**Second Draft** 



# MINISTRY OF YOUTH AND SPORTS OF SOMALIA



2024-2029

# **VISION**

The ministry envisions optimizing Somali youth capabilities and promoting a vibrant sports culture nationwide to advance national development through strategic youth and sports programming, infrastructure and partnership initiatives.

# **MISSION**

The mission of the Ministry of Youth and Sports is to develop the capacities of Somali youth and strengthen the national sports sector at all levels of society through implementing modern programs and rehabilitating infrastructure based on international best practices.

# **CORE VALUES**

Integrity
Collaboration
Innovation
Development
Accessibility
Accountability

# **Table of Contents**

List of tables	VI
List of figures	vii
List of Abbreviations	viii
FORWARD	ix
ACKNOWLEDGEMENT	x
Executive Summary	xi
1. CHAPTER 1: HISTORICAL, LEGAL AND INSTITUTIONAL FRAMEWORK	1
1. Introduction	
a. Background	
b. Purpose	1
c. Mandate of the Ministry	2
d. Functions of the Ministry	2
e. Key Relevant Legislation, Policies and Guidelines	3
f. Rationale for the Development of the Strategic Plan	3
g. Approach and Methodology	4
h. Alignment with National Development Plans and Vision 2050	4
i. Alignment with the African Union Agenda 2063.	5
j. Alignment with Sustainable Development Goals (SDGs)	5
2. CHAPTER 2: SITUATIONAL ANALYSIS	6
a. Key Achievements of the Ministry	6
b. Skills Development for 10,000+ Youth	7
c. Establishing the Youth Cluster	7
d. Challenges Faced by the Ministry	7
e. Lessons Learned	
f. SWOT Analysis	
i. Strengths	10
ii. Weaknesses	11
iii. Opportunities	12
iv. Threats	13
g. Environmental Scanning (PESTEL Analysis)	14
i. Political	
ii. Economical	15

iii. Social		16
iv. Technological		16
v. Environmental		17
vi. Legal factors		18
h. Stakeholder Analysis		19
3. CHAPTER 3: STRATEGY FOCUS		20
a. Vision, Mission, Motto, and Core Value		20
i. Vision		20
ii. Mission		20
iii. Motto		20
iv. Core Values		20
b. Key Result Areas		21
c. Strategic Objectives		21
3.4 Strategy Matrix		22
CHAPTER 4: RESOURCES, IMPLEMENTATION A	ND COORDINATION FRAMEWORK	25
4. Implementation Framework		25
a. Introduction	<u>                                     </u>	25
b. Staffing Levels		25
c. Governance Structure	S S	25
d. Financial Implications		28
e. Strategy Implementation		29
f. Linkages and Collaboration		30
g. Risk Management		30
Chapter 5: Monitoring, Evaluation and Learnin	1 2 11	
5.2 Variance and Ratio Analysis	- (6.5	33
5.2.1 Variance Analysis		
5.2.2 Ratio Analysis		
5.2.3 Budgetary Control		
· .		
5.4.1 Annual Workplans		
5.4.2 Progress Reports		
	***************************************	

5.5	Data and Information Collection Procedure	37
5.6	Regular Meetings	37
5.7	Strategic Plan Review	37
5.8	Monitoring, Evaluation, and Reporting Strategy	37
5.8.1	Monitoring and Evaluation Team	37
5.8.2	Performance Review	38
5.8.3	Annual Performance Review	38
5.8.4	Mid-Term Evaluation and Review (MTER)	39
5.8.5	Final Evaluation and Review	39
Chapt	er 6: Appendices	40
	pendix A: Implementation Matrix	
App	pendix B: Strategic Planning Team	60
	7 1/ /	

وزارة الشباب والرياق F.G.S

# List of tables

Table 1. Strengths for SWOT Analysis	10
Table 2. Weaknesses for SWOT Analysis	11
Table 3. Opportunities for SWOT Analysis	12
Table 4. Threats for SWOT Analysis	13
Table 5. Political for PESTEL Analysis	14
Table 6. Economic for PESTEL Analysis	15
Table 7. Social for PESTEL Analysis	16
Table 8. Technological for PESTEL Analysis	17
Table 9. Environmental for PESTEL Analysis	18
Table 10. Legal Factors for PESTEL Analysis	
Table 11. Stakeholder Analysis	19
Table 12. Strategy Matrex	22
Table 13. Financial Implications	28
Table 14. Risk Management	31
Table 15. Implementation Matrix	40

# List of figures



# List of Abbreviations

AU - African Union

CAF - Confederation of African Football

CECAFA - Council for East and Central Africa Football Associations

HE - His Excellency

MTER - Mid-Term Evaluation and Review

NASDA - National Anti-Doping Agency of Somalia

NDP-9 - National Development Plan 9

PESTEL - Political, Economic, Social, Technological, Environmental, Legal

SDGs - Sustainable Development Goals

SCORE – Standard Consultant and Research Enterprise

SWOT - Strengths, Weaknesses, Opportunities, Threats

# **FORWARD**

I am pleased to have the opportunity to comment on this Strategic Plan for the Ministry of Youth and Sports of Somalia. The plan outlines a clear vision and strategic focus areas, referred to as Key Result Areas, that will guide our efforts in achieving our mission and vision for youth and sports development in our country. It is a comprehensive and well-thought-out document that reflects the dedication and commitment of the team involved in its formulation.

I would like to express my sincere appreciation to the SCORE Consultant team and the technical team of the ministry who devoted their time and resources to develop this strategic plan. Their hard work and expertise have resulted in a valuable roadmap that will guide our ministry's activities in the coming years. I also extend my gratitude to the stakeholders who provided their valuable input during the plan's validation sessions, as well as those who will be involved in its implementation going forward.

This strategic plan acknowledges the challenges faced by our public servants in delivering services to our citizens. It recognizes the increasing demand for public services and the need to enhance the skills and knowledge of our public servants to meet the expectations of our people. The plan offers hope by identifying opportunities to empower our public servants and improve access and delivery of public services. The Ministry of Youth and Sports will play a vital role in this process, serving as an innovative hub for generating and sharing new ideas to inform policy-making and action.

Research activities will be a cornerstone of our efforts to enhance public service capacity and improve service delivery. We will formulate effective strategies based on evidence-based knowledge to develop relevant training programs that impart high-level skills and competencies within the public service. Additionally, we will provide expert advice to other government agencies to ensure efficient and effective implementation of their respective mandates.

I am fully committed to supporting the implementation of this strategic plan and making the Ministry of Youth and Sports a premier vehicle for the capacity development of our youth and the advancement of sports in Somalia. Together with our valued stakeholders, we will work diligently to achieve the objectives outlined in this superlative strategic plan.

Signature:	1-,	G.	C,
Signature:	1 11	U,	السندي

H.E. Mr. Mohamed Barre

Minister of Youth and Sports

# **ACKNOWLEDGEMENT**

The Ministry of Youth and Sports of Somalia has embarked on a transformative journey as a key institution in shaping the future of our society. We acknowledge the immense potential and promise our ministry holds in driving meaningful change in the lives of our youth and the development of sports in our country. The shared mandate, vision, mission, and core values of the Ministry project a forward-thinking institution that will navigate the complexities of youth development and sports with an intellectualized approach.

On behalf of the Ministry of Youth and Sports, I would like to express our deep appreciation to the Government of the Federal Republic of Somalia for establishing and supporting our ministry. It is through this support that we can make lasting and impactful contributions to the delivery of public services and the betterment of our society as a whole.

We extend our gratitude to:

- All those who played a significant role in the establishment of the Ministry of Youth and Sports and the preparation of this strategic plan. Your dedication and commitment have laid the foundation for our future success.
- The individuals who provided critical reviews of this Strategic Plan. Your valuable insights and feedback have helped shape our strategies and ensure their effectiveness.
- The team of experts from the SCORE Consultant, who worked tirelessly to produce multiple drafts of this Strategic Plan, incorporating feedback and comments from key stakeholders. Your hard work and dedication have resulted in a comprehensive and robust plan that will guide our efforts.

We are grateful for the support and collaboration of all those involved in this process, as we collectively strive towards building a brighter future for our youth and the development of sports in Somalia.

Signature:	60/1 1 2/100
Mr. Abdirahin Warsame Dirie	سباب ق
Director General of the Ministry	F.G.S

# **Executive Summary**

The Strategic Plan for the Ministry of Youth and Sports of Somalia outlines a comprehensive roadmap for the period 2024-2029, aimed at optimizing Somali youth capabilities and promoting a vibrant sports culture nationwide. This plan sets forth the vision, mission, and core values of the ministry, and identifies key result areas to guide efforts in achieving the desired outcomes for youth and sports development in the country.

The plan recognizes the challenges faced by public servants in delivering services to citizens and emphasizes the need to enhance the skills and knowledge of the public service. It offers hope by identifying opportunities to empower public servants and improve access and delivery of public services. The Ministry of Youth and Sports will serve as an innovative hub for generating and sharing new ideas to inform policy-making and action.

Research activities will be a cornerstone of efforts to enhance public service capacity and improve service delivery. The plan emphasizes the formulation of effective strategies based on evidence-based knowledge, developing relevant training programs, and providing expert advice to other government agencies.

The strategic plan aligns seamlessly with the government's policy objectives, focusing on key result areas such as education and skill enhancement, leadership and governance, social inclusion and rights protection, peace, security, and environmental sustainability, community engagement and sports culture development, as well as sports infrastructure and league development.

To achieve these goals, the plan prioritizes education and skill enhancement among youth, fostering leadership qualities, promoting effective governance, and ensuring social inclusion and rights protection. The ministry aims to create an inclusive environment that upholds the rights and dignity of all individuals, ensuring equal opportunities for participation and development.

The strategic plan envisions the Ministry of Youth and Sports as a premier vehicle for capacity development within the public service and sports sector. It is grounded in the government's development agenda and seeks collaboration with stakeholders from the public and private sectors to strengthen institutional capabilities and successfully achieve the outlined objectives.

F.G.S

# 1. CHAPTER 1: HISTORICAL, LEGAL AND INSTITUTIONAL FRAMEWORK

# 1. Introduction

This chapter provides the historical, legal and institutional context for the development of the 5-year strategic plan for the Ministry of Youth and Sports of Somalia. It outlines the ministry's background, purpose, functions and key responsibilities as defined by relevant legislation, policies and guidelines.

# a. Background

The development of the youth and sports sectors in Somalia can be traced back to the colonial period in the early 20th century. In 1920, the Italian Colonials began mobilizing and organizing Somalia's emerging sports sector by establishing the first national sports federation. Named the 'Federazione Sportiva della Somalia', it oversaw different sporting codes including football, athletics and tennis.

In 1933, the first national football league competition was launched called the 'Coppa Federaziona Sportiva'. This helped promote the development of football across the country in the colonial era.

Following independence, the sports sector continued growing in the post-colonial period. Notable early achievements included Somalia winning tournaments in the Arab League for basketball in 1979 and coming second in the Arab League football competition also in 1979.

Recognizing the strategic importance of effectively coordinating and promoting youth development and sports initiatives, the Somali government established the Ministry of Youth through a presidential decree on 15th July 1977. Abdikasim Salad Hassan was appointed as the first Minister of Youth and Sports.

Since its establishment, the ministry has spearheaded the organization and participation of Somali national teams in various regional and international sporting events. Some key achievements include Somalia coming third in the 1971 Arab League Women's Handball Tournament, second in the 2011 Arab League Women's Basketball Tournament, second in the CECAFA U17 Cup in 2019, winning the CECAFA U17 Cup in 2022, and coming third in the 1500M event at the 2023 Arab Athletics Championships.

Over the decades, the ministry has played a leading role in developing policies and programs to advance youth empowerment and strengthen the country's sports sector in line with its national mandate.

#### b. Purpose

The purpose of the strategic plan is to guide the ministry's programmes, activities and resource allocation for the next 5 years (2024-2029) in line with national development goals and priorities.

# c. Mandate of the Ministry

The mandate of the Ministry of Youth and Sports is as follows:

- 1) **Youth Development:** The ministry is mandated to develop and empower youth in Somalia. It fosters research and innovation in emerging areas of youth empowerment and sports sciences. Represent Somalia in regional and international youth development and sports fora. It is responsible for implementing policies, programs and initiatives aimed at enhancing youth education, skills training, employment opportunities and overall wellbeing.
- 2) Sports Development: The ministry is tasked with promoting sports participation and physical activity at all levels of society. Develop national training and certification standards for coaches and sports instructors. Oversee the administration and maintenance of major national sports facilities and stadiums. Organize national, regional and international youth and sports competitions and tournaments. Issue licenses and register national youth and sports associations/federations. Collect, analyze and publish data on key youth development and sports indicators. It supports sports organizations and fosters a culture of excellence in sports.
- 3) **Policy Formulation & Implementation**: The ministry formulates policies and implementation strategies related to youth development and sports. Coordinate sector policy implementation across federal member states and local administrations. This ensures national youth and sports plans and programs are aligned with overall national development goals and objectives.
- 4) **Resource Allocation and Mobilization:** The ministry is responsible for allocating adequate financial and infrastructure resources to support the implementation of youth and sports initiatives. It also mobilizes additional resources from development partners.
- 5) **Monitoring and Evaluation:** The ministry oversees the effective monitoring and evaluation of all youth and sports programs, policies and activities being implemented across Somalia. It assesses outcomes and ensures national compliance with mandates.

The ministry provides strategic leadership and oversight for all national efforts concerning youth empowerment and the advancement of sports in line with its policy and legislative mandates.

# d. Functions of the Ministry

The five core functions of the Ministry of Youth and Sports of Somalia are:

- 1. **Fostering Youth Progress**: Develop, implement, and monitor youth development policies, programs, and initiatives to enhance education, skills training, employment, and well-being of Somali youth.
- 2. **Enhancing Sports Progress and Growth:** Promote sports participation, develop the sector's infrastructure and human resources, organize sporting events, and support national sports associations.
- 3. **Formulating, Implementing and Coordinating Policies:** Formulate strategies and coordinate implementation of youth development and sports policies across Somalia in line with national development goals.

- 4. **Mobilizing and Allocating Resources:** Allocate financial and infrastructure resources for youth and sports programs and mobilize additional funding from external sources.
- 5. **Supervision and Assessment**: Continuously monitor, evaluate and report on outcomes of youth development and sports initiatives implemented nationally to ensure compliance with mandates.

# e. Key Relevant Legislation, Policies and Guidelines

Key relevant legislation, policies and guidelines for the Ministry of Youth and Sports of Somalia include:

- 1) National Youth Policy (2023) Provides the overarching framework to promote youth empowerment through education, vocational skills, employment creation etc.
- 2) National Sports Policy (2024) Defines the strategic vision and priorities for developing sports at the grassroots and elite levels in Somalia.
- 3) Presidential Decree Establishing the Ministry of Youth and Sports (1977) Primary legislation establishing the ministry and outlining its mandate.
- 4) National Youth Council Bill (2024) Legislation to create an empowered national youth council in support of the ministry.
- 5) National Substance Abuse Bill (2024) Aims to curb drug trafficking and addiction through prevention programs targeting youth.
- 6) National Youth Development Fund Bill (2024) Establishes a dedicated funding mechanism to support sustainable youth livelihood programs.
- 7) National Sports Development Agency (NASDA) Act (2024) Responsible for incapacitating control measures and education in line with international standards.
- 8) National Sports Codes and Rules Standards set by national sports federations/associations for competitions and certification.
- 9) Global and Regional Youth Charters Somalia has ratified charters on youth rights to guide national youth empowerment strategies.

# f. Rationale for the Development of the Strategic Plan

The rationale for developing this 5-year strategic plan for the Ministry of Youth and Sports of Somalia is multifold. The strategic plan aims to provide strategic direction and focus the ministry's programmes and resource allocation over the period 2023-2027 in a coordinated manner. It will help ensure the ministry's initiatives are systematically planned and implemented to optimally contribute to realizing national development priorities under Vision 2050 and the National Development Plan. Furthermore, the plan seeks to align the work of the ministry across sectors both horizontally and vertically to foster collaboration at federal and state levels. By establishing a results-based management framework for monitoring progress, evaluating impact and informing evidence-based decision making, the strategic plan provides an effective tool for the ministry. An additional rationale is to mobilize partnerships and resources from multi-lateral and bi-lateral donors through a clear strategic outline of programming priorities. The strategic

plan also guides capacity development for effective decentralized service delivery by strengthening systems, structures and skills at grassroots level. It establishes a unified framework for ongoing stakeholder engagement, communications and accountability in ministry operations and supports achievement of regional and global targets under Agenda 2063 and the Sustainable Development Goals. Ultimately, the strategic plan ensures optimum value creation from investments in Somalia's most prized assets - its youth and the unifying power of sports.

# g. Approach and Methodology

A mixed-methods approach incorporating questionnaires, observational studies and desk review of documents was used. Questionnaires were administered to key stakeholders to gather both quantitative and qualitative data. This includes a questionnaire form distributed to ministry officials in the capital city of Mogadishu. It seeks inputs on their needs, challenges, lessons from prior initiatives, budget, and program priorities.

Observational studies in the form of field visits at the premises of the ministry were conducted on November 1, 2023. Ministry departments and programs in Mogadishu were observed to gain insights into implementation realities on the ground.

In the desk review, a strategic plan team at the ministry assigned to develop the strategic plan reviewed existing policies, work plans, and other regulatory frameworks. This involves analyzing the National Youth and Sports policies, annual work plans, previous evaluations and strategic documents of development partners. Information from these secondary sources will aid evidence-based planning.

The data collected from these multiple methods were analyzed using appropriate qualitative and quantitative tools. Key findings inform the situation analysis and needs assessment baseline. Validated results along with international best practices guided the formulation of strategic objectives, targets and implementation strategies for the 5-year plan.

# h. Alignment with National Development Plans and Vision 2060

The new 5-year strategic plan of the Ministry of Youth and Sports aligns with and directly supports achievement of priorities outlined in Somalia's national development frameworks. Vision 2060 predicts Somalia becoming a stable, democratic and prosperous middle-income country by its anniversary. The ministry's strategic plan is designed to meaningfully contribute towards realizing this aspiration.

It does so by directly addressing pillars within Vision 2060 such as expanding access to quality education and skills training for youth. This aligns with goals of improving human development indices. Developing sports programs aimed at gainful employment, resilience and social cohesion also complements pillars on economic growth and state-building.

National Development Plan 9 similarly has strategic objectives relating to youth empowerment through education and vocational training, increased sports participation amongst communities

and improved national infrastructure. Each initiative within the ministry's new strategic plan is mapped to the relevant objective under NDP-9 to ensure optimal alignment and impact.

The strategic plan also takes into account sector-specific policies and targets under NDP-9 and the Education Ministry's Education Sector Strategic Plan. Aligned implementation will galvanize efforts across stakeholders to accelerate progress on commitments made in Vision 2060 and fulfillment of international obligations like the Sustainable Development Goals agenda. This reiterates how national ownership of development depends on strategic alignment and coordination even at the ministry-level.

# i. Alignment with the African Union Agenda 2063.

One of the flagship projects of Agenda 2063 is to optimize Africa's demographic dividend by empowering its youth. The ministry's strategic plan addresses this through initiatives aimed at boosting technical and life skills training opportunities for Somali youth. This will contribute significantly to Agenda 2063's goal of equipping Africa's youth with relevant skills for meaningful participation in the continent's socio-economic transformation.

Agenda 2063 also prioritizes inter-connecting African countries through world class infrastructure. The strategic plan's focus on rehabilitating and constructing modern sports facilities across Somalia complements this priority area. It will help unleash sporting talents while improving public health through increased physical activity levels.

Realizing a prosperous Africa based on inclusive growth and sustainable development is central to Agenda 2063. The ministry's planned programs and partnerships anchored on principles of equity, participation and sustainability directly align with and reinforce progress on this crucial goal.

By mainstreaming the AU's continental agenda into its domestic strategic vision, the ministry demonstrates policy coherence and further consolidates Somalia's engagements with Pan-African developmental blueprints and priorities. Overall, its strategic plan charting investments in human capital and infrastructure augment country and regional efforts to realize Agenda 2063's vision of a peaceful and integrated Africa.

# j. Alignment with Sustainable Development Goals (SDGs)

The strategic plan of the Ministry of Youth and Sports directly aligns with and supports several Sustainable Development Goals (SDGs).

F.G.S

Initiatives aimed at quality education, vocational training and skills development under the plan align well with SDG 4 on ensuring inclusive and equitable education. These efforts will significantly contribute towards targets of substantially increasing the number of young people with relevant skills.

Programmes fostering good health and well-being through sports programmes and rehabilitating sporting infrastructure directly support the achievement of SDG 3, which aims to ensure healthy lives and promote well-being for all at all ages. This is anticipated to contribute positively towards reducing premature mortality from non-communicable diseases and mental health conditions.

By emphasizing initiatives that promote community inclusion and participation in sports, and those focused on creating sustainable livelihoods for youth, the plan aligns with SDG 10 on reducing inequalities. It is expected to aid progress on targets of empowering vulnerable groups and facilitating orderly, safe, regular and responsible migration and mobility.

Partnership remains a critical cross-cutting element across the plan. This not only supports SDG 17 on global partnership but helps mobilize additional resources and technical expertise needed to achieve targets on education, health and inequality reduction in Somalia's context.

Overall, the ministry's strategic plan demonstrates national ownership of the global 2030 sustainable development agenda through coherent planning and implementation.

# 2. CHAPTER 2: SITUATIONAL ANALYSIS

# a. Key Achievements of the Ministry

The ministry has made significant progress over the past five years in developing the policy frameworks to guide its work. It prepared and secured approval of the landmark National Youth Policy, which provides guidance on empowering Somalia's youth population. Additionally, the sports sector blueprint — the draft National Sports Policy — was prepared to establish the strategic direction for sports development going forward.

Important institutions have also been established for improved coordination and youth representation. A temporary national Youth Council was formed in 2017 to act as the collective voice of youth at the national level until legislation is passed to make it a permanent body. An inter-ministerial Youth Committee between the Federal Government and Federal Member States was also created for enhanced harmonization.

Significant rehabilitation and construction work of sports infrastructure took place. The iconic national stadiums across various states underwent massive restoration and renovation works to support competitive sports. This includes stadiums built in Mogadishu, Kismayo, Baidoa, Jowhar, Dosamareb, Bal'ad, etc.

The national teams have experienced success in international competitions. Somalia's youth teams participated creditably in regional tournaments organized by CECAFA and CAF. Notably, the U17 national football team won the CECAFA Cup championship in their category.

The ministry also prioritized inclusiveness through organizing the country's first-ever national tournament for persons with disabilities. Grassroots development was boosted through regular inter-school football leagues as well as an inter-state football championship organized to unite Somalia's youth.

# b. Skills Development for 10,000+ Youth

The Ministry of Youth and Sports of Somalia has made great strides in providing skills development opportunities for the large youth population in the country. Through various technical and vocational education and training programs implemented across the nation, the Ministry has successfully reached over 10,000 youth, both young men and women, providing them vital skills needed for employment. Some of the key skills development areas include masonry, carpentry, electrical works, welding, plumbing, automotive mechanics, health care, hospitality and more. This massive skills training initiative has helped equip Somali youth with marketable skills to participate in rebuilding the country's economy and workforce. It has also given the youth hope for a better future with potential job and livelihood opportunities.

# c. Establishing the Youth Cluster

Under the leadership of the Minister, the Ministry has made significant achievements in establishing the Youth Cluster - an important mechanism for coordinated youth development in the country. With support from international partners, the Ministry led the process of establishing the Youth Cluster, bringing together various government ministries, agencies, civil society organizations and development partners working on youth empowerment programs. Through regular coordination meetings held at the federal and state levels, the Youth Cluster aims to ensure cooperation between interventions, address gaps, and maximize impact of programs that target vulnerable youth. The establishment of this governing body is an exemplary achievement that will go a long way in streamlining Somalia's national youth development efforts and investments for greater socio-economic empowerment of youth.

# d. Challenges Faced by the Ministry

The key challenges faced by the Ministry of Youth and Sports in fulfilling its mandate include:

1) Inadequate budget allocation: The ministry has faced significant limitations due to budgetary constraints over the years, which has hampered program implementation. The ministry has faced significant constraints due to inadequate budget allocation over the years, which has hampered program implementation. Yearly budgets allocated to the ministry have been minimal compared to the scale of programs and infrastructure required to modernize the youth and sports sectors. Restricted funding has meant many cost-intensive long-term programs had to either be delayed or implemented at a smaller scale with less impact. Short-term project grants from donors could not substitute for the need of sustainable government funding to youth and sports development as core responsibilities.

Furthermore, prioritization of funding to other critical sectors like security, health and education has further squeezed budgets for the ministry. The operational costs of running departmental offices, conducting training and tournaments, and rehabilitating sports facilities far exceeded the budgets provided. Multi-year projects essential for sustained human and technical capacity building could not be adequately financed. Minimal

funding also constrained the hiring and retention of specialized staff needed for professionalization of ministry roles.

Outreach to rural populations was especially hampered due to underfunding of programs targeting all citizens equitably. The reduced capacity for co-funding meant limited uptake of partnership opportunities with donors and private sector. Clearly, bolstering allocated budgets is urgently needed to facilitate robust delivery of national youth and sports mandates.

- 2) Non-operational headquarters: The lack of a functional head office building has been a major impediment for the ministry and further complicated coordination and workflow. Without a centralized location to operate from, ministry staff have had to work from dispersed temporary locations such as offices borrowed from other ministries. This fragmented setup undermined efficiency and collaborations between departments. Coordination of programs and technical support to field offices became challenging due to the lack of dedicated infrastructure and facilities. Regular meetings, planning, and supervision of departmental activities were also difficult to maintain without a conducive head office space. Valuable time and resources were spent dealing with makeshift arrangements rather than focusing fully on implementing core mandates. The absence of a functional headquarters further diluted institutional architecture, visibility and synergistic collaboration with stakeholders. It contributed to hindering effective response capacities required to leverage partnership opportunities and serve citizens optimally. This key gap in infrastructure hampered smooth operations and optimal fulfillment of the ministry's strategic oversight role.
- 3) Limited working space: The lack of adequate working space, supplies and facilities in most department offices has severely limited their ability to optimally carry out responsibilities. With staff confined to cramped offices operating beyond designated capacities, productivity and morale were negatively impacted. Important program documents, files and resources could not be properly stored due to limited storage and archival spaces. Meetings and trainings were difficult to conduct at scale without appropriate conference rooms. Dated office equipment and supplies further stifled efficiency gains. The inadequate infrastructure translated to weakened service delivery, planning and monitoring capacities. Department heads struggled scheduling staff rotations and overseeing fieldwork logistics. It also created occupational safety issues that compromise staff well-being. Overall, constrained working conditions in offices located distant from one another aggravated coordination between sectoral priorities. Unless these limitations are addressed, the quality of technical leadership and support to partners nationwide will remain compromised. Investment is needed to provide conducive workspaces that enable departments to fulfill their mandates productively.
- 4) Lack of youth sector coordination: The lack of coordination within the youth sector, arising from the absence of a fully mandated and independent National Youth Council,

has remained a significant challenge. Without a centralized platform to bring together all stakeholders engaging with Somalia's youth population, including government entities, civil society, private sector and development partners, cohesive policy implementation and partnership building has been lacking. Each actor has tended to pursue isolated initiatives without synergy. This has resulted in duplication of efforts in some areas and gaps in others. Joint sector planning, capacity strengthening of youth groups, data collection for evidence-based decision making and resource mobilization have therefore suffered. The temporary council established has had limited scope and authority. It has been difficult to effectively facilitate consultation, feedback and accountability within the sector towards fulfilling international commitments on youth development. A permanent, empowered and representative National Youth Council endowed with statutory powers is thus urgently required to strengthen integration, advocacy and oversight within Somalia's strategic youth empowerment landscape.

5) Lack of sports sector coordination: The lack of coordination within Somalia's sports sector has been a hindrance to progress due to inadequate resources and limited capacity for effective collaboration. With no centralized body driving integration, national sports federations, coaches and referees have mostly operated independently with minimal joint planning and oversight. Standardization of coaching certification programs, refereeing curricula and collaboration on talent identification have subsequently suffered. sports academies and clubs developing youth footballers, cricketers and athletes have also lacked networking platforms as well as technical guidance from a regulatory authority. This has compromised standards. Inadequate funding has made it difficult to host regular forums and workshops to bring this ecosystem together under a cohesive policy framework and development agenda. Competition regulations, anti-doping protocols and national team selection procedures have thus lacked consistency and transparent dispute mechanisms. Unless a well-resourced national sports commission or council is empowered to provide stewardship, Somalia risks losing out on leveraging the power of sports for unity, health and economic empowerment of its citizenry.

These resource and operational constraints have restricted the ministry's service delivery capacity and partnership opportunities required for progress. Concerted efforts are needed to address these issues.

# e. Lessons Learned

Several key lessons can be drawn from the challenges faced by the Ministry of Youth and Sports. Sustained government commitment in the form of increased budget allocation is crucial for any ministry to successfully deliver on its mandates. Adequate funding enables robust implementation of long-term programs as well as construction and maintenance of necessary infrastructure like operational headquarters. It also allows for hiring and retaining specialized human resources. Furthermore, coordination challenges within youth and sports sectors underscore the importance of establishing empowered centralized bodies through an inclusive

statutory process. Permanent institutions mandated to bring together stakeholders and drive cohesive development planning according to set standards remain vital. Finally, sustainable partnerships are critical to overcome resource constraints. With coordination and targeted capacity building, future opportunities for enhanced domestic revenue generation and leveraging donor/private sector involvement can be better realized. Addressing budgetary, infrastructure and coordination gaps through concerted efforts and accountability remains indispensable.

# f. SWOT Analysis

# i. Strengths

The Ministry of Youth and Sports possesses several intrinsic capabilities and assets that can empower it to better achieve its objectives if optimized strategically. Table 1 below highlights some of the ministry's key strengths and the opportunities they present if appropriately leveraged:

Table 1. Strengths for SWOT Analysis

Strength	Strategic Implementation	Strategic Response
1) Youth Demographic	A large youth population	Implement comprehensive
Q-	provides a resource but also	youth development programs
	risks unemployment and	covering education, skills
(0)	instability if not engaged.	training, employment
		opportunities, and platforms
7	/ 唐"	for youth involvement and
-		community development.
2) Regional and	Partnerships provide access to	Foster strong collaborative
International	funding, expertise and	relationships with clear terms
Partnerships	support but require effective	of cooperation and ensure
	management and	partnerships align with
8	accountability.	strategic objectives and
	5/	ministry priorities.
3) Government Commitment	Foundation for work but	Maintain transparency in
	requires effective governance,	resource allocation, adhere to
	transparency and	legal requirements, and
	accountability.	continuously report progress
	F.G.5	to government and public.
4) Existing national youth		Adopt a monitoring and
policies and strategies	youth policies and strategic	evaluation framework to
	plans can provide a	ensure implementation
	framework if implemented	alignment with policies and
	properly.	plans. Engage stakeholders
		for feedback and reviews.
5) Dedicated staff resources	The pool of skilled human	Build staff capacity through
	resources engaged in	training. Foster participation,
	youth/sports development	accountability and
	presents an opportunity if	motivation. Ensure welfare
	empowered and well-	and conducive working

Strength	Strategic Implementation	Strategic Response
	managed.	conditions.
6) Diaspora engagement	The large, educated Somali	Establish a diaspora
opportunities	diaspora is interested in	engagement strategy and
	contributing to development	platform. Consult the
	if properly facilitated.	diaspora and facilitate
		investments, knowledge and
		resource transfers.
7) Rehabilitation of sports	Renovating stadiums and	Develop infrastructure plans
infrastructure	facilities can revive the sports	with stakeholder input.
	sector if modernized	Prioritize rehabilitation and
	sustainably.	maintenance through public-
		private partnerships.
8) Success of national teams	Accomplishments inspire	Leverage team successes to
	youth and foster national	boost sports culture, develop
	unity if achievements are	coaching/training programs,
	spotlighted.	and promote sports tourism
1		and merchandise.

# ii. Weaknesses

These are some of the operational challenges currently faced by the Ministry of Youth and Sports that hinder optimal performance if not properly addressed. Effectively managing these constraints is important to empower the ministry to best fulfill its mandate. The following table summarizes some of the key challenges and opportunities for overcoming them through strategic interventions:

Table 2. Weaknesses for SWOT Analysis

Weaknesses	Strategic Implementation	Strategic Response
1) Inadequate funding	<ul> <li>Limits program implementation and expansion.</li> <li>Hinders facilities upgrades and staff retention.</li> </ul>	<ul> <li>Lobby government for increased budget.</li> <li>Pursue fundraising, sponsorship and PPPs.</li> <li>Strengthen financial management and accountability.</li> </ul>
2) Staff skills need developing	<ul> <li>Technical deficiencies affect the quality and sustainability of activities.</li> <li>Reliance on short-term consultants.</li> </ul>	<ul> <li>Develop comprehensive training and continuing education programs.</li> <li>Competitive salaries and incentives.</li> <li>Succession planning.</li> </ul>
3) Fragmented approach	• Uncoordinated actions weaken impact.	• Establish coordination frameworks and platforms.

Weaknesses	Strategic Implementation	Strategic Response
	Duplication of efforts occurs.	• Foster collaboration via joint planning, information sharing and reporting.
4) Rural access constraints	<ul> <li>Unable to serve the whole population equitably.</li> <li>Hard to reach most vulnerable.</li> <li>Digital divide may persist without universal internet connectivity.</li> <li>Pop-up offices allow only temporary, not lasting, community engagement.</li> </ul>	<ul> <li>Use partnerships with local organizations, and use of technology.</li> <li>Collaborate to extend connectivity across remote regions.</li> <li>Implement consistent popup rotations to facilitate enduring relationships</li> </ul>
5) Need for improving monitoring system	• Difficult to assess performance, learn from challenges, and improve strategies.	Develop M&E framework and institutionalize periodic reviews, documentation and learning.
6) Lack of sport regulation	Incoherent development, arbitrariness and politicization in sport administration.	• Establish independent sport commission to regulate, discipline and promote accountability and best practices.

# iii. Opportunities

There are also external conditions within Somalia's operating environment that present avenues for the Ministry of Youth and Sports to potentially expand its reach and effectiveness if capitalized upon strategically. Table 3 below highlights some of the key opportunities and how the ministry could leverage them:

Table 3. Opportunities for SWOT Analysis

_ Tuble 3. Opportunities for Sw 01 Analysis			
Op	portunity		Strategic Implementation Strategic Response
1)	Growing	youth	Large, youthful demography Develop comprehensive
	population		presents a demographic training and vocational
			dividend if equipped with programs to help absorb and
			relevant skills and engage the youth population
			opportunities. productively.
2)	Technological		Rising digital connectivity Develop an e-governance
	Advancement		creates opportunities for strategy to optimize online
			virtual service delivery, data platforms and mobile
			collection, and networking of technologies for ministry
			stakeholders. operations.
3)	Revival of	regional	Hosting tournaments can Bid to host regional youth

Op	Opportunity Strategic Implementation		Strategic Response
	sporting events	boost tourism, reconciliation	and sports events through
		and economic activity	strategic partnerships and
		through regional cooperation.	infrastructure investments.
4)	Engaged diaspora	The diaspora presents	Establish a diaspora
	networks	untapped potential for	engagement framework and
		knowledge transfers,	interactive online platform to
		volunteering, investments if	strengthen participation.
		properly facilitated.	
5)	Emerging private sector	Growing domestic enterprises	Develop a public-private
		create partnerships for skills	partnership policy and
		training, sponsorships, and	operationalize coordination
		acceleration programs.	mechanisms and initiatives.

# iv. Threats.

While the ministry operates within an environment exhibiting recovery and potential, there are some contextual factors that present difficulties if not mitigated against. Table 4 below outlines some key issues that could hinder progress if not properly addressed through strategic planning and resilience-building:

Table 4. Threats for SWOT Analysis

Th	reat	Strategic Implementation	Strategic Response
1)	Security challenges	Instability limits program expansion and infrastructure investments in some regions.	Coordinate closely with security agencies and prioritize accessible, low-risk service delivery models.
2)	Poverty and unemployment	Idleness can enable radicalization if opportunities are not sufficiently provided.	Scale up training, entrepreneurship and job creation programs through public-private partnerships.
3)	Political Instability	Political instability in Somalia can lead to changes in leadership or shifting government priorities, potentially affecting the continuity and support for youth and sports initiatives.	Foster strong collaborative relationships with political stakeholders, maintain adaptability to changing political circumstances, and align the ministry's goals with national development priorities.
4)	Policies need strengthening	Absence of support policies hamper sustainable sector development.	Draft and advocate for progressive youth, sports and gender-inclusive policies and supportive regulations.
5)	Geopolitical tensions	Regional conflicts spill over borders, disrupting sporting and cultural exchange.	Engage development partners to promote peaceful coexistence, trust-building and transnational cooperation.

# g. Environmental Scanning (PESTEL Analysis)

# i. Political

The political landscape in Somalia presents variabilities that are outside of the Ministry of Youth and Sport's direct control. As a government ministry, it must navigate factors such as the federal system of governance, upcoming elections, security situations, foreign influence, and evolving political priorities. However, by proactively engaging with these dynamics, the ministry can position itself strategically to optimize the enabling conditions within this context. It is important to establish inter-governmental coordination mechanisms to ensure consistency across regions under the federal system. Developing transition plans can help maintain operations during electoral cycles. Close coordination with security agencies can support programming in unstable areas. Upholding independence and using sports as a platform for cooperation, rather than division, can mitigate foreign interference risks. And cultivating neutral, cross-party relationships while strategically advocating for impact can bolster resilience against changing government agendas. With strategic vigilance through regular contextual analysis and an agile approach, the ministry can devise responsive strategies to fulfill its mandate, even as political circumstances fluctuate outside of its control. This proactivity helps bolster the ministry's ability to operate effectively within Somalia's politically dynamic environment over time.

Table 5. Political for PESTEL Analysis

Political Factors	Strategic Implementation	Strategic Response		
1) Federal structure of government	Decentralization requires coordination to align policies, budgets and implementation across regions.	Establish inter-governmental coordination mechanisms to ensure consistent programming nationwide.		
2) Upcoming elections	Electoral cycles may impact continuity of plans and personnel during transition periods.	Develop transition plans, back-up capacity and engage continued stakeholder support pre-and post-elections.		
3) Intermittent/Occasional conflicts	Insecurity limits access and investments in some conflict-prone areas over time.	Prioritize accessible service delivery models and partners coordinate closely with security agencies.		
4) Foreign interference	Geopolitical influence could affect neutrality in regional sports if not carefully balanced.	Uphold good governance and independence, promote sports as platform for cooperation over division.		
5) Shifting political priorities	Changes in government agenda may influence ministry directions and support over time.	Enhance understanding of political processes. Maintain neutrality, advocate strategically based on impacts. Cultivate cross-party relationships.		
6) Weak civil society	Nascent organizations require capacity support for sustainable youth participation.	Launch initiatives to empower community groups and link them into ministry programmes and		

<b>Political Factors</b>	<b>Strategic Implementation</b>	Strategic Response
		feedback.

# ii. Economical

The Ministry of Youth and Sports in Somalia has several strategies available to bolster its resilience in addressing economic limitations. It can establish cooperative platforms to coordinate priorities and pool resources with other stakeholders, avoiding duplication and maximizing coverage. Strategic outreach and education can demonstrate the socioeconomic returns of investments to lobby for increased budget allocations through evidence-based multi-year plans. Forming public-private partnerships through memorandums of understanding can engage local businesses, international organizations, diaspora networks and crowdsourcing platforms to supplement costs. Designing cost-effective and locally contextualized initiatives that leverage available assets and synergies can expand reach sustainably within constraints. These can employ technology, volunteerism and social mobilization. Implementing results-based budgeting with prudent financial oversight alongside exploring entrepreneurial revenue streams and needs-based prioritization of resources allows for optimized allocation. Through coordinated, multifaceted and innovative solutions that mitigate fiscal limitations in this way, the ministry strengthens its resilience and development effectiveness despite budgetary challenges - with the ability to continue progress through affordable long-term improvements.

Table 6. Economic for PESTEL Analysis

<b>Economic Factors</b>	<b>Strategic Implementation</b>	Strategic Response
1) Low government revenue	Underfunding limits programs and infrastructure development.	Improve budget advocacy, explore partnerships, sponsorships, and self-generated income through sports facilities use.
2) High underemployment	Many youth lacking skills and livelihood opportunities.	Scale up technical & vocational training and entrepreneurship programs in cooperation with private sector.
3) Poverty and inequality	Not all communities can access resources equitably.	Adopt inclusive, needs-based approaches through mobile offices, mobile units, and community partnerships.
4) Weak private sector	Few companies to partner with for funding, skills initiatives.	Launch capacity-building programs to strengthen SME sector and engage budding sports enterprises over time.
5) Infrastructure deficits	Sports facilities require upgrades for development programs.	Rehabilitate infrastructure through public-private renovation schemes and long-term maintenance planning.

#### iii. Social

The Ministry of Youth and Sports tackles development within Somalia's complex social landscape. To effectively address factors such as gender gaps, unemployment, tensions and substance abuse issues, the ministry recognizes it must mainstream inclusive, empowering and culturally appropriate strategies. This involves promoting diversity and inclusion and designing programming sensitively for all segments of society. Livelihood and skills initiatives can productively engage at-risk youth to build resilience against threats like radicalization. Implementing conflict-sensitive approaches through participatory mechanisms ensures equitable representation and communal buy-in. Awareness drives paired with sports activities can also help address social issues. Crucially, the ministry realizes that top-down models disempower local ownership. So, it is increasingly building the capacity of on-the-ground community groups and establishing structured platforms to decentralize governance, feedback and collaborative solutions customized to each area. This places community participation at the forefront, empowering citizens as agents of their own development and social well-being. Such an approach helps foster the social cohesion underpinning long-term, sustainable youth progress even in unstable environments.

Table 7. Social for PESTEL Analysis

Social Factors	Strategic Implementation	Strategic Response
1) Gender inequality	Existing norms exclude some	Promote inclusive, gender-
-	grou <mark>ps fro</mark> m oppo <mark>rtuni</mark> ties.	sensitive programming and
S =		hiring to empower women and
0) 11 1		minorities.
2) Youth unemployment	Idle youth vulnerable to	Scale up livelihood training,
	radicalization or conflict.	entrepreneurship programs and
		public works to productively
100		engage youth.
3) Inter-clan tensions	Social divisions pose risks in	Implement conflict-sensitive
0	some program areas.	approaches through
	1 = 1 0 0	participatory design and
	السال و	balanced geographical reach.
4) Substance abuse	Rising addiction issues affect	Launch awareness drives and
	youth wellbeing.	support rehabilitation services
	F.G.5	integrating sports and cultural
		activities.
5) Limited civic participation	Top-down approaches	Build capacity of community
	disempower communities.	groups and formalize platforms
		for feedback, collaboration and
		governance.

# iv. Technological

Navigating Somalia's technological landscape presents both opportunities and challenges for effective service delivery. While digital technologies provide new avenues for outreach, factors

like limited broadband access and low digital literacy among communities first need addressing. The Ministry of Youth and Sports recognizes innovative solutions are required. It plans strategic pilots of satellite and mobile outreach methods to expand digital inclusion without internet reliance. Extensive training programs on software and security aim to equip both staff and citizens with vital technical skills. As social media penetration grows, a tailored strategy and content moderation capacities will be developed to facilitate trusted online engagement. Data collection systems and statistical analysis capacities are also being strengthened to support evidence-based planning and monitoring despite current information gaps. Moreover, protocols and cybersecurity incident response systems are recognizing the risks of digital vulnerabilities. Through targeted infrastructure investments, capacity building of human resources and strengthening of systems for protection and use of data, the ministry can optimize new technological avenues. Simultaneously, innovative pilots will test context-appropriate solutions to limitations, continually working to strengthen long-term resilience through an adaptive approach.

Table 8. Technological for PESTEL Analysis

<b>Technological Factors</b>	Strategic Implementation	Strategic Response
1) Limited broadband access	Constraints use of online	Mobile technologies to expand
	platforms in some areas.	digital outreach strategically
()	(医人 人型)	without internet.
2) Low digital literacy	Skills gap hampers e-service	Launch training programs for
< Z	adoption.	ministry staff, communities on
	The state of the s	software, online security,
2	and the same of th	applications.
3) Social media infiltration	Wide outreach but risks without	Develop social media strategy
	moderation.	and content moderation capacity
		for trusted engagement.
4) Data gaps	Constraints evidence-based	Invest in data collection
0	policy and monitoring.	systems, statistics capacity for
	(0112, 112)	disaggregated analysis.
5) Cybersecurity threats	Vulnerabilities affect integrity	Establish protocols, trainings
without safeguards.		and incident response systems to
	FAC	protect digital infrastructure.
v. Environmental	F.G.3	

# v. Environmental

Somalia faces considerable environmental challenges that threaten livelihood security and youth development. Climate change is bringing more frequent, severe weather events while deforestation, drought and land degradation exacerbate vulnerability to climate shocks. To build resilience against these stressors deteriorating communities' abilities to support themselves, the Ministry of Youth and Sports' response must focus on several strategic priorities. Sustainable resource management through initiatives like afforestation and renewable energy promotion can help restore degraded ecosystems. Climate-proofing infrastructure like sports facilities strengthens resilience to climate impacts through reinforcing design. Mainstreaming DRR into all ministry planning and programming allows these facilities and operations to withstand

disasters through measures such as adapting designs to floods or storms. The ministry also recognizes that empowering local populations as stewards of their environment is critical. By supporting solid waste management, community-led landscape restoration and education on sustainable land use, youth and citizens are mobilized as agents of environmental protection and change. Taken together, these steps emphasize approaches that can help strengthen livelihood security in the face of compounding environmental challenges to vulnerable populations for the long term.

Table 9. Environmental for PESTEL Analysis

<b>Environmental Factors</b>	Strategic Implementation	Strategic Response
1) Climate change impacts	More frequent, severe weather endangers populations.	Mainstream Disaster Risk Reduction (DRR) into planning, create climate change adaptation strategies, educate on resilience.
2) Limited natural resources	Constraints recreational, sports development.	Adopt environment-friendly practices, explore low-input activities, urban greening initiatives.
3) Deforestation and drought	Degrades ecosystems, livelihood sources.	Implement afforestation programs, promote renewable energy, and sustainable land-use in communities.
4) Waste and pollution	Threatens public health without management.	Launch awareness campaigns, collaborate on recycling schemes, composting at ministry facilities.
5) Land degradation and erosion	Exacerbates vulnerability to climate shocks.	Conduct landscape restoration projects, work with relevant ministries on land reforms, tenure security.

# vi. Legal factors

The Somali legal system faces numerous challenges that impact the work of the Ministry of Youth and Sports. The weak rule of law means there is an ambiguous regulatory environment, requiring the ministry to develop strong internal policies and frameworks to guide their operations according to national commitments and laws, even while enforcement remains uneven. Several pieces of pending youth-related legislation aim to better protect rights, but gaps remain - the ministry contributes its sectoral expertise to reform efforts championed by relevant governance bodies. Transnational organized criminal networks are also a concern without adequate precautions, necessitating security coordination and staff training in risk mitigation measures, especially across border regions. Federal-regional discrepancies when it comes to planning and budgeting can inhibit harmonized service delivery if not properly addressed - the ministry is focused on collaborating closely with regional administrations. Finally, the

complexities of multiple legal systems and jurisdictions can overload citizens and youth with bureaucratic hurdles. In response, the ministry supports efforts to simplify procedures and expand community-based dispute resolution to improve accessibility for vulnerable populations.

Table 10. Legal Factors for PESTEL Analysis

Legal Factors	Strategic Implementation	Strategic Response
6)		
1) Weak rule of law	Ambiguous regulatory	Develop internal policies and
	environment.	framework informed by national
		laws and commitments.
2) Pending legislation	Gaps impede full enforcement	Collaborate with relevant bodies
	of rights.	on reforms embedding inclusive
		development.
3) Transnational organized	Poses risks without precautions.	Train staff in risk mitigation,
crime	, YOUTH,	coordinate with security
	· · · · · · · · · · · · · · · · · · ·	agencies on vulnerable areas.
4) Federal-regional	Inhibits harmonized operations.	Harmonize with regional
discrepancies		administrations in collaborative
0		planning and budgeting.
5) Legal complexity	Systems overload citizens.	Simplify procedures, expand
10	A-1	community-level dispute
07		resolution mechanisms.

# h. Stakeholder Analysis

The Ministry of Youth and Sports recognizes that fulfilling its mandate requires productive collaboration with key partners and stakeholders. Regular engagement builds understanding and trust, allowing the Ministry to better account for stakeholder needs and expectations in its planning. With Parliament, the Ministry provides sectoral expertise to inform supportive legislation and adequate budget approvals that strengthen legal frameworks and resources. Through inter-ministerial coordination led by the Office of the Prime Minister, complementary national youth initiatives are aligned under a coherent policy environment. By contributing to the Office of the President's developmental strategies, the Ministry demonstrates accountability for advancing wider priorities around citizenship and community wellbeing. Frequent consultation ensures the youth and sports communities' voices represented in needs-based programming and infrastructure development. This stakeholder-centered approach fosters ownership that in turn helps sustain initiatives. It enables the Ministry to continuously refine strategies, monitor impacts and refine service delivery to communities. Such responsive, collaborative working relationships are integral to how the Ministry effectively delivers its mandate over the long term.

Table 11. Stakeholder Analysis

Stakeholders	Stakeholder Expectations	Ministry (MoYS) Strategy	
1) Office of the President (OP)	Strategic direction and oversight of national priorities	Contribute to national development strategies and report on mandate implementation.	

Stakeholders	Stakeholder Expectations	Ministry (MoYS) Strategy
2) Office of the Prime Minister (OPM)	<ul><li>Coordinate youth initiatives.</li><li>Ensure policy alignment.</li></ul>	Partner through inter-ministerial forums and coordinate complementary actions.
3) Parliament	<ul> <li>Pass supportive legislation.</li> <li>approve adequate budget.</li> </ul>	Provide expertise and reports to inform policy and budget needs.
4) Youth Sector	<ul> <li>Access to opportunities, platforms for representation.</li> </ul>	Implement need-based programs, regularly consult and involve youth groups.
5) Sports Sector	• Development of sporting infrastructure and talent.	Facilitate competitive sports, training of coaches and referees, and infrastructure upgrades.

# 3. CHAPTER 3: STRATEGY FOCUS

# a. Vision, Mission, Motto, and Core Value

# i. Vision

The ministry envisions optimizing Somali youth capabilities and promoting a vibrant sports culture nationwide to advance national development through strategic youth and sports programming, infrastructure and partnership initiatives.

#### ii. Mission

The mission of the Ministry of Youth and Sports is to develop the capacities of Somali youth and strengthen the national sports sector at all levels of society through implementing modern programs and rehabilitating infrastructure based on international best practices.

#### iii. Motto

No one left behind.

#### iv. Core Values

1) **Integrity** - The Ministry conducts itself ethically and truthfully to build trust with stakeholders. It adheres to best practices in financial management, operations and transparency.

(أرة الشياب والدي

- 2) **Collaboration** The Ministry recognizes it cannot work alone and actively seeks partnerships across sectors to optimize efforts and resources for greater impact.
- 3) **Innovation** The Ministry encourages new ideas and approaches to engage diverse youth, stay relevant to their evolving needs, and help cultivate a culture of creativity.
- 4) **Development** Beyond immediate goals, the Ministry focuses on equipping youth with skills for lifelong learning and empowerment so they can positively contribute to national progress.

- 5) **Accessibility** The Ministry ensures all youth can access opportunities regardless of income, gender, ability or background by minimizing barriers through inclusive planning and localized service delivery.
- 6) **Accountability** The Ministry takes responsibility for its actions, tracks and reports on progress transparently, and makes continuous improvements based on feedback to deliver quality outcomes for youth and stakeholders.

# b. Key Result Areas

- a) Education and Skill Enhancement
- b) Leadership and Governance
- c) Social Inclusion and Rights Protection
- d) Peace, Security, and Environmental Sustainability.
- e) Community Engagement and Sports Culture Development
- f) Sports Infrastructure and League Development

# c. Strategic Objectives

# a) Youth Development

- 1. Increase youth employment and foster innovation and entrepreneurship.
- 2. Enhance youth access to practical skills and vocational training opportunities.
- 3. Enhance youth leadership, participation, and governance skills.
- 4. To promote youth involvement in peacebuilding and security initiatives
- 5. To adopt and Launch YPS Strategy.
- 6. To protect and promote the rights of youth and ensure social inclusion.
- 7. Enhance overall health and wellbeing of Somali youth.
- 8. To foster environmental awareness and youth involvement in climate action.
- 9. Enhance opportunities and support for migrating youth and returnees.
- 10. Promote social reconciliation and cohesion among youth.

# b) Sports Development

- 1) Increase community participation in sports activities.
- 2) Raise awareness about the physical and mental benefits of sports.
- 3) Enhance the capabilities of sports organizations.
- 4) Foster individual excellence in various sports disciplines.
- 5) Enhance teamwork and sustainable performance in sports teams.
- 6) Cultivate a sense of pride and participation in sports.
- 7) Develop and enhance sports facilities and infrastructure.
- 8) Centralize and standardize national sports league development with collaborative leadership from both the ministry and federations.

# 3.4 Strategy Matrix

Table 12. Strategy Matrix

S/No.	Key Result Area	Thematic Area	Strategic Objective	Strategy
1	Education and Skill Enhancement	Livelihoods and Employment	Increase youth employment and foster innovation and entrepreneurship	Provide skills training, promote entrepreneurship and link youth to jobs through partnerships to create sustainable livelihoods in all sectors and locations.
		Education and Training	Enhance youth access to practical skills and vocational training opportunities	Develop diverse skills training opportunities for youth through both formal and informal education channels.
		Youth Wellbeing Initiative	Enhance overall health and wellbeing of Somali youth	Launch wellness campaigns, and provide holistic healthcare
2	Leadership and Governance	Governance and Engagement	Enhance youth leadership, participation, and governance skills	Foster youth involvement in governance through civic engagement and political processes.
		Youth Diaspora Empowerment and Integration	Enhance opportunities and support for migrating youth and returnees	Conduct needs assessment and tailored programs, partnerships with NGOs and the private sector, digital platforms for information and networking, and government policies and legal support
3	Social Inclusion and Rights Protection	Inclusive Youth Rights	To protect and promote the rights of youth and ensure social inclusion	Advocate for youth-friendly legal frameworks, ensure rights protection, promote social inclusion, engage youth communities, and raise awareness.
		Youth Unity Initiative	Promote social reconciliation and cohesion among youth	Implement community-building events, and facilitate dialogue sessions
4	Peace, Security, and Environmental	Peace Youth Engagement	To promote youth involvement in peacebuilding and security initiatives	Facilitate peace workshops and engage in security dialogues.

S/No.	Key Result Area	Thematic Area	Strategic Objective	Strategy
	Sustainability	YPS Implementation	To adopt and Launch YPS Strategy	Develop YPS framework, and launch implementation plan
		Youth Climate Action	To foster environmental awareness and youth involvement in climate action	Conduct educational workshops, and encourage eco-friendly practices
5	Community Engagement and Sports Culture	Community Sports Engagement	Increase community participation in sports activities	Organize sports events locally, and launch community sports programs
	Development	Sports Benefits Advocacy	Raise awareness about the physical and mental benefits of sports	Disseminate informational materials, organize local seminars, engage with community leaders, utilize social media platforms, collaborate with local media, implement school-based initiatives, and integrate sports education.
		Sports Pride Cultivation	Cultivate a sense of pride and participation in sports	Organize sports festivals, host local tournaments, establish sports programs, foster school competitions, engage local sports figures, encourage role model participation, establish local sports clubs, and encourage team spirit.
		Sports Organization Empowerment	Enhance the capabilities of sports organizations	Conduct training sessions, enhance organizational skills, provide strategic guidance, offer planning workshops, foster network alliances, encourage shared resources, facilitate fundraising campaigns. And connect with sponsors.
		Team Performance Excellence	Enhance teamwork and sustainable performance in sports teams	Conduct bonding activities, foster teamwork skills, provide specialized coaching, implement skill development, promote healthy lifestyle, and integrate sustainable practices.

S/No.	Key Result Area	Thematic Area	Strategic Objective	Strategy
	·	Sports Excellence Cultivation	Foster individual excellence in various sports disciplines	Implement skill enhancement, provide expert coaching, pair with experienced mentors, facilitate knowledge transfer, encourage participation in competitions, provide exposure to tournaments, establish performance recognition, and introduce athlete awards.
6	Sports Infrastructure and Development	Infrastructure Development Excellence	Develop and enhance sports facilities and infrastructure	Renovate existing sports facilities, invest in modern equipment, establish local sports complexes, promote accessibility for all, collaborate for funding, engage with corporate sponsors, implement smart facility solutions, and utilize digital management tools.
		Unified League Development	Centralize and standardize national sports league development with collaborative leadership from both the ministry and federations.	Establish unified league governance, develop standardized protocols, foster cooperation between ministry and federations, form joint planning committees, implement consistent player development, introduce shared training standards, establish reporting mechanisms, and monitor financial transparency.
الشباب والربي F.G.S				

# CHAPTER 4: RESOURCES, IMPLEMENTATION AND COORDINATION FRAMEWORK

# 4. Implementation Framework

#### a. Introduction

This chapter highlights resource requirements for the ministry of youth and Sports of Somalia to implement this Strategic Plan effectively. Significant investment will be needed across several areas to achieve the goals of engaging youth, developing skills, supporting peacebuilding and reconciliation efforts, boosting sports development, and ensuring adequate health, education or environmental programs. Capital expenditure will be required to establish modern training facilities, youth centers, equipment for sports teams, and infrastructure for public educational and awareness campaigns. Recurrent spending will include operational costs for youth programs, skills training, community outreach activities, and oversight of diaspora associations. A committed and increased budget allocation for the ministry over the coming years is necessary, as is support from domestic and international donors. Partnerships with the private sector, civil society, and development organizations can help maximize the impact of available resources. Proper financial management and transparency will also be pivotal to the successful implementation of this strategic plan to empower Somalia's youth.

# b. Staffing Levels

The implementation of this strategic plan will require strengthened human resource capacity at the Ministry of Youth and Sports. At the staffing level, the ministry requires highly skilled and experienced human resources to effectively execute its expanded mandate over the coming years. Key areas requiring additional qualified personnel include program management, monitoring and evaluation, technical skills training, community outreach, sports development, fundraising and donor coordination. It is envisioned that some existing positions may need to be upgraded in terms of required qualifications and experience. The ministry will work to fill any vacant roles in a timely manner in order to ensure effective implementation of its youth development, skills training and sports-related programs and initiatives. Strengthening institutional capacity through targeted training and professional development of ministry staff will also be prioritized.

# c. Governance Structure

The Ministry of Youth and Sports has a clear organizational structure to enable it to effectively carry out its mandate. At the top of the structure is the Minister, who provides overall leadership and oversight. The Minister is supported by the state minister and Deputy Minister. Reporting to the ministers is the Director General (DG), who is responsible for managing the day-to-day operations of the ministry.

The ministry is divided into several departments, each headed by a director and dealing with a specific area such as youth department, sports department, youth skills department, administration and finance, HRM department, planning department, innovation and technology department, young woman's development department, FMS coordination department, IT and Communication department, youth advocacy and legal department. Figure 1 in the strategic plan outlines the full organizational chart in more detail. It shows the breakdown of departments and sections within each one, along with the positions of responsibility.

This structure is aimed at promoting efficiency, accountability and coordination across the different functions of the ministry. It ensures there is top-level leadership and focus on the strategic priorities, while empowering departmental directors and section heads to implement programs and initiatives accordingly. The DG acts as the linking pin between the political leadership and technical operationalization of the ministry's mandate. Together this hierarchy aims to enhance effective implementation of youth and sports programs nationwide.



## Jamhuuriyadda Federaalka Soomaaliya



#### MINISTRY OF YOUTH AND SPORTS - FEDERAL REPUBLIC OF SOMALIA

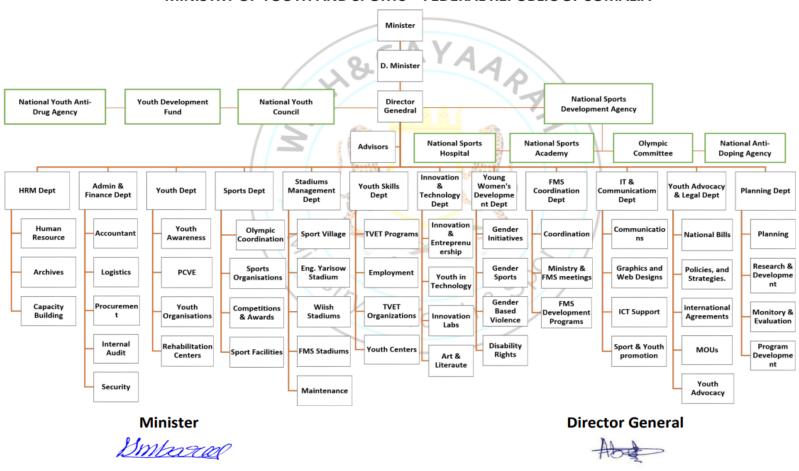


Figure 1. Organizational Structure

# d. Financial Implications

Table 13. Financial Implications

			Esti	mates		
Particulars	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Total
Potential Sources of Funding						
Government Budget	\$ 1,050,948	\$ 1,050,948	\$ 1,050,948	\$ 1,050,948	\$ 1,050,948	\$ 5,254,740
International Aid and Donor	0	0	()	()	()	0
Organizations	U	U	U	U	U	U
Public-Private Partnerships	0	0	0	0	0	0
International Grants and	U		U	U	U	U
Funding Agencies	0	0	0	0	0	0
T unumg rigeneres						
Gross Resources Available	\$ 1,050,948	\$ 1,050,948	\$ 1,050,948	\$ 1,050,948	\$ 1,050,948	\$ 5,254,740
		6 ,	- 4	4. 11	1	
<b>Estimated Costs:</b>				VA		
Employment, Innovation,	\$ 2,445,000	\$2,430,000	\$2,427,000	\$1,215,000	\$15,000	\$8,532,000.00
and Entrepreneurship	Q-		•	C.	6.5	
Education, Skills	\$20,000	\$100,000	<b>\$75,</b> 000	\$ <mark>15,</mark> 000	\$20,000	\$230,000.00
Development, and Training	LO	8-1	11.			
Leadership, Participation,	\$15,00 <mark>0</mark>	\$85,000	0	\$85,0 <mark>0</mark> 0	\$43,000	\$228,000.00
and Governance	7	2 155	1 THE S	70		
Youth, Peace, and Security	\$330,000	\$390,000	\$390,000	\$330 <mark>,0</mark> 00	\$350,000	\$1,790,000.00
Youth Rights, Protection,	\$80,00 <mark>0</mark>	\$80,000	0	\$12 <mark>0,</mark> 000	0	\$280,000.00
and Social Inclusion	42.47.000	4107.000	447.000	<b>*</b>	******	4507.000.00
Youth Health and Wellbeing	\$245,000	\$105,000	\$35,000	\$75,000	\$245,000	\$705,000.00
Youth, Environment, and	\$ <mark>70,</mark> 000	\$170,000	\$150,000	\$150,000	\$150,000	\$690,000.00
Climate Action	4444	407.000	4.70.000	****		* 40 7 000 00
Youth, Migration, and	\$220,000	\$95,000	\$50,000	\$40,000	0	\$405,000.00
Diaspora Engagement	<b>417</b> 0.000	400.000	400.000	400.000	400.000	<b>\$710.000.00</b>
Youth, Social	\$150,000	\$90,000	\$90,000	\$90,000	\$90,000	\$510,000.00
Reconciliation, and Cohesion	Φ2 400 000	Φ2.440.000	Φ2.440.000	ФО 110 000	Φ2.440.000	Φ1 <b>7</b> 1 60 000 00
Maximize community	\$3,400,000	\$3,440,000	\$3,440,000	\$3,440,000	\$3,440,000	\$17,160,000.00
engagement in all sports		F-1	3.5			
activities	\$100,000	\$100,000	\$30,000	\$30,000	\$30,000	\$290,000.00
Promote the benefits of	\$100,000	\$100,000	\$30,000	\$30,000	\$30,000	\$290,000.00
sports all over the country	\$945,000	\$620,000	\$620,000	\$600,000	\$600,000	\$3,385,000.00
Increase organizational capacity in the sports sector	\$745,000	\$620,000	φυ <b>∠υ,</b> υυυ	φυυυ,υυυ	φυυυ,υυυ	φ <b>3,363,000.00</b>
Maximize individual success	\$895,000	\$895,000	\$895,000	\$895,000	\$1,480,000	\$5,060,000.00
in different sports domains	φοσο,υυυ	φο <i>϶϶</i> ,σου	φοσσ,000	φολλ,000	\$1,400,000	ψ5,000,000.00
Promote sustainable team	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$1,600,000.00
performance in sports	Ψ320,000	Ψ320,000	Ψ320,000	Ψ520,000	Ψ520,000	Ψ1,000,000.00
Promote a national sports	\$785,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,585,000.00
1 Tomote a national sports	Ψ102,000	Ψ100,000	Ψ700,000	Ψ100,000	Ψ100,000	ψ5,505,000.00

			Esti	mates		
Particulars	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Total
culture						
Increase supporting sports infrastructure in the community	5,050,000	5,050,000	4,750,000	4,750,000	4,750,000	24,350,000
Unified National League Development and Leadership	\$150,000	0	0	0	0	\$150,000.00
Gross Resources Required	\$15,220,000	\$14,670,000	\$13,972,000	\$12,855,000	\$12,233,000	\$68,950,000.00
Resources gap	(\$14,169,052)	(\$13,619,052)	(\$12,921,052)	(\$11,804,052)	(\$11,182,052)	(\$63,695,260)
		and the second				

# e. Strategy Implementation

This comprehensive Strategic Plan is aimed at fostering youth development, promoting sports initiatives, and enhancing community engagement. The realization of these objectives depends on the collaborative efforts of all stakeholders, including government officials, staff, sports organizations, and the public.

The success of the Strategic Plan hinges on the commitment of all stakeholders. The Ministry recognizes the need for active participation from government officials, staff, sports organizations, and the community. Clear communication channels and collaborative platforms will be established to ensure ongoing engagement.

The Minister of Youth and Sports will play a pivotal role in cascading responsibilities to all levels within the ministry. This hierarchical delegation will empower each level to take ownership of specific tasks, fostering a sense of responsibility and accountability. Clear lines of communication will be established to ensure seamless coordination.

To facilitate comprehensive participation in the implementation process, It was developed annual work plans and five-years plans. These plans will delineate specific goals, activities, and milestones for each functional area within the ministry. Regular reviews and updates will be conducted to adapt to evolving circumstances and ensure alignment with the overall Strategic Plan.

An essential aspect of the implementation process is the allocation of financial resources. The Ministry will adopt a proactive approach to secure funding from various sources, including the government budget, international aid and donor organizations, public-private partnerships, corporate sponsorships, grants from NGOs, membership fees from sports organizations, and fundraising events. Diversifying funding sources will enhance financial sustainability and mitigate dependency risks.

Continuous monitoring and evaluation mechanisms will be implemented to assess the progress of the Strategic Plan. Key performance indicators (KPIs) will be established to measure the effectiveness of each initiative. Regular feedback loops will be established, allowing for adjustments to strategies and activities based on real-time data and stakeholder input.

# f. Linkages and Collaboration

In fostering collaboration and partnerships within the Ministry of Youth, a multifaceted approach will be adopted to ensure interaction both within and outside government boundaries. Internally, the Ministry will implement a structured communication and coordination framework that encourages cross-functional collaboration among different departments and units. Regular interdepartmental meetings, workshops, and information-sharing platforms will be established to facilitate the exchange of ideas and expertise. Furthermore, the Ministry will promote a culture of inclusivity, encouraging staff at all levels to contribute their insights and perspectives.

Externally, the Ministry will actively seek partnerships with other government agencies, non-governmental organizations (NGOs), international development agencies, and private sector entities. Memoranda of Understanding (MoUs) and partnership agreements will be developed to formalize collaborations, specifying roles, responsibilities, and shared objectives. Engaging with NGOs and international agencies will provide access to additional resources and expertise, while partnerships with the private sector can open avenues for sponsorships, corporate social responsibility initiatives, and joint ventures.

Regular forums, conferences, and networking events will be organized to facilitate dialogue and relationship-building with external stakeholders. By promoting an environment of openness, inclusivity, and mutual respect, the Ministry aims to create a collaborative ecosystem that leverages the strengths of all stakeholders, fostering innovation and driving impactful outcomes in the youth development and sports sectors.

# g. Risk Management

In developing the strategic plan for the Ministry of Youth and Sports of Somalia, it is crucial to incorporate a comprehensive risk management approach. The implementation of the strategic plan inevitably faces potential risks that must be carefully analyzed and mitigated to ensure the achievement of the ministry's strategic objectives. By proactively identifying and assessing these risks, we can take precautionary measures promptly to prevent any potential failure in the plan's implementation. This includes conducting a thorough risk analysis to identify potential threats and vulnerabilities, as well as developing contingency plans and mitigation strategies to address these risks effectively. By adopting a proactive and comprehensive approach to risk management, the Ministry of Youth and Sports can maximize the chances of successful plan implementation and ensure the realization of its strategic objectives.

Table 14. Risk Management

	Tuote 14. Kt	sk Management					
No.	Risk Factor	Areas of Risk	Likelihood	Impact	MI	Risk Level	Mitigation
1	Human Resources	Staff recruitment and retention, skill gaps	High	Moderate	3	Medium	Implement a robust recruitment and retention strategy, provide training and development opportunities, and establish succession plans.
2	Knowledge and Information Management	Data security breaches, lack of information sharing	Moderate	High	4	High	Implement strict data security protocols, establish information sharing mechanisms, and regularly update and backup data.
3	Litigations	Legal disputes and lawsuits	Low	High	4	High	Engage legal experts for advice, ensure compliance with laws and regulations, and maintain proper documentation and records.
4	Information Technology	System failures, cyber attacks	Moderate	High	4	High	Implement robust IT infrastructure, regularly update security measures, conduct regular system audits, and educate staff on cybersecurity best practices.
5	Third party performance	Dependence on external vendors or contractors	Moderate	Moderate	3	Medium	Conduct thorough due diligence before engaging third parties, establish clear service level agreements, and monitor performance regularly.
6	Assets of the Ministry	Theft, damage to property	Low	Moderate	2	Low	Implement security measures, conduct regular inspections, and ensure proper insurance coverage.

No.	Risk Factor	Areas of Risk	Likelihood	Impact	MI	Risk Level	Mitigation
7	Procurement risks	Supplier failures, price volatility	Moderate	Moderate	3	Medium	Establish a procurement policy, conduct supplier evaluations, diversify supplier base, and monitor market trends.
8	Compliance and regulatory	Non-compliance with laws and regulations	Moderate	High	4	High	Establish a compliance framework, conduct regular audits, stay updated on changing regulations, and provide staff training on compliance.
9	Fraud and corruption	Misappropriation of funds, unethical behavior	Low	High	4	High	Implement strong internal controls, conduct regular audits, establish whistleblower mechanisms, and promote a culture of ethics and transparency.
10	Delivery of School's Service delivery	Quality assurance, customer satisfaction	Moderate	High	4	High	Implement quality control processes, regularly assess customer satisfaction, gather feedback, and make continuous improvements.
11	Financial	Budget constraints, revenue fluctuations	Moderate	High	4	High	Develop a robust financial management system, conduct regular financial analysis, diversify revenue streams, and establish contingency funds.
12	Social environment	Public perception, community engagement	Low	Moderate	2	Low	Implement effective communication strategies, engage with the community, and address concerns promptly.

No.	Risk Factor	Areas of Risk	Likelihood	Impact	MI	Risk Level	Mitigation
13	Legislative and policy environment	Changes in laws and policies	Moderate	High	4	High	Stay updated on legislative changes, engage with relevant authorities, and adapt policies and procedures accordingly.
14	Economic environment	Economic downturn, inflation	Moderate	High	4	High	Conduct regular economic assessments, develop contingency plans, and diversify revenue sources.
15	Technological environment	Rapid technological advancements	Moderate	Moderate	3	Medium	Stay updated on technological trends, invest in technology infrastructure, and foster a culture of innovation.
16	Catastrophic events	Natural disasters, pandemics	Low	High	4	High	Develop and regularly update business continuity plans, establish emergency response protocols, and conduct disaster preparedness drills.

# Chapter 5: Monitoring, Evaluation and Learning

#### 5.1 Introduction

In order to ensure the successful implementation of the strategic plan, a robust monitoring and evaluation system must be put in place. This chapter outlines the key components of the monitoring and evaluation process, including variance and ratio analysis, budgetary control, the strategic implementation team, cascading the plan to annual work plans and progress reports, data and information collection procedures, regular meetings, strategic plan review, and the monitoring, evaluation, and reporting strategy.

# 5.2 Variance and Ratio Analysis

In the context of the Ministry of Youth and Sports of Somalia, variance analysis and ratio analysis can be applied to assess the performance and progress of the strategic plan. Let's explore how these analyses align with the ministry's strategic plan.

#### 5.2.1 Variance Analysis

For the Ministry of Youth and Sports, variance analysis involves comparing the actual outcomes achieved with the planned targets set in the strategic plan. Key performance indicators (KPIs) specific to the ministry's objectives can be established, such as youth participation in sports programs, the number of sports facilities developed, or the satisfaction level of stakeholders.

Once the strategic plan is implemented, the ministry measures the actual outcomes of these KPIs and compares them to the planned targets. Positive variances would indicate that the ministry has exceeded its targets and is making progress towards its goals. For example, if the target was to increase youth participation by 10%, and the actual outcome shows a 15% increase, this would be a positive variance.

On the other hand, negative variances would highlight areas where the ministry has fallen short of its planned targets. These variances prompt the ministry to identify potential issues or areas requiring improvement. For instance, if a target was set to build five sports facilities, but only three were completed, this negative variance would signal the need for corrective action.

By conducting variance analysis, the ministry can identify areas of success to replicate and expand upon, as well as areas that need attention and improvement. This analysis helps keep the strategic plan on track and ensures that the objectives of the Ministry of Youth and Sports are achieved.

## 5.2.2 Ratio Analysis

Ratio analysis in the context of the Ministry of Youth and Sports focuses on assessing the financial health and performance of the organization. Financial ratios can be calculated to evaluate the ministry's efficiency, liquidity, and overall financial stability.

For example, Liquidity ratios can assess the ministry's ability to meet its financial obligations promptly. Efficiency ratios can help evaluate the utilization of resources, such as funds allocated to sports programs or infrastructure development.

By conducting ratio analysis, the ministry can gain insights into its financial performance and identify areas of strength and areas that require improvement. This analysis helps inform decision-making related to resource allocation, financial planning, and overall financial management within the strategic plan.

By aligning variance analysis and ratio analysis with the Ministry of Youth and Sports' strategic plan, the ministry can monitor and evaluate its progress effectively. These analyses provide valuable insights into both operational and financial aspects, enabling informed decision-making and effective corrective actions to ensure the achievement of the strategic plan's objectives.

#### 5.2.3 Budgetary Control

Budgetary control plays a crucial role in aligning with the strategic plan of the Ministry of Youth and Sports of Somalia. It allows for the effective monitoring and evaluation of financial performance by comparing actual results with the budgeted amounts. This process enables the ministry to identify any discrepancies and take appropriate measures to address them, ensuring that resources are allocated efficiently and effectively to achieve the desired outcomes.

To implement budgetary control, the ministry begins by developing a detailed budget that aligns with the strategic objectives outlined in the strategic plan. This budget includes anticipated revenue sources, such as government funding or sponsorships, as well as planned expenses across various areas, such as youth development programs, sports facilities, and administrative costs.

Once the strategic plan is in motion and the budget is established, the ministry regularly measures and compares the actual financial performance against the budgeted amounts. This involves tracking revenue inflows and outflows, monitoring expenses, and analyzing financial statements, such as income statements and cash flow statements.

## 5.3 Strategic Implementation Team

The strategic implementation team within the Ministry of Youth and Sports of Somalia plays a vital role in aligning and monitoring the strategic plan. This team is composed of individuals who are responsible for overseeing the execution of the plan and ensuring that the objectives and targets outlined in the plan are being met. Their primary focus is to closely monitor the progress of various initiatives and projects, identify any challenges or bottlenecks, and take proactive measures to address them.

To effectively monitor and evaluate the strategic plan, the team will establish regular communication channels and collaboration mechanisms. This will facilitate the sharing of information, updates, and feedback among team members, enabling them to stay informed about the progress of different initiatives and identify any areas that require attention.

The team will closely monitor the implementation of the strategic plan by tracking key performance indicators (KPIs) and milestones specified in the plan. These KPIs could be related to youth participation in sports programs, the development of sports infrastructure, the success of outreach initiatives, or any other relevant metrics that align with the ministry's objectives. By regularly assessing the performance against these KPIs, the team can identify any deviations from the planned targets and take corrective actions if necessary.

In addition to monitoring progress, the team will proactively identify any challenges or bottlenecks that may hinder the successful implementation of the strategic plan. This could include issues related to resource allocation, stakeholder engagement, regulatory constraints, or any other factors that might impact the desired outcomes. By identifying these challenges early on, the team can develop strategies and action plans to address them promptly and keep the plan on track.

Regular meetings and reporting will be essential for the strategic implementation team. These interactions will allow team members to share updates, discuss progress, and address any issues or concerns. By fostering a culture of open communication and collaboration, the team can leverage the collective expertise and insights to ensure that the strategic plan is being effectively implemented.

## 5.4 Cascading the Plan

## 5.4.1 Annual Workplans

To ensure alignment and accountability, the Ministry of Youth and Sports of Somalia needs to cascade its strategic plan into annual work plans for each department or unit. The annual work plans break down the strategic objectives into specific activities and targets that need to be accomplished within a given year. These plans outline the actions to be taken, timelines, responsible individuals, and required resources.

Each department or unit within the ministry will develop its own annual work plan based on the strategic objectives relevant to its area of responsibility. For example, the department in charge of youth development programs may have specific targets related to the number of programs to be conducted, the participation rate, or the skill development of the youth. Similarly, the department responsible for sports infrastructure may have targets related to the construction or renovation of sports facilities.

The annual work plans serve as a roadmap for each department or unit, guiding their activities and ensuring that they are aligned with the overall strategic plan. The plans provide clarity on the tasks to be accomplished and the resources needed, enabling efficient resource allocation and effective coordination across different departments. By cascading the strategic plan into annual work plans, the ministry can ensure that the efforts of each department or unit are contributing to the achievement of the strategic objectives.

## 5.4.2 Progress Reports

To monitor the implementation of the annual work plans and assess the progress made towards the strategic objectives, the Ministry of Youth and Sports of Somalia needs to prepare regular progress reports. These reports provide updates on the status of each activity outlined in the annual work plans, highlighting achievements, challenges, and proposed solutions.

The progress reports will include information on the progress made, such as the completion status of activities, milestones achieved, and targets met. It will also outline any challenges or bottlenecks encountered during the implementation process. For example, if there were delays in the construction of a sports facility due to unforeseen circumstances, it would be mentioned in the progress report.

In addition to highlighting achievements and challenges, progress reports should also include proposed solutions or corrective actions to address any issues or deviations from the planned targets. If there were any adjustments made to the timelines or resource allocation, it would be communicated in the progress report.

Regular progress reports provide a transparent and accountable mechanism for monitoring the implementation of the annual work plans and the overall strategic plan. They allow the ministry to assess the effectiveness of the activities carried out, identify areas that require additional attention or support, and make informed decisions to keep the implementation on track. The progress reports also facilitate communication and coordination among different departments and

stakeholders, ensuring that everyone is aware of the progress being made and any adjustments that may be needed.

#### 5.5 Data and Information Collection Procedure

Accurate and reliable data and information are essential for effective monitoring and evaluation. A well-defined data and information collection procedure should be established to ensure the timely and accurate collection of relevant data. This may involve surveys, interviews, data analysis, and review of existing reports and records. It is important to ensure that the data collected is consistent, comparable, and relevant to the performance indicators identified in the strategic plan.

## 5.6 Regular Meetings

Regular meetings will be conducted to facilitate communication and collaboration among the strategic implementation team and other stakeholders. These meetings will provide an opportunity to review progress, discuss challenges, share best practices, and make informed decisions. The frequency and format of these meetings will be determined based on the needs and requirements of the monitoring and evaluation process.

# 5.7 Strategic Plan Review

Regular review of the strategic plan is essential to ensure its continued relevance and effectiveness. The strategic plan will be reviewed periodically to assess its alignment with the changing internal and external environment, emerging trends, and stakeholder expectations. This review will involve a comprehensive evaluation of the plan's objectives, strategies, and performance indicators, and may result in revisions, updates, or refinements to the plan.

# 5.8 Monitoring, Evaluation, and Reporting Strategy

The monitoring, evaluation, and reporting strategy will guide the overall process of assessing the performance and impact of the strategic plan. This strategy will include:

## 5.8.1 Monitoring and Evaluation Team

Aligning with the Ministry of Youth and Sports's strategic plan, a dedicated team will be assigned the responsibility of conducting comprehensive monitoring and evaluation activities. This team will consist of individuals who possess the necessary expertise and knowledge to effectively assess the progress and outcomes of the plan. They will be equipped with the skills required to collect, analyze, and interpret relevant data and information.

The monitoring and evaluation team will closely track the implementation of the strategic plan, ensuring that activities are carried out as intended and align with the defined objectives and targets. They will employ various monitoring techniques, such as regular progress reports, site visits, surveys, and data analysis, to gather information on the progress made and the achievement of desired outcomes.

The team's expertise will enable them to assess the effectiveness and impact of the implemented strategies and initiatives. They will evaluate key performance indicators (KPIs) and other relevant metrics to measure progress against the set targets. By conducting rigorous evaluations,

the team will identify areas of success and areas that require improvement, enabling the ministry to make informed decisions and adjustments to ensure the plan's successful implementation.

#### 5.8.2 Performance Review

Regular performance reviews will be conducted to assess the achievement of targets and outcomes. This will involve analyzing data, conducting site visits, and engaging with stakeholders to gather feedback and insights.

Aligning with the Ministry of Youth and Sports's strategic plan, regular performance reviews will be conducted to assess the achievement of targets and outcomes. These reviews will involve a comprehensive analysis of relevant data, including key performance indicators and progress reports. By carefully examining this data, the ministry will be able to gauge the extent to which the set targets have been met and whether the desired outcomes have been achieved.

In addition to data analysis, conducting site visits will be an integral part of the performance review process. These visits will provide firsthand insights into the implementation of various initiatives and projects. By physically observing the progress and engaging with the staff responsible for carrying out the activities, the ministry will gather valuable information about the effectiveness and efficiency of the implemented strategies.

Furthermore, engaging with stakeholders will play a crucial role in conducting performance reviews. By seeking feedback and insights from relevant stakeholders such as youth organizations, sports associations, and community leaders, the ministry can gain a holistic understanding of the impact and outcomes of its initiatives. This engagement will provide an opportunity to assess the level of stakeholder satisfaction and identify any areas of improvement or potential partnerships that can enhance the effectiveness of the strategic plan.

## 5.8.3 Annual Performance Review

Aligning with the MOY's strategic plan, an annual performance review will be conducted to assess the overall progress and impact of the plan. This review will involve a comprehensive evaluation of the plan's objectives, strategies, and performance indicators. The purpose of the review is to gauge the extent to which the strategic plan has been successfully implemented and whether it has resulted in the desired outcomes for the ministry and its stakeholders.

During the annual performance review, the ministry will analyze the effectiveness of the strategies employed and the achievement of the set objectives. This evaluation will involve an indepth examination of the performance indicators and key metrics to determine if they have been met or if adjustments need to be made. By assessing the outcomes and impact of the strategic plan, the ministry can identify areas of success and areas that require improvement, allowing for informed decision-making and potential recommendations for enhancing future plans.

The annual performance review will serve as a crucial opportunity to reflect on the progress made and the lessons learned throughout the implementation process. It will provide a platform for stakeholders within the ministry, as well as external partners and experts, to contribute their insights and perspectives.

## 5.8.4 Mid-Term Evaluation and Review (MTER)

Aligning with the Ministry of Youth and Sports's strategic plan, a mid-term evaluation and review (MTER) will be conducted to assess the progress and effectiveness of the plan at the halfway point. This evaluation serves as a critical milestone to evaluate the implementation of the strategic plan and identify any necessary adjustments or refinements. The MTER will provide an opportunity to reflect on the achievements made thus far, assess the effectiveness of the strategies employed, and identify any emerging challenges or opportunities. By conducting this mid-term evaluation, the ministry can ensure that the strategic plan remains on track and take necessary measures to address any gaps or obstacles that may hinder the successful achievement of the plan's objectives. This evaluation process allows for a proactive approach in adapting and refining the strategic plan, ensuring its continued relevance and effectiveness in achieving the desired outcomes.

#### 5.8.5 Final Evaluation and Review

A final evaluation and review will be conducted at the end of the plan's implementation period. This evaluation serves as a crucial step to assess the overall impact and outcomes of the strategic plan. It will involve a comprehensive analysis of the achievements made, the effectiveness of the strategies employed, and the extent to which the plan's objectives have been successfully met. The final evaluation and review will capture valuable lessons learned throughout the implementation process, highlighting both successes and areas for improvement.

By conducting this final evaluation, the ministry can gain a holistic understanding of the plan's effectiveness and identify key insights that can inform future planning and implementation efforts. The evaluation will provide an opportunity to reflect on the outcomes achieved and assess the plan's contribution to youth and sports development. It will also generate recommendations for future strategic planning, ensuring that the ministry continues to refine and enhance its efforts to meet the evolving needs of the youth and sports sector. The final evaluation and review process will play a crucial role in driving continuous improvement and shaping the ministry's approach to youth and sports development in the future.

By implementing a comprehensive monitoring and evaluation system, we can ensure that the strategic plan remains on track, addresses any emerging challenges, and ultimately achieves its intended goals and outcomes.

# Chapter 6: Appendices

# Appendix A: Implementation Matrix

Table 15. Implementation Matrix

Strategy	Key Activities	Performance Indicator	Target for 5 years		Ann	ual Ta	rget				Budget			Total Budget
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
Pillar 1: Employmer	nt, Innovation, and	d Entrepreneursh	ip		14.0				0.					
Strategic Objective	1: Increase youtl	n employment a	nd fo <mark>ste</mark> r inno	vation	and	entrep	reneu	rship	0	10				
Mapping opportunities and barriers	Mapping current opportunities and barriers in	Number of youth mapping surveys	NE	_	_				<b>.</b>					
	industries, functions, and levels	Conducted  Number of Opportunitie s Identified	10	5	5				\$ 25,000	18,000				\$ 43,000
		Percentage of accurate barrier analysis	50%	25 %	25 %									\$
	Assessing academic skill gaps and coping mechanisms	Number of surveys for academic skills gaps conducted	3	1	1	1			\$ 20,000	12,000	12,000			\$ 44,000
		Number of skills enhanced	20	8	6	6								\$

Strategy	Key Activities	Performance Indicator	Target for 5 years		Annı	val Tai	get				Budget			Total Budget
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
		Percentage of adopted coping mechanisms	50%	15 %	20 %	15 %								\$
Enhance access to vocational training programs	Establish more vocational training centers	Number of trained youths in vocational skills	240	1	1	1	1		2,400,00 0	2,400,0	2,400,0 00	1,200, 000		\$8,400,000
	Develop mentorship programs for entrepreneurs hip	Number of successful youth-led startups	3			1	1	1			15,000	15,00 0	15,000	\$ 45,000
	Create partnerships with private sector for job placements	Employment rate of trained youth	0											\$
Employment, I	nnovation, and Er	100	Subtotal						\$ 2,445,00 0	\$2,430, 000	\$2,427, 000	\$1,21 5,000	\$15,000	\$8,532,000
Pillar 2: Education,	Skills Developmei	nt, and Training		UI,	2	-1	211	0	)/			-		
Strategic Objective vocational training		h access to prac	tical skills and	d ~	-	بال	de de la company							
Establish Youth Skill Hubs	Set up skill development centers at regional levels	Number of skill hubs established	0											\$

Strategy	Key Activities	Performance Indicator	Target for 5 years		Annı	Jal Tai	get				Budget			Total Budget
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
	Provide specialized training in high-demand sectors	Number of youth enrolled in specialized training programs	5	1	1	1	1	1	20,000	60,000	60,000	10,00	10,000	\$ 160,000
	Collaborate with industries for on-the-job training	Number of youth placed in internships	2						7,212			-	.,	\$
	opportunities Implement mobile skill hubs for remote and	and jobs  Reach of skill	5	1	1	1	1	1						-
	underserved areas	developmen t programs	4		1	1	1	1		30,000	5,000	5,000	10,000	\$ 50,000
	Establish a monitoring and evaluation system for program effectiveness	Percentage increase in employabilit y skills	2		1	1				10,000	10,000			\$ 20,000
Education, Skills Training, Subtota	Development, and	y skiiis	2						\$20,000	\$100,0	\$75,000	\$1500 0	\$20000	\$ 230,000
<del>=</del>	ip, Participation, an	d Governance			F	G.	S		<b>420,000</b>	30	ψ, υ,υυ <b>υ</b>	J	<b>Q20000</b>	200,000

Strategy	Key Activities	Performance Indicator	Target for 5 years		Ann	val Tai	rget				Budget			Total Budget
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
Establish youth leadership development programs	Conduct leadership training workshops	Number of youth leaders trained	4	1	1		1	1	\$15,000	\$85,00 0		\$85,0 00	\$43,000	\$ 228,000
	Facilitate youth involvement in decision- making	Number of youths participating in	70				·		<b>Y</b> 2,2,2				¥ 13/233	\$
	processes  Develop  mentorship  programs for  aspiring  leaders	governance Success stories of youth in leadership roles	0											\$
	Skills training in governance and participation in building civic capacity,	Number of	8,0											
	social capital, and long-term sustainability in local communities	participants trained in governance and civic skills	0											\$ -
Leadership	, Participation, and		ubtotal						\$15,000	\$85,00 0	0	\$85,0 00	\$43,000	\$228,000

Strategy	Key Activities	Performance Indicator	Target for 5 years		Annı	ual Ta	rget				Budget			Total Budget
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
Facilitate peace education and conflict resolution training	Conduct peace education workshops	Number of youths trained in peacebuildin	3		1	1	1			40,000	30,000	100,0 00		\$ 170,000
	Support community- led conflict resolution initiatives	Number of successful conflict resolutions	3			1	1	1			50,000	50,00 0	30,000	\$ 130,000
	Engage youth in community policing and security initiatives	Reduction in youth involvement in conflicts	3			1	1	1			30,000	100,0	100,000	\$ 230,000
Strategic Objective	5: To adopt and	Launch YPS Strat	legy	25.		VE.		-627						
Promote Youth Involvement in Peacebuilding and Security Initiatives	Conduct a national consultation on YPS to gather input and feedback	Number of participants in the consultation	800	1					120,000					\$ 120,000
	Develop and finalize the YPS strategy document	Completion of the YPS strategy document	2	1	1				80,000	80,000				\$ 160,000
	Organize a high-profile launch event to introduce the YPS	Media coverage and public awareness	1		1					170,00 0				\$ 170,000

Strategy	Key Activities	Performance Indicator	Target for 5 years		Ann	val Ta	rget				Budget			Total Budget
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
	strategy													
	Implement targeted programs for vocational training and employment	Number of youth in liberated areas participating in vocational programs												\$ -
	Monitor and evaluate the impact of YPS initiatives in liberated areas	Reduction in conflict incidents in targeted areas	0											\$ -
	Enhance Community Resilience in Conflict- Affected Areas	Participation rate in resilience programs	0											\$
	Facilitate inter- community dialogue and reconciliation initiatives	Successful resolution of inter-community conflicts	3		1	1		1		40,000	220,000		220,000	\$ 480,000
	Provide psychosocial support services for youth affected by conflict	Number of youth accessing psychosocial support	4	1	1	1	1		130,000	60,000	60,000	80,00 0		\$ 330,000

Strategy	Key Activities	Performance Indicator	Target for 5 years		Ann	ual Ta	rget				Budget			Total Budget
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
	Establish community- based early warning systems	Effectiveness of early warning systems	0											\$ -
Yo	outh, Peace, and Sec	curity, Subtotal	0						\$330000	\$39000 0	\$39000 0	\$3300 00	\$350000	\$1,790,000
	ghts, Protection, and ive 6: To protect and clusion		A 200	and	10	2,8			2	12				
Advocate for youth rights through awareness	Conduct awareness programs on youth rights	Reach and engagement of awareness campaigns	3	1	1		1		30,000	80,000		120,0		\$ 230,000
campaigns	Establish mechanisms to address youth-related grievances	Number of grievances addressed successfully	E 1.	1			·		50,000	00,000				\$ 50,000
	Implement programs for social inclusion	Level of social inclusion reported by youth	0											\$
Youth Right	ts, Protection, and Sc		X						\$80,000	\$80,00 0	\$-	\$120, 000	\$-	\$280,000

Pillar 6: Youth Health and Wellbeing

Strategic Objective 7: Enhance overall health and wellbeing of Somali youth

Strategy	Key Activities	Performance Indicator	Target for 5 years		Annı	val Ta	rget				Budget			Total Budget
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
Comprehensive Youth Wellbeing and Substance Abuse Prevention	Implement holistic health education programs	Integration of health education into school curriculum	5	1	1	1	1	1	90,000	20,000	20,000	20,00	80,000	\$ 230,000
	Conduct community- wide health and wellbeing awareness campaigns	Community engagement and awareness levels	240	1	1		1	1	100,000	50,000	0	30,00 0	80,000	\$ 260,000
	Establish counseling and support services for mental health	Number of youth accessing mental health support	0											\$
	Promote extracurricular activities for physical and mental health	Participation rates in extracurricul ar activities	0											\$ -
	Collaborate with law enforcement for substance abuse prevention	Reduction in drug-related incidents in targeted areas	0											\$ -
	Implement targeted drug education and	Effectiveness of drug education programs	4	1	1		1	1	40,000	20,000		10,00 0	60,000	\$ 130,000

Strategy	Key Activities	Performance Indicator	Target for 5 years		Ann	ual Ta	rget				Budget			Total Budget
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
	prevention initiatives													
	Develop and disseminate informational materials on overall wellbeing	Distribution and effectiveness of informational materials	-5	1	1	1	1	1	15,000	15,000	15,000	15,00 0	25,000	\$ 85,000
You	uth Health and Wellk	peing, Subtotal	2						\$245,000	\$105,0 00	\$35,000	\$75,0 00	\$245,000	\$705,000
Pillar 7: Youth, En	vironment, and Clim	nate Action	97	18	Ø.		1	11	-					
Strategic Objecti action.	ve 8: To foster enviro	onmental aware	ness and you	th invo	lvem	ent in	clima	te	-	2				
Implement environmental education programs	Conduct environmental workshops	Number of youth participating in workshops	5	1	1	1	1	1	20,000	120,00 0	120,000	120,0 00	120,000	\$ 500,000
	Support youth- led environmental initiatives	Number of successful environment al projects	5	1	1	1	1	1	50,000	50,000	30,000	30,00	30,000	\$ 190,000
	Promote sustainable practices among youth	Adoption rate of sustainable practices	0						23,230	23,030	23,030		22,230	\$
Youth, En	vironment, and Clin								\$70,000	\$170,0	\$150,00	\$150,	\$150,000	\$690,000

Strategy	Key Activities	Performance Indicator	Target for 5 years		Ann	ual Ta	rget				Budget			Total Budget
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
Pillar 8: Youth, Mig	ration, and Diaspo	ra Engagement												
Strategic Objective				ating y	outh	and re	eturne	es	Parties.					
				Y	0	U7	H	4		<u> </u>				
Holistic Engagement for Migration, Returnees, and Diaspora	Establish information centers for both returnees and diaspora	Number of information centers established	20											\$
Diaspora	Develop tailored reintegration programs and vocational training for returnees	Participation rate in reintegration programs		1	1	1			130,000	10,000	10,000			\$ 150,000
	Provide counseling and mental health support for both returnees and diaspora	Number of individuals accessing mental health support	0											\$
	Collaborate with local businesses to create employment opportunities for returnees	Number of returnees employed in the local market	0											\$

Strategy	Key Activities	Performance Indicator	Target for 5 years		Annı	val Ta	rget				Budget			Total Budget
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
	Conduct awareness campaigns on available support for both returnees	Reach and effectiveness of awareness	OH									30,00		¢
	and diaspora	campaigns	40	1	1	1	1		75,000	75,000	30,000	30,00		\$ 210,000
	Establish networks for both returnees and diaspora to share experiences and support each other Organize networking	Number of individuals engaged in support networks	5	1	1	1	1	1	15,000	10,000	10,000	10,00		\$ 45,000
	events to connect local youth, returnees, and diaspora	Participation in networking events	0											\$
Youth, Migrati	on, and Diaspora		ubtotal						\$220,000	\$95,00 0	\$50,000	\$40,0 00	\$-	\$405,000
Pillar 9: Youth, Soci	al Reconciliation,	and Cohesion	7		-	00	C							
Strategic Objective	10: Promote soci	al reconciliation	and cohesio	n amo	ng yo	uth	2							
Implement programs for social cohesion and reconciliation	Organize community- building events	Attendance at community- building	5	1	1	1	1	1	50,000	20,000	20,000	20,00	20,000	

Strategy	Key Activities	Performance Indicator	Target for 5 years		Ann	val Ta	rget				Budget			Total Budget
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
		events												
	Support dialogue initiatives between different youth groups Develop educational programs on tolerance and diversity	Number of successful reconciliation dialogues  Level of reported social cohesion	5	1	1	1	1	1	70,000	70,000	70,000	70,00 0	70,000	
Youth, Soci	al Reconciliation, a	nd Cohesion, Su	ubtot <mark>a</mark> l						\$150,000	\$90,00 0	\$90,000	\$90,0 00	\$90,000	\$510,000
	Youth Developmen	ıt Subtotal							\$3,575,0 00	\$3,545, 000	\$3,217, 000	\$2,12 0,000	\$913,000	\$13,370,00 0
\$1: Maximize con	nmunity engageme	ent in all sports a	ctivities											
	ve 1: Increase com								.9/					
Community Engagement in Sports	Organize community sports events countrywide	Number of community sports events held	5	1	1	1	1	1	3,000,00	3,000,0	3,000,0	3,000, 000	3,000,00	\$ 15,000,000
	Establish local sports clubs	Number of local sports clubs formed	5	1	1	1	1	1	150,000	150,00 0	150,000	150,0 00	150,000	\$ 750,000
	Conduct sports outreach programs	Participation rates in sports outreach programs	0											\$

Strategy	Key Activities	Performance Indicator	Target for 5 years		Annı	Jal Tai	rget				Budget			Total Budget
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
	Promote inclusivity in sports for all age groups	Diversity in age groups participating in sports	5	1	1	1	1	1	45,000	45,000	45,000	45,00 0	45,000	\$ 225,000
	Provide training for community sports organizers	Number of trained community sports organizers	5	1	1	1	1	1	125,000	125,00 0	125,000	125,0 00	125,000	\$ 625,000
	Establish the Somali National Sports Conference as an annual	Number of consecutive annual	NIST							120,00		120,0		\$
	event	conferences	5	1	1	1	1	1	80,000	0	120,000	00	120,000	560,000
	Maximiz	e community er	ngag <mark>e</mark> ment in	all spo	orts ac	tivitie	s, Sub	total	\$3,400,0 00	\$3,440, 000	\$3,440, 000	\$3,44 0,000	\$3,440,0 00	\$17,160,00 0
	penefits of sports all				<b>(</b> °1									
	ve 2: Raise awarene		ysicai ana me	ental b	enetit	s or sp	orts		. 9/					
Nationwide Awareness of Sports Benefits	Conduct nationwide sports campaigns	Reach and engagement in nationwide sports campaigns	2	1	1				70,000	70,000				\$ 140,000
	Collaborate with media for sports promotion	Media coverage and visibility of sports promotion	5	1	1	1	1	1	30,000	30,000	30,000	30,00 0	30,000	\$ 150,000

Strategy	Key Activities	Performance Indicator	Target for 5 years		Ann	val Ta	rget				Budget			Total Budget
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
	Develop educational programs on sports benefits	Incorporatio n of sports education in schools	0											\$ -
	Establish partnerships with health organizations	Number of health organizations involved in partnerships	5	1	1	1	1	1						\$ -
	· -	omote the bene	efits of sports o	ıll ove	the c	ountr	y, Sub	ototal	\$100,000	\$100,0 00	\$30,000	\$30,0 00	\$30,000	\$290,000
\$3: Increase organi	zational capacity	in the sports se	ctor	LB.	P40		No.	S	7					
Strategic Objective	3: Enhance the c	apabilities of sp	orts <mark>o</mark> rganizat	ions					10					
Capacity Building for Sports Organizations	Provide training for sports administrators and managers	Number of trained sports administrator s and managers	5	1	1	1	1	1	350,000	350,00 0	350,000	350,0 00	350,000	\$ 1,750,000
	Develop mentorship programs for sports leadership	Participation in sports leadership mentorship programs	5	1	1	1	1	1	70,000	50,000	50,000	50,00	50,000	\$ 270,000
	Establish a knowledge-sharing platform for sports organizations	Number of sports organizations on the platform	3	1	1	1			25,000	20,000	20,000			\$ 65,000

Strategy	Key Activities	Performance Indicator	Target for 5 years		Annı	val Ta	rget				Budget			Total Budget
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
	Implement technology solutions for sports management	Adoption and effectiveness of sports technology solutions	5	1	1	1	1	1	500,000	200,00	200,000	200,0 00	200,000	\$ 1,300,000
	Incre	ease organizatio	nal capacity	in the	sports	secto	or, Sub	ototal	\$945,000	\$620,0 00	\$620,00 0	\$600, 000	\$600,000	\$3,385,000
S4: Maximize indi	vidual success in d	ifferent sports do	omains 💮			9 8			-0					
Strategic Objectiv	ve 4: Foster individu	al excellence in	vari <mark>o</mark> us sport	s disci	p <mark>lin</mark> es		12	11						
Individual Excellence in Sports Domains	Identify and support talented athletes in specific domains	Number of identified and supported talented athletes	5	1	1	1	1	1	700,000	700,00 0	700,000	700,0 00	700,000	\$ 3,500,000
	Provide specialized training programs for athletes	Participation and performance improvemen t in training programs	5	1	1	1	1	1	130,000	130,00 0	130,000	130,0 00	130,000	\$ 650,000
	Establish partnerships with national sports federations	Number of partnerships with national sports federations	1	1										\$ -
	Organize national sports competitions	Number of participants and	5	1	1	1	1	1	65,000	65,000	65,000	65,00 0	650,000	\$ 910,000

Strategy	Key Activities	Performance Indicator	Target for 5 years		Annı	ual Ta	rget				Budget			Total Budget
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
	and talent showcases	audience in national competitions												
	Maximi	ze individual su	ccess in differ	ent sp	orts do	omain	s, Sub	total	\$895,000	\$895,0 00	\$895,00 0	\$895, 000	\$1,480,0 00	\$5,060,000
S5: Promote sustai	nable team perfori	mance in sports	1						0	MU)				
Strategic Objectiv	e 5: Enhance team	work and sustai	inable p <mark>erf</mark> orr	nance	in spo	orts te	ams		C	1711				
Team Building and Sustainable Performance	Conduct team-building workshops and training programs	Participation and engagement in team- building programs	0											\$ -
	Provide support for sports coaches and team managers	Number of coaches and managers receiving support	5	1	1	1	1	1	190,000	190,00 0	190,000	190,0 00	190,000	\$ 950,000
	Establish mentorship programs for sports teams	Participation in sports team mentorship programs	5	1	1	1	1	1	130,000	130,00 0	130,000	130,0	130,000	\$ 650,000
	Implement performance monitoring and improvement	Improvemen t in team performance over time	5	1	1	1	1	1						\$

Strategy	Key Activities	Performance Indicator	Target for 5 years		Annı	val Ta	rget				Budget			Total Budget
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
	strategies		011											
	ı	Promote sustain	able team per	f <mark>orma</mark>	nce in	sport	s, Sub	total	\$320,000	\$320,0 00	\$320,00 0	\$320, 000	\$320,000	\$1,600,000
S6: Promote a nat	ional sports culture	100	Q-		-		_		O.	11.63	100			
Strategic Objectiv	ve 6: Cultivate a ser	nse of pride and	participation	in spo	rts	22			-0					
Fostering a National Sports Culture	Organize national sports events and championship s	Number of national sports events organized	5	1	1	1	1	1	650,000	650,00 0	650,000	650,0 00	650,000	\$ 3,250,000
	Develop school sports programs and competitions	Incorporatio n of sports in school curricula	e)	1					85,000					\$ 85,000
	Engage celebrities and role models in sports promotion	Involvement of celebrities in sports promotion	5	1	1	1	1	1	50,000	50,000	50,000	50,00 0	50,000	\$ 250,000
	Establish a national sports day to celebrate sports	Participation and awareness on national sports day	0											\$

Strategy	Key Activities	Performance Indicator	Target for 5 years		Ann	ual Ta	rget				Budget			Total Budget
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
		F	Promote a nat	ional s	ports (	cultur	e, Sub	ototal	\$785,000	\$700,0 00	\$700,00 0	\$700, 000	\$700,000	\$3,585,000
\$7: Increase suppo	orting sports infrast	ructure in the co	mmunity	- 1		-	. /	4	1					
Strategic Objective infrastructure.	e 7: Develop and e	enhance sports t	facilities and							34				
Infrastructure Development for Sports	Build and upgrade community sports facilities	Number of sports facilities built or upgraded	5	1	1	1	1	1	3,000,00	3,000,0	3,000,0	3,000, 000	3,000,00	\$ 15,000,000
	Provide equipment and resources for community sports programs	Accessibility and availability of sports equipment	5	1	1	1	1	1	1,300,00 0	1,300,0	1,000,0	1,000, 000	1,000,00	\$ 5,600,000
	Establish partnerships with local governments for sports infrastructure	iii. Number of partnerships with local governments	8.00	1										\$
	Conduct maintenance and safety checks for existing facilities	Regularity and effectiveness of maintenanc e checks	5	1	1	1	1	1	750,000	750,00 0	750,000	750,0 00	750,000	\$ 3,750,000
Increase suppo	orting sports infrastr								5,050,00	5,050,0	4,750,0	4,750,	4,750,00	,,

Strategy	Key Activities	Performance Indicator	Target for 5 years	V 2		ual Ta		V =	V. 2	Va	Budget	V.4	V-	Total Budget
	Subtotal			Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2 00	Y3	Y4 000	Y5	\$24,350,00
	Subiolai	ı							U	00	00	000	U	0
\$8: Unified Nation	al League Develop	ment and Lead	ership	V	0	U7	H							
	ve 8: Centralize and nent with collaborat rations.							4)	0					
Facilitate ministry- supported league initiatives while fostering collaborative governance with sports federations for unified development.	Establish the National Leagues Coordination Unit. Develop a unified framework and standards	Formation and operation of the National Leagues Coordination Unit.  Adoption of unified league framework	A. MINISTA	1					150,000					\$ 150,000
	for national leagues.	and standards.	101	1										\$ -
	Organize ministry-led national leagues in key	Number and impact of ministry-led national												\$

Strategy	Key Activities	Performance Indicator	Target for 5 years	Annual Target			Budget					Total Budget		
				Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y2	Y3	Y4	Y5	
	Collaborate with federations on	Formation and operation of joint	0180											
	league structures and governance.	committees with federations.	0 0											\$ -
	Jointly fund and manage league	Level of collaborative	2											
	development with federations.	funding and resource sharing.	0											\$
	Monitor and improve the impact and progress of national sports	Continuous improvemen t in national sports	MM											\$
Unified National League Development and Leadership, Subtotal								\$150,000	\$-	\$-	\$-	\$-	\$150,000	
Sports development subtotal									\$11,645, 000	\$11,12 5,000	\$10,755 ,000	\$10,7 35,00 0	\$11,320, 000	\$55,580,00 0
			1 V											
	GRAND TO	ſAL							\$15,220, 000	\$14,67 0,000	\$13,972 ,000	\$12,8 55,00 0	\$12,233, 000	\$68,950,00 0

# Appendix B: Strategic Planning Team

NAME	DESIGNATION	INSTITUTION
Mr. Mahir Ahmed Hersi	Consultant	SCORE Consultant
Dr. Mursal Hussein Mohamud	Consultan	SCORE Consultant
MS. Ramlo Osman Sharif	Director of Planning	MOYS
Ms. Ikran Abdullahi Jogow	Director of Youth	MOYS
MS. Naima Abdirahman Moalim	Head of Programs	MOYS
MS. Nuzaiba Ali	Advisor	MOYS
Mr. Ahmed Amin	Advisor	MOYS



# **Contact Info:**

# **Director General**

# **Address**

Afgoye Road, Mogadishu, Somalia

**Telephone:** +25261.....

Mail: info@moys.gov.so

F.G.S