



»»»»» **DONOR MAPPING & <<<<<**
RESOURCE MOBILIZATION
STRATEGY (2025 – 2029)

SAVE SOMALI WOMEN & CHILDREN

NOV 2025



Message From The Board Of Directors



The Board of Directors of Save Somali Women & Children (SSWC) is proud to present the **Donor Mapping and Resource Mobilization Strategy 2025–2029**, a forward-looking framework designed to ensure the sustainability, resilience, and impact of SSWC's mission to empower Somali women, children, and youth.

Over three decades, SSWC has established itself as a trusted national actor, women-led, community-rooted, and results-driven. From lifesaving humanitarian responses to transformative programs in governance, protection, WASH, and livelihoods, SSWC has stood beside Somali communities through their most challenging times. Yet, we recognize that the global funding landscape has changed dramatically. International aid is contracting, competition among local actors is intensifying, and donor priorities are shifting.

In this context, financial resilience is not a luxury, but it is a necessity. This strategy lays out how SSWC will diversify its funding base, expand strategic partnerships, and strengthen institutional capacity to navigate uncertainty and sustain its vital work. It underscores our commitment to accountability, transparency, and excellence principles that have guided SSWC since its founding in 1992.

The Board extends its full support to the Executive Director, Senior Management Team, and staff for their leadership and dedication in developing this roadmap. We are confident that by aligning our resource mobilization efforts with our vision and values, SSWC will not only continue to deliver impact but will also emerge stronger, more self-reliant, and better equipped to meet the evolving needs of Somali communities.

Together, with our partners and supporters, we reaffirm our shared commitment to building a more inclusive, empowered, and resilient Somalia.

Board of Directors
Save Somali Women & Children (SSWC)



Message From The Executive Director



For more than three decades, Save Somali Women & Children (SSWC) has stood as a pillar of hope and resilience in Somalia by championing the rights of women, children, and youth, and driving community-led development across our nation. Our history is built on courage, commitment, and collaboration. Yet today, we face a global funding environment more complex and constrained than ever before.

The **Donor Mapping and Resource Mobilization Strategy 2025–2029** is both a reflection of our experience and a blueprint for our future. It positions SSWC to respond strategically to donor shifts, competition, and the realities of Somalia's aid landscape while reinforcing our independence, efficiency, and credibility as a women-led national organization.

This strategy defines how we **will diversify funding sources**, engage new partners, and mobilize both institutional and local resources to sustain our programs and amplify our impact. It also sets clear objectives from securing multi-year institutional grants, to growing local CSR and diaspora contributions, to strengthening our internal compliance and partnership systems.

We are equally determined to explore **innovative approaches**, including pilot social-enterprise models that empower women and youth to generate income and foster self-reliance. By blending humanitarian service with long-term sustainability, we are not only strengthening SSWC as an organization but reinforcing community ownership of change.

I extend heartfelt appreciation to our donors, partners, and community networks for their continued trust, and to our Board and Senior Management Team for their unwavering leadership. Together, we are charting a course toward a future where SSWC's mission to protect, empower, and uplift Somali women and children is sustained by a strong and diverse foundation of support.

Amina Hajji Elmi
Executive Director
Save Somali Women & Children (SSWC)

Message From The Senior Management Team (SMT)

The Senior Management Team of SSWC is honored to contribute to the development and rollout of the **Donor Mapping and Resource Mobilization Strategy 2025–2029** which is a vital tool for strengthening the organization’s financial health, operational capacity, and long-term sustainability.

This strategy comes at a pivotal time. Somalia’s humanitarian and development needs continue to grow, while global funding is shrinking and donor priorities are evolving. To thrive in this environment, SSWC must be proactive, agile, and innovative by building on our strengths as a credible, women-led, and community-grounded organization with three decades of proven impact.

Our team is fully committed to translating this strategy into action. Over the next five years, we will strengthen donor relationships, expand our partnership base, and improve internal systems to ensure full compliance and accountability. We will operationalize a 12-month rolling fundraising roadmap, develop a robust donor engagement pipeline, and explore emerging opportunities including diaspora partnerships, CSR collaborations, and localized social enterprises.

We recognize that sustainable resource mobilization is more than fundraising but about building trust, demonstrating results, and aligning resources with community priorities. As custodians of SSWC’s daily operations, we pledge to uphold the highest standards of transparency, efficiency, and professionalism in executing this plan.

The SMT expresses deep gratitude to the Executive Director for visionary leadership, to the Board for strategic oversight, and to our teams across all SSWC field offices for their tireless work in serving Somali women and children. Together, we will ensure that SSWC continues to stand strong as a trusted national leader and a catalyst for transformative change.

Senior Management Team (SMT)
Save Somali Women & Children (SSWC)

Acknowledgements



The consultant extends sincere appreciation to the Executive Director of SSWC, for the visionary leadership, strategic guidance, and unwavering commitment throughout the development of the Resource Development Strategy as a critical building block of SSWC's overall strategy for the period 2025 – 2029. The direction and encouragement were instrumental in ensuring that the plan reflects SSWC's mission, values, and long-standing dedication to protecting and empowering Somali women, children, and youth.



Special thanks are also extended to the Senior Management Team for their active participation, technical input, and constructive feedback during the planning and validation processes. The consultant further acknowledges the invaluable contributions of program managers and field teams across SSWC's operational areas — Mogadishu, Baidoa, Afgoye, Beletweyne, Jowhar, Baraawe, Dhusamareb, Adado, Abudwaq, and Galkacyo — whose practical experience and dedication to humanitarian and development work informed the content and priorities of this strategy.



Finally, heartfelt appreciation is conveyed to SSWC's partners, donors, and community representatives whose insights, collaboration, and shared vision for a more inclusive, resilient Somalia continue to inspire and strengthen the organization's work. Their support and engagement were critical in shaping a forward-looking strategy that aligns with both local realities and national development priorities.





Table of Contents



Message From The Board Of Directors	2
Message From The Executive Director	3
Message From The Senior Management Team (SMT)	4
Acknowledgements	5
Table of Contents	6
Acronyms	7
Introduction	8
Justification for the Resource Mobilization Strategy	9
Situational Analysis	10
<i>SSWC's Recent Funding Situation</i>	10
<i>Past Projects and Donors</i>	10
Somalia's Donor Environment:	11
SWOT Analysis	12
<i>Strengths</i>	12
<i>Weaknesses</i>	12
<i>Opportunities</i>	12
<i>Threats</i>	12
Fundraising Challenges	13
<i>Intense competition</i>	13
<i>Restricted funding model</i>	13
<i>Donor volatility</i>	13
<i>Capacity constraints</i>	13
<i>Coordination and access</i>	13
<i>Perception and trust</i>	13
Donor Map	14
SSWC Donor Prioritization Table	15
Resource Mobilization Strategy	17
<i>Objectives</i>	17
12-Month Resource Mobilization Roadmap (Nov 2025 – Oct 2026)	19
Donor – Centric Value Propositions (Sample Messaging)	21
Partnership & Consortium Strategy	23
<i>Potential Consortium Partners for SSWC</i>	24
Risk Matrix & Mitigations	25

Acronyms

CSO	Civil Society Organizations
CSR	Corporate Social Responsibility
DRA	Danish Relief Alliance
INGO	International Non-Governmental Organization
GBV	Gender Based Violence
LNSA	Local Non-State Actors
MCH	Mother and Child Healthcare
MEAL	Monitoring Evaluation Accountability & Learning
NFI	Non-Food Items
NGO	Non-Governmental Organization
NSA	Non-State Actors
WASH	Water Sanitation and Hygiene
MPCA	Multi-Purpose Cash Assistance
OPEX	Operating Expenditure
PESTEL	Political, Economic, Social, Technological, Environmental, and Legal.
SIDA	Swedish International Development Agency
SSWC	Save Somali Children and Women
SWOT	Strengths, Weaknesses, Opportunities & Threats
TVET	Technical Vocation Education and Training
USAID	United States Agency for International Development
UNICEF	United Nations Children's Fund
UNHCR	United Nations High Commissioner for Refugees

Introduction



SSWC works across six interrelated program areas that together address both immediate humanitarian needs and longer-term resilience. Its core programming includes child and women's protection, delivering services and case management to vulnerable children and survivors of gender-based violence; livelihood and food-security interventions that restore income and enhance household food access; shelter/NFI assistance for displaced families and vulnerable households; water, sanitation and hygiene (WASH) services to prevent disease and improve public health and providing nutrition support; peacebuilding, governance and women's empowerment initiatives that strengthen local institutions and amplify women's voices in civic life; and camp coordination and camp management for effective, principled responses in displacement settings.

These programmatic efforts are guided by three strategic pillars. First, SSWC is focused on increasing and diversifying its funding base so the organization can scale impact and reduce dependence on any single revenue source. This includes piloting social enterprise initiatives that generate modest unrestricted income, foster community ownership, and strengthen SSWC's long-term financial sustainability. Second, institutional strengthening remains a priority—building robust systems, compliant financial practices, skilled staff, and operational resilience so SSWC can manage larger, more complex programs with accountability. Third, the organization continues to invest in advocacy, research,

and policy engagement to translate frontline experience into evidence-based recommendations and influence policies that improve protection, service delivery, and governance for affected communities.

SSWC's operational footprint is concentrated in South Central Somalia, with a primary presence in the six federal member states (Jubbaland, South West, Galmudug, Hirshabelle, Banadir and Puntland). and field offices in all the FMS strategically located to reach populations in need. The organization maintains offices in Mogadishu, Baidoa, Afgoye, Beletweyne, Jowhar, Baraawe, Dhusamareb, Adado, Abudwaq, Guricel and Galkacyo—positions that enable rapid humanitarian response, continual community engagement and sustained program delivery across urban, peri-urban and displaced settings.

Finally, SSWC's fundraising and partnership approach is informed by its past and current relationships: a mix of bilateral and multilateral donors, UN agencies, pooled humanitarian funds, international NGOs and local partners listed in the provided focus-areas document. These established relationships have been used to prioritize relationship management, identify likely funding windows, and shape consortium or partnership approaches that leverage SSWC's local access, technical strengths and comparative advantages.



Justification for the Resource Mobilization Strategy



Global funding for humanitarian and development aid is shrinking. Major donor countries (e.g. the US, UK, Sweden, and EU members) have enacted steep cuts to overseas assistance, reversing years of growth in aid budgets¹. In Somalia, funding shortfalls are acute: by mid-2025 the UN reported that only 11.1% of the \$1.6 billion Humanitarian Response Plan had been funded². Life-saving sectors (like food and nutrition) were funded at only 2–3% of requirements, forcing agencies to scale back or shut down programs². At the same time, Somalia's NGO sector has exploded in size – observers speak of a 'mushrooming of NGOs in Somalia' driven by anyone with minimal resources forming an organization³. The local NGO landscape is highly fragmented and competitive, with many small groups competing for limited aid. All this means SSWC must contend with more competitors and scarcer money. A focused resource-mobilization strategy is therefore vital to navigate this crowded, resource-constrained environment and to secure funding in line with SSWC's needs and expertise.



1. <https://unric.org/en/humanitarian-aid-the-most-vulnerable-already-severely-impacted-by-budget-cuts/>

2. <https://www.care.org/media-and-press/somalia-hunger-soars-and-funding-falls/>

3. https://humanitarianoutcomes.org/sites/default/files/publications/ho_ukhih_somalia_1023_2.pdf#



Situational Analysis

SSWC's Recent Funding Situation

In 2023 and 2024, SSWC maintained roughly \$5–5.7 million annual budgets (inflows matched outflows). Notably, all of this income was project-tied: each dollar was earmarked for specific activities or deliverables, with only fixed overhead allowed. This project-based funding model means that SSWC has virtually no discretionary or core funds. In practice, the organization cannot use project budgets to invest in staff training or organizational capacity strengthening unless those activities directly advance a project output. Likewise, staff contracts are only funded for the duration of each project, leading to turnover and loss of institutional knowledge when one project ends before another begins.

Over the past two years, SSWC's funding portfolio has been entirely project-tied, supported by institutional donors such as the Somalia Humanitarian Fund (SHF), SIDA through Finn Church Aid (FCA), USAID, and the Dutch Relief Alliance (DRA). While this donor base has provided stable, predictable funding—evidenced by equal income and expenditure in both 2023 and 2024—it remains fully “restricted” under donor conditions, limiting flexibility for strategic investments in staff development, systems strengthening, and organizational sustainability.

Past Projects and Donors

In the past two years SSWC has implemented multiple donor-funded projects, including:

- ✓ Flood Response (Dec 2023–June 2024, SHF): Providing dignified shelter and non-food items in Galkacyo IDP camps, funded by the Somalia Humanitarian Fund (SHF).
- ✓ Somalia Joint Response (SOMJR, Feb–Nov 2024, DRA): A climate/conflict response project funded by the Dutch Relief Alliance (Netherlands).
- ✓ STRONG Local Governance (Feb–Nov 2024, SIDA): Strengthening inclusive local government in Somalia, funded by the Swedish International Development Cooperation Agency (SIDA).
- ✓ Accelerated Education Activity (AEA, Jun 2024–Jun 2029, USAID): A five-year USAID education project supporting remedial learning for children.
- ✓ MPCA (Kaafia) Cash Assistance (Feb–July 2024, USAID): Multi-purpose cash aid program funded by USAID.
- ✓ Multisectoral Humanitarian Response in Somalia 2024–2026: A two-year GAC funded project which provides Sexual Reproductive Health and Protection in Galmudug and Banadir state of Somalia.

These projects account for nearly all of SSWC's income in 2023–24. Each brings its own donor reporting requirements and timeline, but none has provided any flexible core funding.

Because SSWC's funding is fully restricted, several key issues arise. There is little or no budget for organizational development – for example, staff training (except as a line-item delivering program outputs) or building reserve funds. As multiple studies note, project-based funding “can negatively affect the sustainability of local organizations” because it leaves no resources for core costs or capacity building⁴. In SSWC's case, unused funds would have to be returned to donors rather than saved. This limits SSWC's agility and long-term planning.

Despite funding challenges in the international and local development scene, SSWC's income did grow slightly from 2023 (\$5,015,505) to 2024 (\$5,721,446). However, this growth was entirely from new or extended project awards, not from unrestricted sources.

Somalia's Donor Environment:

The country's humanitarian and development donor landscape is diverse but underfunded. Key donors include the US (USAID/BHA for both humanitarian and development programs), the European Union (ECHO for relief and other commissions for development), multilateral agencies (World Bank, UN agencies like UNICEF/WFP/WHO), Scandinavian countries (e.g. Sweden's SIDA for development governance), the Netherlands (via DRA and UN funds), and pooled funds (the Somalia Humanitarian Fund and CERF). A 2022 evaluation noted that additional allocations by the U.S. government and the World Bank “more than doubled the available budget between 2021 and 2022”⁵, underscoring the importance of these donors. In that year Germany also raised its contribution by \$40 million and the European Commission by \$20 million.

However, overall donor commitments remain far below needs. For example, the UN predicted a 2025 Somalia crisis response would cost \$46 billion globally, yet by mid-2025 only 17% was covered – a drop of 40% from the previous year⁶.

In Somalia this trend means local stakeholders are stretched thin. Moreover, both humanitarian and development donors coordinate in Somalia through mechanisms such as the Humanitarian Donor Group, sectoral groups (e.g. Health Donor Group), and the Somali Donor Group for longer-term development. While this strengthens donor alignment, it creates additional layers for local actors like SSWC, which must navigate multiple forums, compliance systems, and shifting priorities.

In summary, SSWC is fundraising in a climate of acute need but constrained supply. The Humanitarian Response Plan is critically underfunded (just 11% in mid-2025²), and global donor priorities often focus on competing crises (Ukraine, Gaza, etc.). At the same time, many Somalis rely on alternative funding: local businesses and diaspora networks are “among the fastest” to provide cash, food or remittances in crises³, though these flows cannot replace formal aid. For SSWC, tapping into any donor – government, multilateral, or pooled fund – requires a clear strategy aligned with these realities.



4. <https://globalfundcommunityfoundations.org/wp-content/uploads/2021/10/ODI-SH-Localisation-Report-Oct21-Proof06.pdf#>

5. <https://www.unhcr.org/sites/default/files/2025-03/inter-agency-humanitarian-evaluation-of-the-response-to-the-humanitarian-crisis-in-somalia.pdf#>

6. <https://unric.org/en/humanitarian-aid-the-most-vulnerable-already-severely-impacted-by-budget-cuts/>

SWOT Analysis



Strengths

SSWC has a long-established presence (founded 1992) and a clear mission focused on empowering women and children. This credibility helps when engaging donors prioritizing gender and protection. SSWC has demonstrated experience delivering donor-funded programs (e.g. USAID, SIDA projects), which builds trust. The organization's offices across South and Central Somalia mean local knowledge and networks, an asset in accessing communities. Membership in networks (Somalia NGO Consortium, Start Network) and partnerships with INGOs also strengthen SSWC's profile and technical capacity.



Weaknesses

SSWC's funding is entirely project-restricted, giving it no core or reserve funds. This limits investment in proposal development, fundraising staff, or strategic planning. Short project cycles lead to high staff turnover and loss of skilled personnel between grants. Internally, SSWC may lack specialized fundraising capacity or diversified funding streams (e.g. private sector, philanthropy) and instead relies on a small set of institutional donors. The competitive local NGO landscape can also pose reputational risks: outsiders note a "mushrooming" of NGOs and concerns about financial leakage³, which can unfairly taint perceptions of any local NGO's credibility.



Opportunities

Global initiatives to fund local organizations (e.g. the Grand Bargain's 25% target/ the Grand Bargain 2.0, and emphasis on localization) could create new channels for SSWC. Pooled funds like the Somalia Humanitarian Fund provide some overhead support and have pioneered direct grants to local NGOs. These instruments are expanding, and SSWC has already tapped the SHF. Engaging with Somali business and diaspora networks may open alternative support (in-kind or CSR partnerships). Training or consortia could help improve proposal quality, while advocacy can highlight SSWC's successful track record to donors.



Threats

The biggest external threat is donor budget cuts and shifting priorities: as global ODA shrinks (e.g. US and UK have cut foreign aid by billions), competition intensifies. Emerging crises can redirect funds away from Somalia. The fragmented NGO market means many are vying for the same grants. Political and security instability in Somalia poses risks (e.g. delays in approvals, higher operating costs, or donor restrictions under anti-terror laws). Internally, if SSWC cannot diversify its donor base, losing even one key grant could leave staff unpaid. Finally, inflation or currency fluctuations in Somalia may erode grant value and increase program costs without extra funds.

Fundraising Challenges

Intense competition

Somalia's aid sector is crowded. Many NGOs (international and local) compete for limited grants. Donors often prefer experienced INGOs as prime recipients, forcing local NGOs into sub-contract or partnership roles. Convincing donors to directly fund a smaller local NGO requires overcoming risk biases and demonstrating robust systems and impact.

Capacity constraints

Writing competitive proposals, complying with complex donor regulations, and managing large grants require specialized skills and systems. SSWC must ensure it has trained staff and robust finance, M&E and procurement processes. Limited internal fundraising resources and expertise are a hurdle; learning from peers or hiring specialists could help but requires investment.

Restricted funding model

As noted, virtually all current funding comes as restricted project grants. This means SSWC cannot build a flexible financial buffer or invest in its own development without tying it to project outcomes. The lack of core funding makes long-term planning and staff retention difficult.

Coordination and access

Government approvals and security clearances (especially in conflict areas) can delay projects. Coordination demands (donor meetings, reporting, external audits) add administrative burden. These external constraints – including occasionally “non-local-friendly” bureaucracy noted by Somali NGOs – can slow response time and increase costs.

Donor volatility

Funding from donors can be unpredictable. Political decisions in donor countries (e.g. looming cuts in European aid budgets) may abruptly reduce grant pipelines. Exchange rate changes or rising costs (security, fuel, food) can outpace fixed donor budgets, effectively shrinking program scope.

Perception and trust

Any perception of financial mismanagement (even if unfounded) can jeopardize future funding. In Somalia's context, where some donors worry about aid diversion, SSWC must maintain the highest standards of transparency and accountability, and actively communicate its impact to donors and communities.

Donor Map



Donor type	Example / rationale	Typical themes they fund	Engagement approach
Multilateral / Bilateral donors	EU, USAID, FCDO, SIDA/ Dutch Embassy — prioritize because SSWC has prior awards and footprint.	Large-scale livelihoods, WASH, protection, stabilization, governance, cash assistance	Maintain existing relationships; prepare consortium bids; submit concept notes to country/ region offices; invite donor field visits; align proposals with donor country strategies
UN agencies & pooled funds	UNHCR, UNDP, UNICEF, OFDA/USAID and pooled funds (e.g., Somalia pooled mechanisms)	Protection, shelter, WASH, camp coordination, MPCA	Build / refresh partnerships; present evidence/M&E from MPCA and shelter projects; join UN rosters; apply through humanitarian pooled funding windows
Global foundations & humanitarian funds	Somali Humanitarian Fund (SHF), private foundations, regional CSR (e.g., Hormuud)	Emergency shelter, cash, sanitation, women's empowerment	Prepare small-to-medium grant packages (6–18 months); strong visibility & impact stories; CSR partnerships with telecoms
International NGOs / Consortiums	Oxfam, CRS, NRC, World Vision, SCI, IRC, NCA, CARE, PLAN I, FCA (existing partners)	Consortium-led large proposals (FCDO, EU), service delivery & outcomes	Propose lead or implementing partner roles; take consortium lead on local presence & access
Private sector & local philanthropists / diaspora	Telecoms, banks, diaspora groups (Somali diaspora)	Resilience, livelihoods, market systems, small grants for community projects	CSR proposals, matched-fund campaigns, co-branding, in-kind support (transport, airtime)
Research & advocacy funders	Think tanks, research grants (EU thematic calls, UNDP, Nexus)	Advocacy, policy, social cohesion, gender research	Concept notes with policy briefs; offer SSWC access + evidence from program areas
Individual donors / crowdfunding	Targeted for specific community projects	Small-scale community interventions	Rapid appeals, social media, diaspora channels

SSWC Donor >>> >>> >>> Prioritization Table

Donor / Partner	Target Donor Strategic Outlook (2025–2030)	Fit to SSWC Programs	Entry Points for Engagement	Risks & Mitigation
USAID (Humanitarian & Development Windows)	USAID has historically been a major funder for humanitarian and development programs in Somalia. However, recent defunding has created uncertainty, with only life-saving and essential channels likely to resume in the short-to-medium term.	SSWC's strengths in multipurpose cash assistance (MPCA), WASH, FSL, Health/ Nutrition and protection align closely with USAID's traditional priorities.	SSWC should remain 'proposal ready' with compliance packs and costed concept notes, while pursuing sub-award opportunities through UN agencies and INGOs that retain active USAID funding.	High funding volatility; SSWC should treat USAID as an opportunistic channel, keeping overheads low and proposals modular to allow rapid scaling up or down.
EU / ECHO / EU Delegation	The EU's 2021–2027 Multi-Annual Indicative Program for Somalia emphasizes governance, resilience, and service delivery. ECHO remains a key humanitarian donor in the Horn of Africa with strong focus on shelter, WASH, protection, and cash.	SSWC has clear alignment through its shelter, WASH, protection, Peacebuilding and governance, and women's empowerment programs.	SSWC can position itself in ECHO humanitarian lots and EU Delegation governance/ resilience calls, while leveraging consortium partnerships with INGOs.	Highly competitive funding; SSWC should build pre-agreed partnerships with EU-experienced INGOs and prepare evidence-based impact briefs.
FCDO / Sida / Dutch Embassy	The UK continues to support Somalia with focus on resilience, governance, and stabilization, albeit with constrained budgets. Sweden's strategy prioritizes gender equality, rights, and resilience until 2025 (with likely renewal), while the Netherlands emphasizes rule of law, governance, and basic services (2023–2026).	SSWC's governance, peacebuilding and governance, women's empowerment, and service delivery programs strongly align with these donor strategies.	SSWC should target consortia that integrate civic engagement, WASH, and Peacebuilding governance, positioning itself as a local governance and women's leadership implementer.	Budget pressures, especially from FCDO; SSWC should diversify across European bilateral and pursue co-financing with pooled funds.

Donor / Partner	Target Donor Strategic Outlook (2025–2030)	Fit to SSWC Programs	Entry Points for Engagement	Risks & Mitigation
UN Agencies (UNHCR, UNICEF, UNDP)	UNICEF prioritizes integrated child protection, education, WASH, and health; UNHCR focuses on protection and durable solutions for IDPs/refugees; UNDP continues governance, stabilization, and resilience. These priorities are expected to remain central in the next 5 years.	SSWC's camp coordination, child protection case management, WASH in IDP settlements, and governance/women's empowerment align strongly.	SSWC should seek roster inclusion, pre-drafted area-based packages (CCCM + WASH + Protection), and present women's empowerment governance models to UNDP.	Compliance-heavy requirements; SSWC should strengthen its UN-ready compliance pack and reporting capacity to mitigate risks.
Somalia Humanitarian Fund (SHF) & Pooled Mechanisms	Country-Based Pooled Funds, including SHF, will remain critical for rapid humanitarian response in Somalia. Allocations are expected annually for floods, droughts, cholera, displacement, and conflict.	SSWC's experience in shelter/NFI, WASH, MPCA, and protection positions it as a strong candidate for SHF allocations.	SSWC should pre-draft proposals (WASH-cholera, shelter kits, MPCA) and line up suppliers to respond quickly to reserve and standard allocations.	Short-term funding cycles and strict delivery schedules; SSWC should limit interventions to a manageable geographic scope and maintain prequalified suppliers.
Hormuud / Regional Corporate Partners & Diaspora Networks	Somali private sector actors (e.g., telecoms, banks) and diaspora philanthropy are resilient, focusing on visible, community-level impact. CSR and diaspora networks are expected to grow in the coming years.	SSWC can link its community-level projects (latrines, GBV safe spaces, livelihood starter kits) with high-visibility branding opportunities for corporate and diaspora donors.	SSWC should develop CSR packages (USD 25k–150k), offer co-branding and matched-giving campaigns, and engage diaspora associations for small but flexible funding.	Small and short-term contributions; SSWC should pool such funds into a flexible 'Community Impact Fund' that complements restricted institutional grants.

Resource Mobilization Strategy



Objectives

Over the next twelve months, SSWC seeks to achieve three interlinked objectives designed to strengthen both its financial sustainability and its institutional capacity:



1. Secure at least three new institutional grants (6–36 months).

SSWC aims to diversify and expand its program portfolio by winning a minimum of three institutional awards from bilateral donors, multilateral agencies, or UN-led pooled funding windows. These grants, ranging between six months and three years in duration, will ensure program continuity, scale humanitarian and resilience interventions, and reinforce SSWC's role as a trusted local implementer. Priority targets include EU/ECHO, UN pooled funds, and European bilaterals (Sida and the Dutch Embassy).



2. Increase unrestricted and local funding (CSR/diaspora) to cover 10–15% of annual operational expenditure.

Recognizing the importance of unrestricted resources for flexibility, SSWC intends to mobilize local and diaspora contributions, including CSR partnerships with Somali corporations (e.g., telecom and banking sectors) and diaspora philanthropy. The goal is to generate at least 10–15% of annual operating costs from these sources, thereby reducing overreliance on restricted donor funding and enabling investment in strategic initiatives, emergency responses, and staff development.



3. Strengthen internal systems through the development of a donor compliance pack, CRM, and pipeline tracker.

To position itself competitively for larger, more complex grants, SSWC will consolidate an institutional compliance pack (policies, audited financials, registration documents, safeguarding standards). In parallel, SSWC will establish a donor relationship management system (CRM) and a funding pipeline tracker to monitor opportunities, deadlines, and donor engagement. Together, these tools will improve efficiency, enhance compliance, and demonstrate professionalism to prospective partners.



4. Integration of Pilot Social-Enterprise Model

To enhance financial sustainability and reduce over-reliance on restricted donor grants, SSWC will pilot small-scale social-enterprise initiatives embedded within existing programs. These pilots will generate modest unrestricted income while reinforcing community ownership, especially among women and youth. Examples include women-led value-chain processing, community-managed WASH services, and vocational training spin-offs.



12-Month Resource Mobilization Roadmap (Nov 2025 – Oct 2026)

Month	Key Deliverables / Outputs	Donor Cycle Targets	Responsible	Notes / Dependencies
Month 1 (Nov 2025)	Finalize donor compliance pack; Set up CRM & pipeline tracker; Identify 3 concept notes (SHF, ECHO HIP, EU resilience).	SHF standard allocation, ECHO HIP 2026 prep, EU resilience windows	RM Lead, Grants Officer, Finance Manager, Comms Officer	Needs audit finished; budget templates ready
Month 2 (Dec 2025)	Submit SHF concept note (Shelter/WASH); Produce 2 donor briefs; Engage 2 CSR partners.	SHF grant window, CSR discussions, ECHO HIP prep	RM Lead, Grants Officer, Comms Officer	CSR proposals; impact data ready
Month 3 (Jan 2026)	Submit ECHO HIP 2026 proposal; Launch diaspora fundraising pilot; Internal donor compliance training.	ECHO HIP deadline, diaspora campaign, bilaterals prep	RM Lead, M&E, Comms, Grants Officer	Training materials commissioned
Month 4 (Feb 2026)	Submit EU Delegation proposal; Secure CSR MoU; Host donor site visit. Conduct feasibility assessment for a pilot social-enterprise concept (e.g., women-led agri-processing or WASH pay-per-use services).	EU DEVCO resilience calls, CSR, donor field visits	RM Lead, Comms, Program Manager	Access & travel planning required
Month 5 (Mar 2026)	Apply SHF reserve allocation; Submit Sida/Dutch governance proposal; Publish mid-year impact report.	SHF reserve, bilateral donor deadlines, reporting cycle	Grants Officer, M&E, Comms	Data collection completed
Month 6 (Apr 2026)	Review pipeline; Adjust donor strategy; Sign consortium MoUs.	UN pooled funds, EU/ECHO amendments, donor calls	RM Lead, Finance, Grants Officer	Requires financial projections

Month	Key Deliverables / Outputs	Donor Cycle Targets	Responsible	Notes / Dependencies
Month 7 (May 2026)	Submit UN agency proposals; Host donor roundtable (Mogadishu); Upgrade visibility (video/stories). Launch and monitor social enterprises pilot phase; develop financial and impact tracking system; prepare lessons-learned paper for scale-up.	UN appeals, CSR/local donors, donor site visits	Comms, Grants, RM Lead, Programs Manager	Event logistics; content development
Month 8 (Jun 2026)	Apply EU/ECHO thematic calls; Submit multi-year proposals; Workshop on cost recovery & overheads.	ECHO mid-year calls, EU bilaterals, USAID	RM Lead, Finance, Grants, HR	Trainers/consultants needed
Month 9 (Jul 2026)	Submit HRP/SHF proposals; Launch diaspora/CSR campaign 2nd round; Advocacy brief for EU delegations.	SHF allocation, EU meetings, CSR campaigns	M&E, Comms, RM Lead	Outcome data compiled
Month 10 (Aug 2026)	Secure at least 1 institutional grant; Organize donor site visit; Update compliance systems.	Bilateral/multilateral decisions	RM Lead, Finance, Programs	Access & scheduling planning
Month 11 (Sep 2026)	Submit EU & Sida proposals for next year; Hold internal review; Develop donor stewardship package.	Bilateral planning, renewals, budgets	Grants Officer, Comms, RM Lead	Staff time for review
Month 12 (Oct 2026)	Complete institutional grant setup; Ensure 10–15% OPEX covered locally; Annual RM report.	All donors, reporting cycles	RM Lead, Finance, M&E, Comms	Financials & staff time allocated

*Notes & Alignment with Donor Cycles

✓ **ECHO HIP:** The 2025 Humanitarian Implementation Plan (HIP) is published; the 2026 HIP will be released late 2025/early 2026. Align proposals in Jan–Mar 2026.

✓ **SHF:** Somalia Humanitarian Fund issues standard allocations early year and reserve allocations mid-year. Monitor OCHA announcements.

✓ **Sida / EU / Bilaterals:** Most release calls mid-year or end-year for following budgets. Track Sida calls and EU Delegation notices.

✓ **UN Agencies:** UNICEF, UNHCR, and UNDP calls align with the HRP and UN Cooperation Framework cycles.

Donor – Centric Value Propositions

(Sample Messaging)



Donor Segment	What They Prioritize	SSWC Value Proposition Examples	Proof Points / Evidence	Sample Messaging
Institutional / Bilateral Donors (USAID, EU, Sida, Dutch Embassy)	Multi-year funding, compliance, governance, resilience, women's empowerment	"SSWC has a 30+ year track record delivering large-scale, multi-sector projects across South & Central Somalia." "SSWC delivers rapid MPCA and WASH at scale in South Central Somalia through a proven field presence across 10+ locations, reducing acute vulnerability while building local governance linkages."	\$5.7M managed in 2024 across USAID, Sida, SHF, DRA - Offices in Mogadishu, Baidoa, Beletweyne, Dhusamareb, etc. - Experience in livelihoods, food security, WASH, governance	"By funding SSWC, you invest in Somalia's most trusted women-led NGO with proven ability to manage complex, multi-year grants."
UN Agencies (UNICEF, UNHCR, UNDP)	Localized implementation, protection, displacement response, M&E, cost-effectiveness	"SSWC is a frontline actor in IDP camps and fragile communities, offering rapid, community-driven delivery aligned with UN goals." "Rapid IDP response capacity (shelter, NFI, camp coordination), immediate access to IDP sites, and experience implementing MPCA."	- Implemented SHF flood response (2023–24) in Galkacyo IDP camps - Strong M&E and reporting systems aligned with UN formats - Proven child protection & shelter interventions	"Partnering with SSWC ensures rapid delivery in fragile, hard-to-reach areas where UN agencies cannot directly operate."

Pooled Funds (SHF, CERF, DRA)	Rapid response, compliance, local partnerships, value-for-money	"SSWC is agile, field-based, and fully compliant with pooled fund requirements."	• SHF-funded emergency shelter/NFI project completed on time & budget • Cost-efficient delivery via community trust networks • Recognized partner for rapid responses	"SSWC translates pooled fund flexibility into immediate, dignified impact for displaced families."
Private Sector / CSR (Hormuud, Somali corporates, diaspora networks)	Visibility, community impact, CSR branding, scalable local initiatives	"SSWC enables corporates and diaspora to visibly support Somali communities in livelihoods, women empowerment, and education." "High-visibility community projects with local impact, measurable livelihoods outcomes and branding/CSR return."	• Trusted community networks across 10+ districts • Proven track record in women-led livelihoods programs • Opportunities for co-branding/visibility in all projects	"Your support enables Somali communities to drive change from within — empowering women, sustaining livelihoods, and building dignity."



Partnership & Consortium Strategy



SSWC will adopt a proactive approach to building strategic alliances that enhance both funding access and program impact:

Targeted Consortia Engagement: Identify 2–3 large INGOs and UN agencies as priority consortium partners. SSWC will position itself as the go-to Somali women-led organization offering deep community access, strong contextual knowledge, and proven field management capacity.

Role Differentiation: Where appropriate, SSWC will join consortia as an implementing partner, highlighting its cost-efficient operations and grassroots reach. For medium-sized humanitarian grants (e.g., pooled funds or rapid response windows), SSWC will actively pursue lead roles to strengthen visibility and negotiation power.

Leveraging Networks: Membership in coordination platforms such as Nexus, Somalia NGO Consortium, and the Start Network will be used strategically to identify consortium opportunities, monitor pooled funding calls, and increase visibility among potential lead agencies and donors.



Potential Consortium Partners for SSWC

Partner	Why Strategic	Potential Areas of Collaboration	Value Proposition for SSWC
NRC (Norwegian Refugee Council)	Strong track record in shelter, protection, and education; active in Somalia pooled funds.	Shelter, WASH, education in emergencies, durable solutions.	SSWC offers NRC trusted community entry points and women-led mobilization capacity.
DRC (Danish Refugee Council)	Focus on protection, governance, and displacement; experience with resilience programming.	Protection, governance, local capacity building, peacebuilding.	SSWC complements with local legitimacy and cost-efficient delivery.
Concern Worldwide	Deep expertise in livelihoods, food security, and health programming.	Livelihoods, food security, resilience building.	SSWC brings women-led livelihoods expertise and local monitoring networks.
Save the Children	Education and child protection leader in Somalia.	Accelerated education, child protection, youth empowerment.	SSWC strengthens outreach to vulnerable groups and ensures inclusion of women/children.
UNICEF	Mandate for child protection, WASH, education.	Child protection, WASH, education in emergencies.	SSWC provides frontline field delivery and real-time evidence collection.
UNHCR	Mandate for protection, IDPs, and durable solutions.	Camp coordination, displacement response, protection.	SSWC ensures accountability and direct access in IDP camps.
UNDP	Governance and stabilization programming in Somalia.	Local governance, women's empowerment, peacebuilding.	SSWC offers legitimacy and credibility with community leaders and local councils.

Risk Matrix & Mitigations

Risk	Likelihood	Impact	Mitigation
Donor funding volatility / seasonal cuts	Medium	High	Maintain diversified pipeline; Retain 3–6 months OPEX reserve; Pursue multi-year grants
Compliance failure or missing documentation	Medium	High	Create donor compliance pack & checklist; Quarterly internal audit & training
Security / access restrictions limiting program delivery	High (context dependent)	High	Build flexible budgets, Initiate remote management protocols, Build local staff capacity,
Reputation issues (case study consent problems)	Low	Medium	Strict consent procedures; Communications SOP; Develop rapid response plan
Overreliance on 1 donor	Medium	High	Limit any single donor to <35% of total funding; Cultivate alternatives



Get In Touch

SSWC is a Somali women non-governmental humanitarian organization at a national level founded in 1992 at Mogadishu - the capital city, by a group of Somali women intellectuals from cross-section of the community.

CONTACT INFO

 SSWC Headquarters, Soobe,
Wadajir Mogadishu Somalia

 +252 6153 10381

 info@sswc-som.org

 Office Hours: 8am-5pm