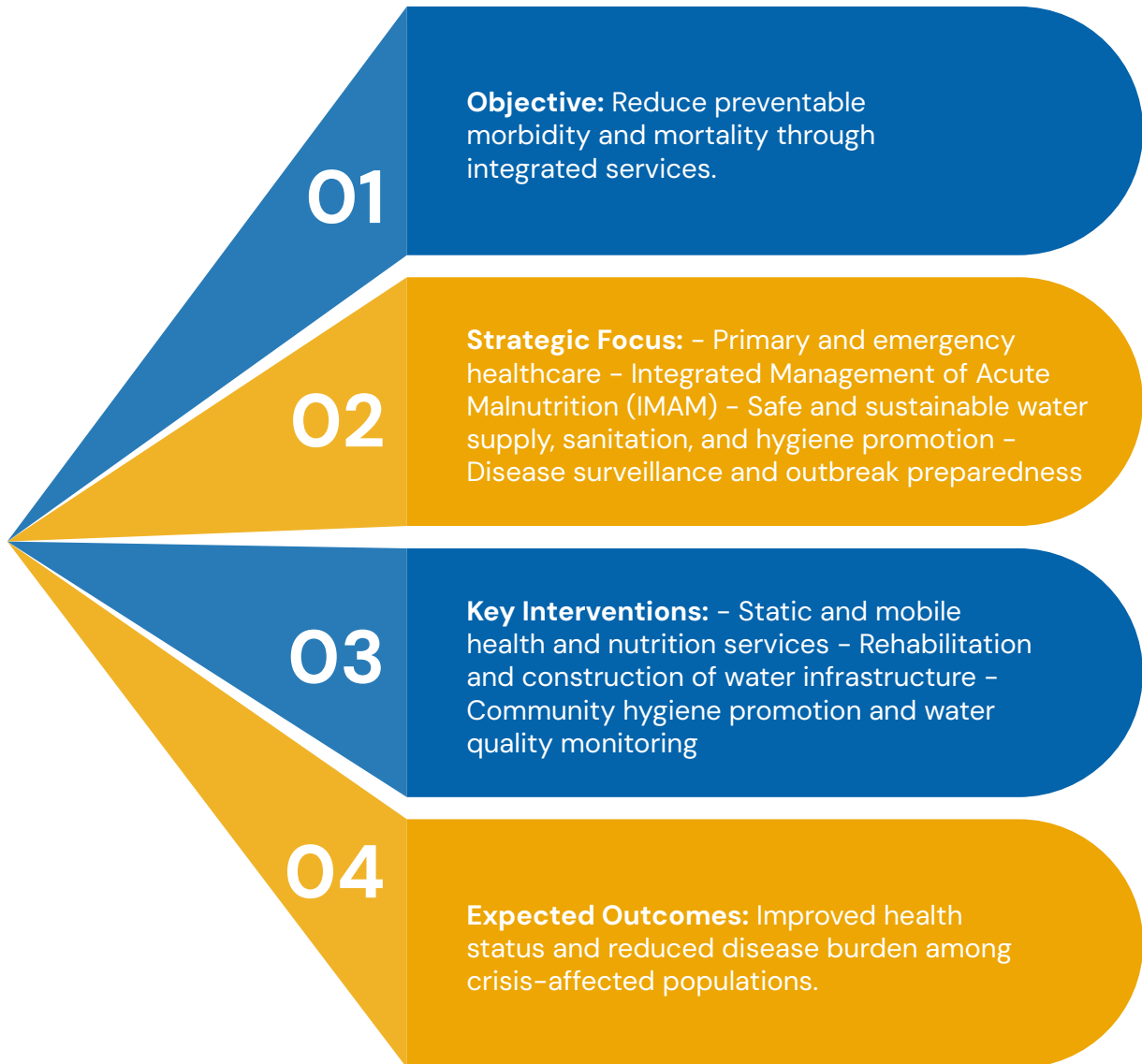
Development: Through its Development pillar, DEH addresses the root causes of vulnerability by strengthening livelihoods, basic services, and community resilience. This pillar bridges humanitarian response with early recovery and sustainable development.

Empowerment: Empowerment is central to DEH’s identity. This pillar promotes leadership, participation, and agency of women, youth, and marginalized groups, enabling communities to shape decisions and sustain long-term change

Programmatic Framework

DEH's programmatic framework focuses on Health & Nutrition, WASH, Food Security & Livelihoods, Protection & Gender, Education in Emergencies, and Women & Youth Empowerment

6.1 Health, Nutrition & WASH (HNW)



6.2 Food Security, Livelihoods & Resilience (FSLR)



Objective: Improve food access, restore livelihoods, and build resilience.



Strategic Focus: Emergency food and cash assistance
– Livelihood recovery and diversification – Climate-smart and market-linked livelihoods



Key Interventions: Cash-based transfers and food assistance
– Support to pastoral and agro-pastoral livelihoods – Skills training and small-scale enterprise support



Expected Outcomes: Improved household food security and adaptive capacity.

6.3 Protection, Gender & Social Inclusion (PGSI)



Objective: Safeguard dignity, rights, and inclusive access.



Strategic Focus: Protection monitoring and referrals
– GBV risk mitigation and survivor support – Inclusion of marginalised groups



Key Interventions: Community-based protection mechanisms – Safe feedback and complaints systems – Targeted support for persons with disabilities and minorities



Expected Outcomes: Enhanced safety, dignity, and equitable access to services.

6.4 Child Protection & Education in Emergencies (CPEiE)



Objective: Protect children and ensure continuity of learning.



Strategic Focus: Child protection case management – Psychosocial support – Access to safe learning environments



Key Interventions: Temporary learning spaces – Back-to-school initiatives – Child-friendly spaces and caregiver support



Expected Outcomes: Children protected from harm and able to access education.

6.5 Women & Youth Empowerment & Skills Development (WYESD)



Objective: Strengthen leadership, economic participation, and social agency.



Strategic Focus: Women's leadership and participation – Youth employability and entrepreneurship – Social cohesion and peacebuilding



Key Interventions: Vocational and life-skills training – Support to women- and youth-led enterprises – Community dialogue and mentorship programs



Expected Outcomes: Women and youth empowered as economic and social actors.

7. Theory of change

7.1 Problem Statement

Crisis-affected populations in Somalia face preventable loss of life, chronic food insecurity, protection risks, disrupted education, and limited economic opportunities due to the combined effects of conflict, displacement, climate shocks, weak basic service systems, and social exclusion. These factors reinforce vulnerability and undermine community resilience.

7.2 Change Pathway

DEH's Theory of Change is based on the premise that if crisis-affected populations have timely access to integrated, high-quality life-saving services and are supported to restore livelihoods, strengthen protection, and build skills and leadership, then preventable morbidity and mortality will decrease, dignity and inclusion will be enhanced, and communities will become more resilient to future shocks.

7.3 Core Assumptions

Humanitarian access can be maintained through strong local partnerships and acceptance strategies.

Communities are willing and able to participate in program design and management when supported.

Integrated, multi-sectoral approaches deliver greater impact than siloed interventions.

Climate risks can be mitigated through adaptive and environmentally responsible programming.

7.4 Causal Logic

Inputs: Funding, skilled staff, partnerships, community engagement, technical expertise.

Activities: Integrated delivery of health, nutrition, WASH, food security, protection, education, and empowerment interventions.

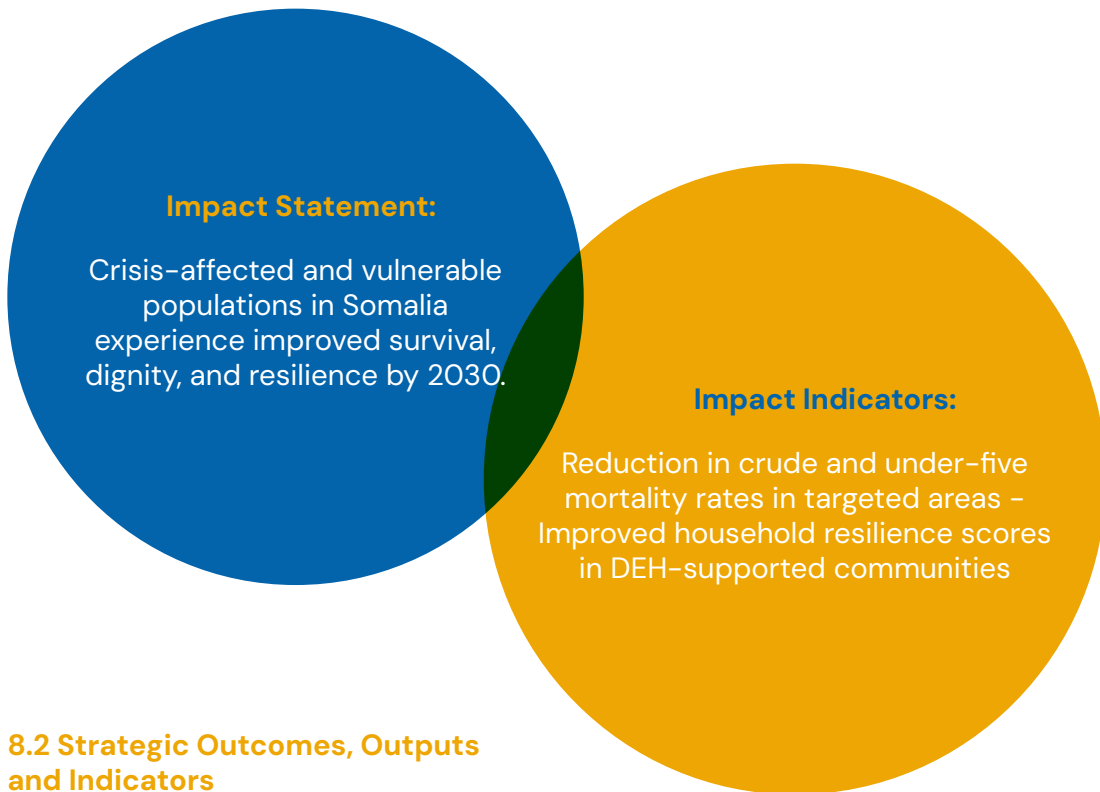
Outputs: Improved service coverage, rehabilitated infrastructure, strengthened community systems, increased skills and capacities.

Outcomes: Reduced morbidity and mortality, improved food security, enhanced protection and inclusion, increased access to education, empowered women and youth.

Impact: Resilient Somali communities with improved well-being, dignity, and ability to withstand and recover from shocks.

8. Strategic Results Framework (Logframe-Style)

8.1 Overall Impact



8.2 Strategic Outcomes, Outputs and Indicators

Outcome 1: Reduced preventable morbidity and mortality

Indicators: – % of target population with access to essential primary health care – GAM and SAM prevalence rates in target areas

Outputs: – Health and nutrition services delivered through static and mobile facilities – Functional water supply and sanitation infrastructure

Outcome 2: Improved food security and livelihood resilience

Indicators: – % of households with acceptable Food Consumption Score – % of supported households with diversified income sources

Outputs: – Households receiving emergency cash/food assistance – Livelihood assets restored and skills training delivered

Outcome 3: Enhanced protection, safety, and social inclusion

Indicators: – % of beneficiaries reporting safe access to services – Number of protection incidents identified and referred

Outputs: – Community-based protection mechanisms established – Functional AAP and safeguarding systems in place

Outcome 4: Children protected and accessing safe learning

Indicators: - # of children receiving child protection case management or psychosocial support - School attendance rates in supported learning spaces

Outputs: - *Temporary learning spaces and education materials provided - Child protection and psychosocial services delivered*

Outcome 5: Women and youth are empowered socially and economically

Indicators: - % of women and youth reporting increased decision-making or income - # of women and youth completing skills or entrepreneurship training

Outputs: - *Skills development and livelihood initiatives implemented - Women and youth leadership platforms supported*

8.3 Cross-Cutting Results



Gender equality and social inclusion are mainstreamed across all outcomes

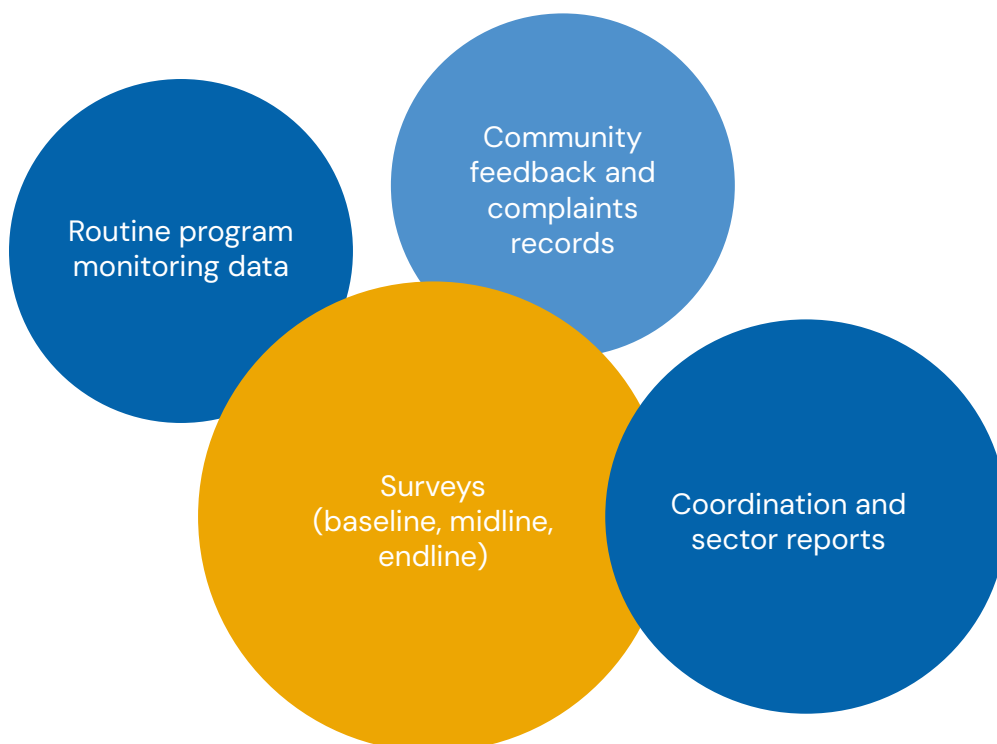


Accountability to Affected Populations operationalised through feedback mechanisms



Climate adaptation and environmental safeguards integrated into programming

8.4 Means of Verification



8.5 Key Risks and Assumptions

Risks	Assumptions
Insecurity and access constraints	Continued community acceptance and partnerships
Climate shocks	Early warning and adaptive programming
Funding volatility	Diversified donor base
Weak local systems	Sustained capacity strengthening

This Theory of Change and Strategic Logframe provide a clear results pathway linking DEH's interventions to measurable outcomes and long-term impact in Somalia.

9. Cross-Cutting Approaches


Across all pillars, DEH will mainstream: – Gender equality and inclusion – Protection and safeguarding – Accountability to Affected Populations – Conflict sensitivity – Climate adaptation and environmental sustainability

10. Geographic Focus and Target Populations


- **Current & Consolidation Zones (2026–2027):** DEH will maintain and deepen its integrated programming in its current operational areas:


 **Somaliland:** Maroodi-Jeeh (Hargeisa), Togdheer (Burao).

 **Puntland:** Bari (Bosaso), Nugal (Garowe).

 **South Central Somalia:** Banadir (Mogadishu), Lower Shabelle (Afgooye).

- **Strategic Expansion Focus (2028–2030):** Based on needs assessments and access negotiations, DEH plans phased expansion into:

 **Priority 1:** Galgaduud (South Central) – High severity of needs and access opportunity for nexus programming.

 **Priority 2:** Sool & Sanaag (Disputed regions) – Critical humanitarian gaps and resilience-building potential.

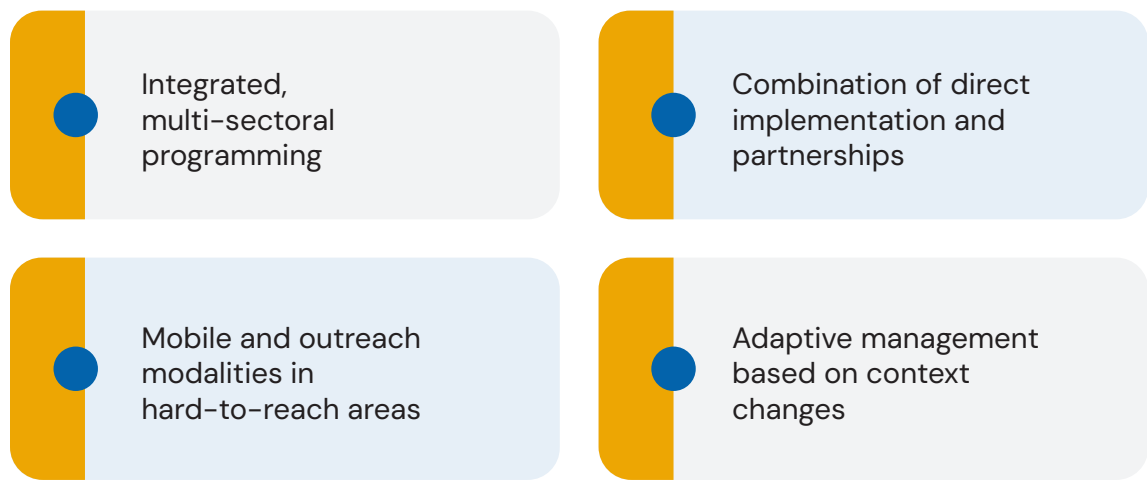
Expansion will be contingent on security analysis, establishment of local partnerships, and securing dedicated funding. DEH will prioritise high-need districts in central and southern Somalia, including drought- and displacement-affected areas. Target populations include IDPs, host communities, pastoralists, women-headed households, children, older persons, and persons with disabilities.

11. Partnerships and Localisation

DEH is committed to working with Somali civil society organisations, community structures, local authorities, and national institutions. Partnerships will focus on capacity strengthening, shared leadership, and sustainability.

12. Implementation Modalities

Implementation will follow phased actions focused on systems strengthening, consolidation, impact, and sustainability. Core approaches are as follows:



13. Monitoring, Evaluation, Accountability and Learning (MEAL)

DEH will implement a robust MEAL framework aligned with national and humanitarian coordination mechanisms, emphasising: – Results-based monitoring – Community feedback and response – Learning and adaptive programming

14. Risk Analysis and Mitigation

Key risks include insecurity, climate shocks, funding volatility, and access constraints. Mitigation measures include flexible programming, strong local partnerships, security risk management, and diversified funding.

15. Sustainability and Exit Considerations

Sustainability will be promoted through community ownership, capacity building, system strengthening, and alignment with national frameworks.

16. Resource Mobilisation, Financing and Sustainability Outlook

DEH will pursue a proactive, diversified resource mobilisation strategy that aligns with its integrated humanitarian-development-climate mandate. Recognizing the volatility of traditional funding streams and the growing complexity of donor landscapes, DEH will adopt a multi-pronged approach to financing and sustainability:

16.1 Diversified Funding Streams



Humanitarian Financing: DEH will continue to engage with emergency response donors, including UN agencies, bilateral partners, and pooled funds, ensuring rapid deployment capacity and alignment with humanitarian principles.



Development Financing: Long-term resilience and systems-strengthening initiatives will be aligned with national development plans and SDG targets, attracting support from bilateral development agencies, foundations, and multilateral institutions.



Climate Financing: DEH will tap into emerging climate adaptation and mitigation funds, positioning its programming within the global climate resilience agenda. This includes proposals to the Green Climate Fund, Adaptation Fund, and climate-focused philanthropic initiatives.

16.2 Strategic Proposal Alignment



DEH will tailor proposals to match donor priorities, emphasizing measurable impact, value for money, and nexus programming.



Investment in evidence generation, impact measurement, and digital reporting tools will enhance DEH's competitiveness in securing funds.

16.3 Localisation and Co-Financing



DEH will promote equitable partnerships with local NGOs and civil society, enabling access to localized funding and joint proposal development.



Where feasible, DEH will explore co-financing models with private sector actors, especially in market-based programming, vocational training, and digital inclusion.

16.4 Sustainability Measures



DEH will strengthen internal financial systems, cost recovery mechanisms, and multi-year budgeting to ensure operational continuity.



Capacity building for field teams on donor compliance, financial reporting, and adaptive budgeting will be prioritized.



DEH will also explore social enterprise models and fee-for-service innovations in areas such as digital education, mobile health, and climate-smart agriculture.

16.5 Strategic Donor Engagement



DEH will maintain regular dialogue with key donors, participating in strategic forums, donor working groups, and sectoral clusters.



Advocacy efforts will highlight DEH's comparative advantage in fragile contexts, its commitment to accountability, and its ability to deliver integrated, community-led solutions.

17. Conclusion

This Somalia Country Strategy (2026–2030) positions DEH to respond effectively to immediate humanitarian needs while contributing to longer-term resilience, empowerment, and sustainable development for Somali communities.

18. Annexes

Detailed annexes content, including frameworks, matrices, policies, organogram, donor compliance documents, and references



Contacts:

+252 610229122

Safari Apartments, Block A3, 1st Floor,
KM5 Area, Hodan District, Mogadishu, Somalia
info@deh-africa.org | www.deh-africa.org