



RURAL EDUCATION AND  
AGRICULTURE DEVELOPMENT  
ORGANIZATION (READO)

# El Niño 2026–27

## Preparedness and response plan

Deyr Season (October–December 2026) and Early Recovery to June 2027

Baidoa • Bay • Bakool • Southwest State, Somalia

**Act before the water  
rises.**

Anticipatory Action • Community Preparedness • 72-  
Hour Response • Early Recovery

TOTAL REQUIREMENT

**US\$  
5,000,000**

## ■ Document control

| Item                 | Detail                                                                                                                                                       |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Organisation         | Rural Education and Agriculture Development Organization (READO), Baidoa Head Office                                                                         |
| Plan owner           | Acting Country Representative / Director of Programmes                                                                                                       |
| Plan coordinator     | READO El Niño Preparedness Cell (see Section 13)                                                                                                             |
| Planning period      | August 2026 – June 2027                                                                                                                                      |
| Core response period | October – December 2026 (Deyr season)                                                                                                                        |
| Primary geography    | Baidoa and Awdinle, Qansaxdhere, Burhakaba and Dinsoor (Bay); Hudur (Bakool); Jowhar and Balcad (Middle Shabelle); Barawe (Lower Shabelle); Belethawa (Gedo) |
| Review cadence       | Weekly during Deyr (Oct–Dec); after every major forecast, river-level or SoDMA and MoHADM Southwest State alert change; full revision January 2027           |
| Status               | Version 1.2 (reviewer comments incorporated, 28–29 Sep 2026) — draft for approval by Country Representative, Programmes, Operations, Finance and MEAL        |

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## ■ Acronyms

|             |                                                           |                   |                                                                           |
|-------------|-----------------------------------------------------------|-------------------|---------------------------------------------------------------------------|
| <b>AA</b>   | Anticipatory Action                                       | <b>FSNAU</b>      | Food Security and Nutrition Analysis Unit                                 |
| <b>AAP</b>  | Accountability to Affected Populations                    | <b>GAM</b>        | Global Acute Malnutrition                                                 |
| <b>ABC</b>  | Area-Based Coordination                                   | <b>GBV</b>        | Gender-Based Violence                                                     |
| <b>AMN</b>  | Acute Malnutrition (IPC scale)                            | <b>ICPAC</b>      | IGAD Climate Prediction and Applications Centre                           |
| <b>AWD</b>  | Acute Watery Diarrhoea                                    | <b>IDP</b>        | Internally Displaced Person                                               |
| <b>CCCM</b> | Camp Coordination and Camp Management                     | <b>IGAD</b>       | Intergovernmental Authority on Development                                |
| <b>CFM</b>  | Complaints and Feedback Mechanism                         | <b>IOD</b>        | Indian Ocean Dipole                                                       |
| <b>CHP</b>  | Community Health Promoter                                 | <b>IOM</b>        | International Organization for Migration                                  |
| <b>CP</b>   | Child Protection                                          | <b>IPC</b>        | Integrated Food Security Phase Classification                             |
| <b>CRF</b>  | Cross-cutting Response Fund (IRC)                         | <b>IRC</b>        | International Rescue Committee                                            |
| <b>DRC</b>  | Danish Refugee Council                                    | <b>M2M</b>        | Mother-to-Mother support groups                                           |
| <b>DTM</b>  | Displacement Tracking Matrix (IOM)                        | <b>MEAL</b>       | Monitoring, Evaluation, Accountability and Learning                       |
| <b>ECHO</b> | European Civil Protection and Humanitarian Aid Operations | <b>MoHADM</b>     | Ministry of Humanitarian Affairs and Disaster Management                  |
| <b>EiE</b>  | Education in Emergencies                                  | <b>MoHADM SWS</b> | Ministry of Humanitarian Affairs and Disaster Management, Southwest State |
| <b>ETT</b>  | Emergency Trend Tracking                                  |                   |                                                                           |
| <b>FSL</b>  | Food Security and Livelihoods                             |                   |                                                                           |

|             |                                               |
|-------------|-----------------------------------------------|
| <b>MPCA</b> | Multi-Purpose Cash Assistance                 |
| <b>NFI</b>  | Non-Food Items                                |
| <b>NRC</b>  | Norwegian Refugee Council                     |
| <b>OTP</b>  | Outpatient Therapeutic Programme              |
| <b>PSEA</b> | Protection from Sexual Exploitation and Abuse |
| <b>PWD</b>  | Persons with Disabilities                     |

|               |                                                     |
|---------------|-----------------------------------------------------|
| <b>SoDMA</b>  | Somalia Disaster Management Agency                  |
| <b>SWALIM</b> | Somalia Water and Land Information Management (FAO) |
| <b>USDR</b>   | Under-Five Death Rate                               |
| <b>WASH</b>   | Water, Sanitation and Hygiene                       |
| <b>WFP</b>    | World Food Programme                                |
| <b>WMC</b>    | Water Management Committee                          |



Women's group meeting, Baidoa | Photo: READO

## Act before the water rises

Receive and verify risk information, trigger early action, protect people and assets, respond within 72 hours of confirmed impact, recover and learn. This is the central message of the plan; every section below serves it.

**US\$ 5M**

total requirement, October 2026 – June 2027

**150,000**

people reached directly in the central scenario

**72 hours**

from confirmed impact to life-saving assistance

**≥50%**

of people reached are women and girls

Somalia is entering the October–December 2026 Deyr season with elevated flood and humanitarian risk. Current forecasts indicate above-average rainfall across central and southern Somalia, while existing food insecurity, acute malnutrition, displacement and limited access to basic services increase the potential consequences of flooding. El Niño is established and strengthening, a positive Indian Ocean Dipole (IOD) is increasingly likely, and Deyr rainfall across central and southern Somalia is projected at 65–90% above average, with some areas exceeding 400 mm for the season. The same climate configuration produced the exceptional floods of 1997 and 2023. In 2023, 2.48 million people were affected nationally, more than 1.2 million displaced and 188 lives lost (SoDMA).

Every district in which READO operates is exposed. The Somalia Disaster Management Agency (SoDMA) places Baardheere (Gedo) in its Very High risk tier and Baidoa, Bardaale and Hudur (Bay/Bakool) in its High risk tier. Baidoa IDPs are projected in IPC Phase 4 (Emergency) with 5% of the population in Phase 5 (Catastrophe) and Acute Malnutrition Phase 5 (Extremely Critical) during October–December 2026, and face a Risk of Famine under the worst-case scenario (FSNAU/IPC, 23 September 2026). Floods will arrive on top of deep residual vulnerability, not instead of it.

Figure 1 (Section 4) summarises the expected effects of El Niño in each READO working location. This plan sets out how READO will move from forecast to protective action, to response, to recovery — using the ten concurrent projects, cash-delivery systems, WASH portfolio, health platforms and government relationships it already runs in Bay, Bakool and Gedo.

READO estimates an indicative financing requirement of US\$ 5 million for the central scenario, subject to validation of existing grant resources, partner coverage, trigger activation and needs assessments.

## ■ Plan at a glance

| Element                    | READO position                                                                                                                                                                                                                      |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic intent</b>    | Act before the water rises: receive and verify risk information, trigger early action, protect people and assets, respond within 72 hours of confirmed impact, recover and learn.                                                   |
| <b>Geography</b>           | Baidoa and peri-urban IDP sites · rural Bay (Burhakaba, Diinsoor and SAGAL II areas) · Hudur (Bakool) · Bardhere (Gedo)                                                                                                             |
| <b>Planning caseload</b>   | Central scenario: 150,000 people reached directly · Severe scenario: up to 200,000 · of whom at least 50% women and girls                                                                                                           |
| <b>Response pillars</b>    | (1) Anticipatory Action · (2) Community Preparedness · (3) Rapid Response within 72 hours · (4) Early Recovery                                                                                                                      |
| <b>Priority sectors</b>    | WASH · Health · Nutrition · Multi-Purpose Cash · Protection (GBV, CP, PSEA) · Education in Emergencies · Livelihoods                                                                                                                |
| <b>Delivery model</b>      | Three pre-defined cross-sector bundles — A: Baidoa & peri-urban · B: Hudur · C: Jowhar, Balcad & Barawe — plus an Anticipatory Action pipeline across other exposed READO areas.— plus a district-wide Anticipatory Action pipeline |
| <b>Coordination anchor</b> | Southwest State El Niño Preparedness and Response Plan (SoDMA / MoHADM SWS, August 2026) and the humanitarian clusters — no parallel structures                                                                                     |
| <b>Total requirement</b>   | US\$ 5,000,000 (October 2026 – June 2027) through grants including anticipatory financing                                                                                                                                           |

## ■ Seven priority actions taken ahead of peak Deyr

- 1 Activated the Preparedness Cell.** Convened the internal El Niño Preparedness Cell (Programmes, Operations, MEAL, Finance, Communications, Protection) with named focal points and delegated authority.
- 2 Closed the information gaps.** Confirmed staff bench strength, asset inventory, project footprints against flood maps and flexible budget lines (Annex B).
- 3 Agreed triggers and pre-approved packages.** Adopted the Watch–Alert–Severe–Emergency–Health Alert trigger system in Section 8, with actions pre-approved so no decision waits for a meeting.
- 4 Pre-positioned supplies.** Placed WASH, hygiene, NFI and nutrition-continuity supplies in Baidoa, Hudur and Bardhere ahead of road deterioration.

- 5** **Opened the three decisive donor conversations.** IRC (CRF amendment), Plan International (ECHO 2024–27 / Plan-ECHO-26 alignment) and NRC (SAGAL II and KOALA PAY surge).

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- 6** **Protected what already exists.** Audited Girl Shine safe spaces, health facilities, cold-chain points, schools and dairy assets against flood-plain maps and relocated or protected them where required.

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- 7** **Ran a simulation.** Held a table-top flood simulation with field teams and community focal points.

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## Purpose, scope and planning assumptions

### ■ Purpose

This plan is READO's organisational framework for the 2026–27 El Niño. It translates national and state-level forecasts and government priorities into READO-specific decision triggers, field readiness, community preparedness, rapid response and early recovery. It is written for READO management and staff, and for the government counterparts, consortium partners and donors with whom READO will act.

### ■ Scope

- **Time.** August 2026 – June 2027, with the core response window October–December 2026 and an early-recovery tail through the 2027 Gu season onset.
- **Geography.** Districts and settlements where READO has an operational presence or an active project footprint: Baidoa (including peri-urban IDP sites), rural Bay (Burhakaba, Diinsoor and SAGAL II areas), Hudur (Bakool) and Bardhere (Gedo).
- **Hazards.** Riverine flooding (Juba and Shabelle), flash and pluvial flooding, drainage failure in IDP settlements, disease outbreaks (AWD/cholera, measles, malaria), displacement and associated protection risks. Residual drought and conflict risks are treated as compounding factors.
- **Coverage.** READO staff, assets and programmes; READO-supported health facilities, schools, safe spaces, water points and community structures; and the communities READO serves.

### ■ Planning assumptions

- The 2023 floods are the operational benchmark; the 1997 floods are the stress test (per SoDMA guidance).
- Risk locations and caseloads may shift quickly. Targeting will remain flexible and evidence-led; figures in this plan are planning figures, not commitments, until validated by assessment.
- Some roads between Baidoa and rural Bay, Hudur, Jowhar, Balcad, Barawe and Beletthawa will become impassable for periods during the season. Supplies and decision-making must be positioned close to likely impact areas beforehand.
- Floods will compound, not replace, food insecurity and malnutrition. Flood response must be integrated with the nutrition, food-security and health response already under way.
- READO will coordinate through SoDMA, MoHADM Southwest State, district authorities, the clusters and Area-Based Coordination, and will not create parallel structures.
- Where existing grants can flex within scope, READO will seek donor approval first; new funding will be sought only for genuine gaps.
- Early action will be taken when agreed triggers are met and the likely cost of waiting exceeds the cost of acting. IGAD notes that every US\$ 1 invested in anticipatory action can save up to US\$ 7.

## ■ 3.1 The climate signal

- El Niño is established and strengthening. The NOAA July 2026 forecast gives a 97–100% probability that El Niño conditions persist through late 2026 and early 2027.
- ICPAC's August 2026 outlook indicates a 90% probability of enhanced October–December rainfall over southern Ethiopia and central-to-southern Somalia. Ethiopian-highland rainfall drives river flows into the Juba and Shabelle.
- A positive IOD is increasingly favoured during Deyr and would amplify heavy rainfall.
- FSNAU/IPC projects Deyr 2026 rainfall at 65–90% above average, with extreme flooding likely in riverine and low-lying areas. El Niño can suppress early rainfall before transitioning to wetter-than-normal conditions — an early lull is not a signal that risk has passed.

## ■ 3.2 Lessons from 1997 and 2023

| Indicator        | 1997                               | 2023                          | 2026 planning implication               |
|------------------|------------------------------------|-------------------------------|-----------------------------------------|
| Climate          | Very strong El Niño + positive IOD | Strong El Niño + positive IOD | Potentially reinforcing configuration   |
| Flooding         | Exceptional                        | Severe                        | Prepare for riverine and flash flooding |
| Displacement     | ~250,000 reported                  | >1.2 million                  | 0.8–1.5 million possible (severe)       |
| People affected  | Major national impacts             | 2.48 million                  | 2–3 million (central planning)          |
| Economic effects | Very significant                   | US\$ 193.4 million assessed   | US\$ 350–500 million (severe envelope)  |

Source: SoDMA, Summary for Decision Makers, 25 August 2026. In 2023, WASH damages alone reached ~US\$ 33 million, with 1,211 water infrastructure and 19,234 sanitation components damaged or destroyed; farming and livestock losses affected more than 68,000 households.

## ■ 3.3 National humanitarian outlook for Deyr 2026

- IOM DTM and DRC project 874,319 people displaced nationally between 1 October and 31 December 2026, 92% of them by flooding. Baardheere is among the top five districts and Baidoa (Baydhaba) among the top fifteen.
- FSNAU/IPC estimates around 1 million people likely to be displaced by Deyr flooding; SoDMA's severe scenario anticipates 2.5–3.5 million people experiencing direct or indirect impacts and 1.2–2.0 million requiring temporary relocation or emergency shelter.
- Nineteen population groups are already classified in IPC Phase 4 (Emergency). Pockets of Baidoa and Beletweyne IDPs are at Acute Malnutrition Phase 5.
- Water contamination and service disruption will raise the risk of AWD/cholera, malaria and measles; health, nutrition, WASH and education services may be overwhelmed in high-impact locations.
- Market disruption from crop losses, road closures and higher transport costs will erode purchasing power, even as agricultural labour demand improves in some agropastoral zones.

### ■ 3.4 Risk pathways

El Niño-related rainfall can generate multiple, interconnected risks across READO's operational areas. Impacts may develop sequentially, with heavy rainfall and river rise triggering flooding, infrastructure and access damage, displacement, water contamination, disease outbreaks, market disruption and interruption of essential services. The following matrix consolidates the principal risk pathways and their potential consequences for affected communities and READO operations.

| Hazard / risk                                       | Potential trigger / characteristics                                                                 | Primary impact / exposure                                                             | Secondary & cascading impacts on communities                                                                                               | Potential impact on READO operations & services                                                                                                       | Key preparedness / mitigation priorities                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Heavy rainfall &amp; river rise — Juba River</b> | Sustained heavy rainfall upstream; rapid increase in river levels; overflow of riverbanks           | Flooding of settlements, agricultural land, livestock areas and low-lying communities | Displacement; loss of crops, livestock, shelter and household assets; livelihood disruption; food insecurity; increased humanitarian needs | Reduced access to programme locations; displacement of staff/communities; interruption of field activities; increased demand for emergency assistance | <ul style="list-style-type: none"> <li>■ Monitor river/rainfall forecasts; identify flood-prone communities</li> <li>■ Establish early-warning and communication arrangements</li> <li>■ Wherever possible, pre-position priority supplies</li> <li>■ Identify safe evacuation/assembly locations and alternative access routes</li> <li>■ Communication and action pathways identified and activated for community groups to implement response in their neighbourhoods</li> </ul> |
| <b>Flash &amp; pluvial flooding</b>                 | Intense rainfall over short periods; inadequate drainage; saturated ground; urban/settlement runoff | Rapid flooding and waterlogging of IDP sites, settlements, roads and service areas    | Latrine collapse; contamination of water sources; shelter damage; loss of household assets; increased health and protection risks          | Damage/access constraints affecting health, nutrition, WASH, education and protection activities; temporary closure or relocation of services         | <ul style="list-style-type: none"> <li>■ Identify vulnerable facilities</li> <li>■ Protect/raise critical equipment and supplies</li> <li>■ Emergency WASH measures</li> <li>■ Establish alternative service arrangements</li> <li>■ Activate community groups for immediate action</li> </ul>                                                                                                                                                                                      |

| Hazard / risk                                         | Potential trigger / characteristics                                                                         | Primary impact / exposure                                                                 | Secondary & cascading impacts on communities                                                                                                | Potential impact on READO operations & services                                                                                                                                           | Key preparedness / mitigation priorities                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Flooding of agricultural &amp; livestock areas</b> | River overflow, prolonged rainfall and waterlogging                                                         | Cropland, pasture and livestock areas inundated or damaged                                | Crop losses; livestock losses; reduced food availability; loss of household income; increased reliance on humanitarian assistance           | Increased demand for FSL, cash, food-security and protection interventions; disruption of agricultural activities and community mobilisation                                              | <ul style="list-style-type: none"> <li>■ Identify livelihood zones likely to be impacted</li> <li>■ Early warning to farmers/livestock keepers</li> <li>■ Contingency planning for livestock and agricultural assets</li> <li>■ Integrate livelihood actions into response planning</li> </ul>                                                                                                       |
| <b>Road, bridge &amp; access-route damage</b>         | Flooding, erosion, washouts and structural damage                                                           | Roads and bridges become impassable or unsafe; communities and facilities become isolated | Delayed access to markets, health services and humanitarian assistance; increased transport costs; delayed referrals and emergency response | Supply pipeline disruption; delayed staff movement; inability to reach programme sites; increased logistics costs and cost of supplies in general; disruption to referrals and monitoring | <ul style="list-style-type: none"> <li>■ Map critical routes and alternative routes</li> <li>■ Pre-position essential commodities</li> <li>■ Maintain regular access/security updates</li> <li>■ Identify and activate community-led response options and maintain a communication process with them</li> </ul>                                                                                      |
| <b>Water-source contamination</b>                     | Floodwater entering shallow wells, boreholes, storage facilities or surface-water sources; latrine overflow | Reduced availability of safe drinking water                                               | Increased risk of AWD/cholera and other water-borne diseases; increased household water-treatment needs; pressure on WASH services          | Increased WASH workload; need for emergency water treatment/testing; possible disruption to health and nutrition programming                                                              | <ul style="list-style-type: none"> <li>■ Pre-position water-treatment supplies</li> <li>■ Increase capacity for water-quality monitoring, including through WMCs</li> <li>■ Increase capacity for chlorination</li> <li>■ Initiate hygiene promotion messaging immediately</li> <li>■ Identify alternative safe water sources</li> <li>■ Strengthen community water-management committees</li> </ul> |

| Hazard / risk                                                             | Potential trigger / characteristics                                              | Primary impact / exposure                                                                            | Secondary & cascading impacts on communities                                                                                                                                             | Potential impact on READO operations & services                                                                                                     | Key preparedness / mitigation priorities                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Stagnant water &amp; increased vector breeding</b>                     | Prolonged waterlogging and standing water following rainfall/flooding            | Increased mosquito breeding and exposure                                                             | Increased risk of malaria and other vector-borne diseases; increased pressure on health services; potential increase in morbidity among children and vulnerable groups                   | Increased health caseload; additional outreach and health-promotion requirements; potential disruption to routine services                          | <ul style="list-style-type: none"> <li>■ Vector-risk monitoring</li> <li>■ Community awareness-building on safe water</li> <li>■ Coordination with health authorities/cluster and ABC mechanisms</li> <li>■ Strengthen disease surveillance and referral arrangements</li> <li>■ Pre-position/maintain an emergency level of key medications</li> </ul> |
| <b>Damage to WASH infrastructure</b>                                      | Flooding and erosion affecting water points, latrines and drainage systems       | Water points/latrines become damaged, inaccessible or unsafe                                         | Reduced access to safe water and sanitation; open defecation; contamination; increased disease risk                                                                                      | Emergency rehabilitation requirements; interruption of WASH services; additional procurement and operational costs                                  | <ul style="list-style-type: none"> <li>■ Identify critical WASH assets</li> <li>■ Protect vulnerable infrastructure where possible</li> <li>■ Pre-position repair materials</li> <li>■ Establish emergency rehabilitation arrangements through WMCs</li> </ul>                                                                                          |
| <b>Damage to health, nutrition, education &amp; protection facilities</b> | Floodwater, structural damage, inaccessible roads or unsafe surroundings         | Facilities become inaccessible, damaged or temporarily closed                                        | Treatment interruption; nutrition defaulting; lost schooling; disrupted protection and psychosocial support; weakened referral pathways                                                  | Closure or relocation of health posts, OTPs, schools and safe spaces; increased pressure on alternative facilities; disruption to programme targets | <ul style="list-style-type: none"> <li>■ Facility vulnerability assessment</li> <li>■ Identify alternative service points</li> <li>■ Protect essential equipment/records</li> <li>■ Maintain referral and communication systems</li> <li>■ Activate community groups (e.g. M2M), trained CHPs etc. for in-community action</li> </ul>                   |
| <b>Displacement &amp; overcrowding</b>                                    | Flooding of homes, IDP sites, agricultural/livestock areas and other settlements | Households relocate to safer locations, potentially increasing concentration in existing settlements | Increased pressure on water, sanitation, food, shelter and health services; overcrowding; heightened GBV, exploitation and abuse risks; family separation; increased protection concerns | Rapid increase in caseloads; pressure on programme capacity and supplies; need for rapid assessments and response adaptation                        | <ul style="list-style-type: none"> <li>■ Map potential displacement destinations</li> <li>■ Establish rapid-assessment procedures, including through community groups and volunteers</li> <li>■ Strengthen protection/PSEA awareness</li> </ul>                                                                                                         |

| Hazard / risk                                            | Potential trigger / characteristics                                                           | Primary impact / exposure                                                 | Secondary & cascading impacts on communities                                                                                                                  | Potential impact on READO operations & services                                                                                    | Key preparedness / mitigation priorities                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Disease outbreaks / increased morbidity</b>           | Water contamination, stagnant water, overcrowding and disrupted health services               | Increased exposure to communicable and vector-borne diseases              | Potential AWD/cholera, malaria and other outbreaks; increased morbidity, particularly among children and vulnerable groups; possible increase in malnutrition | Increased demand on health/nutrition services; disruption to routine programming; increased referral and surveillance requirements | <ul style="list-style-type: none"> <li>■ Strengthen disease surveillance</li> <li>■ Pre-position essential health/WASH supplies</li> <li>■ Coordinate with MoH</li> <li>■ Reinforce community health and hygiene awareness</li> <li>■ Maintain adequate stocks of key medicines at a central location</li> <li>■ Strengthen community groups/volunteers /CHP network, including for timely communication</li> </ul> |
| <b>Supply-chain &amp; market disruption</b>              | Flooded roads, damaged bridges, restricted access and reduced market functionality            | Reduced movement of food, medicines, WASH materials and other commodities | Price increases; reduced availability of essential goods; reduced household purchasing power; increased food insecurity                                       | Delayed procurement/delivery; increased transport costs; risk of stock-outs; delays in programme implementation                    | <ul style="list-style-type: none"> <li>■ Pre-position critical supplies</li> <li>■ Identify alternative suppliers/routes</li> <li>■ Monitor market prices</li> </ul>                                                                                                                                                                                                                                                |
| <b>Communication &amp; power disruption</b>              | Flooding/damage to infrastructure; power or telecommunications interruptions                  | Reduced ability of communities, staff and partners to communicate         | Delayed warnings, referrals and emergency information; reduced access to assistance                                                                           | Difficulty contacting field teams; delayed security/access decisions; disruption to reporting and coordination                     | <ul style="list-style-type: none"> <li>■ Maintain alternative communication channels</li> <li>■ Update staff/community contact trees</li> <li>■ Backup power for critical operations</li> </ul>                                                                                                                                                                                                                     |
| <b>Staff safety, access &amp; operational disruption</b> | Flooded routes, isolated locations, unsafe travel conditions and increased emergency workload | Staff unable to safely reach field locations or facilities                | Delayed services and reduced field presence                                                                                                                   | Staff movement restrictions; increased duty-of-care risks; delays to monitoring, distributions, supervision and referrals          | <ul style="list-style-type: none"> <li>■ Context-specific travel restrictions</li> <li>■ Security/access monitoring</li> <li>■ Operationalise safety protocols</li> <li>■ Alternative staffing arrangements</li> <li>■ Remote management options</li> </ul>                                                                                                                                                         |

| Hazard / risk                                                     | Potential trigger / characteristics                                                                             | Primary impact / exposure                                                                                 | Secondary & cascading impacts on communities                                                                                                           | Potential impact on READO operations & services                                                                      | Key preparedness / mitigation priorities                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Livelihood, food-security &amp; nutrition deterioration</b>    | Crop/livestock losses, market disruption, displacement and service interruption                                 | Loss of household food and income sources                                                                 | Reduced food access; increased negative coping strategies; increased risk of acute malnutrition, particularly among children and vulnerable households | Increased demand for FSL, cash, health and nutrition services; possible need to reprioritise programme resources     | <ul style="list-style-type: none"> <li>■ Early identification of most vulnerable households</li> <li>■ Link early warning to FSL/nutrition/cash response</li> <li>■ Strengthen referral and surveillance systems</li> <li>■ Coordinate with others</li> </ul>              |
| <b>Protection risks associated with flooding and displacement</b> | Displacement, overcrowding, loss of livelihoods, disrupted services and reduced community protection mechanisms | Increased exposure of vulnerable people to unsafe environments                                            | GBV, exploitation, abuse, family separation, child protection risks and exclusion of persons with disabilities and other vulnerable groups             | Increased protection caseloads; disruption of safe spaces and referral services; increased safeguarding requirements | <ul style="list-style-type: none"> <li>■ Integrate protection and PSEA into preparedness</li> <li>■ Updated referral pathways</li> <li>■ Establish communication pathways</li> <li>■ Strengthen community-based protection mechanisms and safeguarding measures</li> </ul> |
| <b>Strong winds / lightning associated with storms</b>            | Severe thunderstorms accompanying intense rainfall                                                              | Damage to temporary structures, roofs, trees, power/communication infrastructure; risk to people outdoors | Shelter damage; injury; temporary loss of electricity/communications                                                                                   | Damage to offices, storage or programme facilities; interruption of communications and services                      | <ul style="list-style-type: none"> <li>■ Severe-weather alerts</li> <li>■ Secure temporary structures/equipment</li> <li>■ Establish staff movement protocols</li> </ul>                                                                                                   |

## Risk profiles of READO operational areas

The table summarises the risk profile of each READO operational area. Profiles combine SoDMA hazard classification, IPC food-security and nutrition analysis, WFP modelled flood exposure and IOM DTM displacement data with READO's own footprint. Priority Tier 1 locations receive pre-positioned stocks and pre-approved response packages.

| Location                                                       | SoDMA tier | Key evidence (September 2026)                                                                                                                                                                                                                                                                                           | READO presence                                                                                                                                                                   | READO tier |
|----------------------------------------------------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>Baidoa district &amp; peri-urban IDP sites (Bay)</b>        | High       | Baidoa IDPs: GAM 18.2% (Apr 2026), pockets at 26.4% (12 of 36 clusters); projected IPC Phase 4 with 5% in Phase 5 and AMN Phase 5 (Oct-Dec); Risk of Famine under worst case. 268,243 displaced in Baidoa town and sites in 2023. Top-15 district for projected Q4 displacement. Main ETT destination for new arrivals. | Head Office; 10+ ongoing projects across WASH, Health, Nutrition, MPCA, Protection, EiE, Livelihoods                                                                             | Tier 1     |
| <b>Rural Bay — Awdinle, Qansaxdhere and Dinsoor; Burhakaba</b> | High (Bay) | Bay Agro-pastoral: GAM 15.5%, Serious U5DR. Bay flood exposure: mid-point 553,000, upper bound 982,000. Burhakaba: GAM 22.6% and IPC Phase 3 by Aug; 7 in 10 households lack improved water/sanitation. These Burhakaba findings inform potential expansion, not current READO coverage.                                | Awdinle: health, nutrition and SRH. Qansaxdhere: active IOM CERF WASH. Dinsoor: active field office; SHF WASH ended. Burhakaba: mobilisable focal persons, no current programme. | Tier 1–2   |
| <b>Hudur (Bakool)</b>                                          | High       | Bakool flood exposure: mid-point 67,000, upper bound 104,000; preparedness caseload 19,000–29,000. Access routes vulnerable; dairy cold-chain and borehole assets exposed.                                                                                                                                              | Health, nutrition and SRH; SAGAL; ADRA-led ACTIVE (including dairy and water assets).                                                                                            | Tier 2     |
| <b>Jowhar, Balcad and Barawe (Middle and Lower Shabelle)</b>   | High       | Assess flood exposure, drainage, access routes and livelihood assets at ACTIVE sites. Confirm district-specific evidence and priority tiers before activation.                                                                                                                                                          | ADRA-led ACTIVE; emergency El Niño support can be layered onto the existing project, subject to donor approval.                                                                  | Tier 1     |
| <b>Belethawa (Gedo)</b>                                        | High       | Confirm site-level flood exposure, access and service-continuity risks. Gedo regional exposure figures are not district estimates.                                                                                                                                                                                      | Active future4Binti project                                                                                                                                                      | Tier 2     |

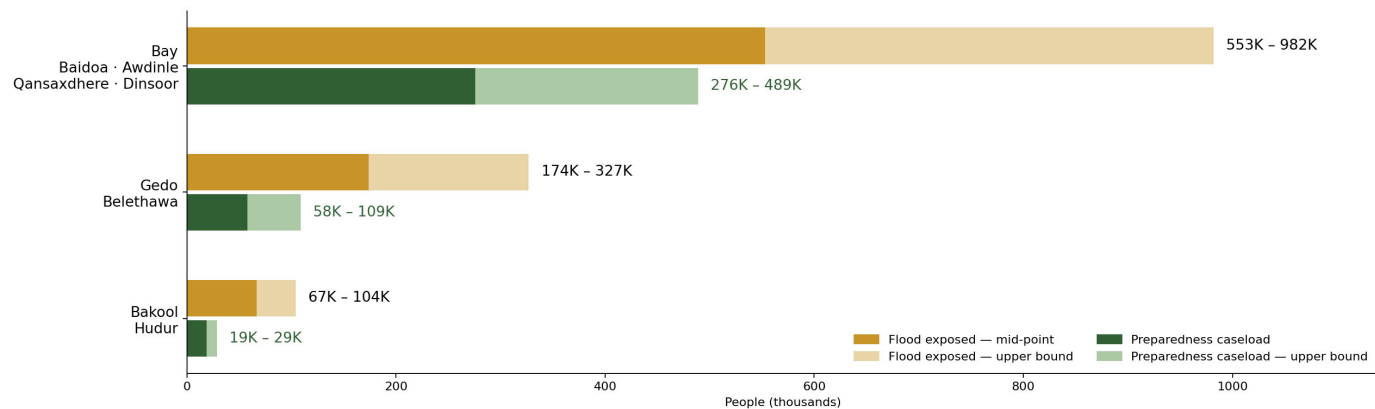
Sources: SoDMA (Aug 2026); FSNAU/IPC Post-Gu (23 Sep 2026); WFP VAM flood exposure analysis (Aug 2026); IOM DTM-DRC projections Q4 2026; IOM DTM ETT Week 14 (13–16 Sep 2026). Shading: red = Very High / Tier 1; amber = High / Tier 2.

Figure 1. READO working locations and the expected effects of El Niño, Deyr 2026

|                                                           | Riverine / linked flood impacts                               | Flash / pluvial flooding                      | Displacement                                                    | Food insecurity & malnutrition                                      | Disease outbreak (AWD/cholera)                                    | Access disruption                                       | Livelihood & asset loss                                           | Overall (plan tiers)           |
|-----------------------------------------------------------|---------------------------------------------------------------|-----------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------------------|-------------------------------------------------------------------|--------------------------------|
| Baidoa & peri-urban IDP sites (Bay)                       | LOW<br>Limited direct river exposure                          | HIGH<br>Low-lying IDP sites; poor drainage    | EXTREMELY HIGH<br>Large IDP caseload; secondary displacement    | EXTREMELY HIGH<br>Severe baseline needs; flood-driven deterioration | EXTREMELY HIGH<br>Crowding and water contamination                | MODERATE<br>Urban routes; localised disruption          | MODERATE<br>Daily wages and small trade disrupted                 | HIGH (SoDMA)<br>READO Tier 1   |
| Rural Bay Awdinle, Qansaxdhere, Dinsoor, Burhakaba*       | MODERATE<br>Seasonal streams; local inundation                | HIGH<br>Runoff over agropastoral areas        | HIGH<br>Flooded settlements; loss of shelter                    | HIGH<br>Crop and livestock loss; existing nutrition stress          | HIGH<br>Unsafe water and sanitation gaps                          | HIGH<br>Road damage; communities cut off                | HIGH<br>Standing crops; livestock and stores                      | HIGH (SoDMA)<br>READO Tier 1-2 |
| Hudur (Bakool)                                            | MODERATE<br>Seasonal watercourses; local flood effects        | HIGH<br>Heavy-rain runoff; 2023 flood history | MODERATE<br>Local movements; temporary relocation               | HIGH<br>Food-supply pressure; existing nutrition stress             | MODERATE<br>Local water-source contamination                      | HIGH<br>Vulnerable roads; delayed referrals             | HIGH<br>Dairy cold chain; boreholes and livestock                 | HIGH (SoDMA)<br>READO Tier 2   |
| Jowhar & Baicad Shabelle riverine areas (Middle Shabelle) | EXTREMELY HIGH<br>Shabelle overflows; weak / open embankments | HIGH<br>Intense rainfall; saturated lowlands  | EXTREMELY HIGH<br>Riverbank settlements; large evacuation needs | HIGH<br>Flooded cropland; market interruption                       | EXTREMELY HIGH<br>Contaminated supplies; crowded evacuation sites | EXTREMELY HIGH<br>River crossings and access routes cut | EXTREMELY HIGH<br>Irrigated farmland; crops and productive assets | HIGH (SoDMA)<br>READO Tier 1   |
| Barawe (Lower Shabelle)                                   | MODERATE<br>Indirect river effects on hinterland access       | HIGH<br>Heavy runoff; drainage congestion     | MODERATE<br>Localised temporary relocation                      | HIGH<br>Supply interruptions; household food stress                 | HIGH<br>Floodwater contamination; service disruption              | HIGH<br>Road deterioration; market-access constraints   | MODERATE<br>Local enterprise and agropastoral losses              | HIGH (SoDMA)<br>READO Tier 1   |
| Belethawa Dawa-exposed areas (Gedo)                       | HIGH<br>Dawa-exposed settlements and agricultural land        | HIGH<br>Urban runoff; poor drainage           | HIGH<br>Flood displacement recorded in 2023                     | HIGH<br>Crop losses; market-supply disruption                       | EXTREMELY HIGH<br>Flooded shallow wells; unsafe drinking water    | HIGH<br>Damaged roads and restricted transport          | HIGH<br>Farms, property and service infrastructure                | HIGH (SoDMA)<br>READO Tier 2   |
| Low Moderate High Extremely high                          |                                                               |                                               |                                                                 |                                                                     |                                                                   |                                                         |                                                                   |                                |

READO qualitative rating for each location and effect, drawn from SoDMA (Aug 2026), FSNAU/IPC Post-Gu (23 Sep 2026), WFP VAM flood exposure analysis (Aug 2026), IOM DTM–DRC projections Q4 2026 and IOM DTM ETT Week 14. "Overall" shows the SoDMA district risk tier and READO priority tier. Ratings to be updated as forecasts and assessments change.

Figure 2. Modelled flood exposure and preparedness caseload in READO regions



Source: WFP VAM Somalia, El Niño 2026 Flood Exposure and Preparedness Analysis (Aug 2026). Regional figures retained from the original plan; they are not district caseloads. Middle and Lower Shabelle are not shown because comparable figures were not included. Darker bars = mid-point / central estimate; lighter extension = upper bound.

#### 4.1 Baidoa and peri-urban IDP settlements

- Why it matters: Baidoa is READO's operational centre and the district where acute food insecurity, malnutrition and displacement converge most sharply. Many IDP sites sit on low-lying ground with little drainage and limited sanitation facilities.

- Displacement pressure is already rising: IOM DTM recorded 4,283 new arrivals in the week of 13–16 September across its five monitored districts (including Baidoa), 40% arriving into Bay. Main needs reported: food (57%) and drinking water (24%).
- Priority risks: latrine collapse and contaminated water in dense sites; AWD/cholera; defaulting from nutrition treatment; GBV in crowded or relocated sites; eviction and secondary displacement.
- READO focus: Bundle A — the full cross-sector package, with Girl Shine safe spaces, IRC-CPF health posts and KOALA PAY cash as the core platforms.

#### ■ 4.2 Rural Bay — Awdinle, Qansaxdhere, Dinsoor and Burhakaba expansion

- Why it matters: READO's health, nutrition and SRH services in Awdinle and active IOM CERF WASH project in Qansaxdhere provide response platforms. The SHF WASH project in Dinsoor has ended, but the field office remains active. Burhakaba has no current READO programme; field focal persons can be mobilised quickly to support implementation.
- Priority risks: loss of access to rural communities; livestock drowning; crop loss near harvest; diarrhoeal disease driving malnutrition; insecurity constraining movement.
- READO focus: continuity of health, nutrition and SRH in Awdinle; WASH preparedness in Qansaxdhere; mobilisation through the Dinsoor field office; and assessment-led expansion in Burhakaba using field focal persons. Anticipatory cash and livelihood support remain subject to assessment and funding.

#### ■ 4.3 Hudur (Bakool)

- Why it matters: productive assets built through EU-ACTIVE-GEED — solar cold storage, milk processing units and rehabilitated boreholes — are exposed to flood damage and grid/fuel disruption.
- Priority risks: road isolation; borehole contamination; loss of dairy value-chain income for women-led cooperatives.
- READO focus: Bundle B — asset protection, water-point protection and chlorination, and health, nutrition and SRH continuity, building on SAGAL and ADRA-led ACTIVE in Hudur.

#### ■ 4.4 Jowhar, Balcad, Barawe and Belethawa

- Why it matters: ADRA-led ACTIVE provides a platform in Jowhar, Balcad and Barawe, alongside Hudur and Baidoa, onto which emergency El Niño support could be layered. future4Binti provides an additional project presence in Belethawa.
- Priority risks to assess: flooding and access disruption; displacement; interruption of project activities and essential services; livelihood asset losses; and protection risks. Confirm exposure separately for each location.
- READO focus: Bundle C — emergency WASH, targeted MPCA, protection and service-continuity support in Jowhar, Balcad and Barawe, layered onto ACTIVE subject to needs and donor approval. Include Belethawa's future4Binti footprint in early warning, preparedness and the wider Anticipatory Action pipeline.

## Planning scenarios and caseloads

READO plans against three scenarios aligned with SoDMA's benchmark approach. The central scenario is the default planning basis; the severe scenario defines the ceiling for which surge options and financing must be ready. READO caseloads are organisational planning figures derived from the WFP preparedness caseloads for Bay, Bakool and Gedo, READO's current footprint and partner coverage, and will be revalidated through rapid assessment.

|                                       | Moderate                                                  | Central (2023-like) — default                                                    | Severe (1997-like stress test)                                                                  |
|---------------------------------------|-----------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| <b>Climate</b>                        | Above-average rainfall; localised flash floods            | Widespread heavy rainfall; Juba riverine flooding; pluvial flooding in IDP sites | Extreme, prolonged rainfall; major Juba flooding; widespread access loss                        |
| <b>Expected impact in READO areas</b> | Localised damage to IDP sites; short access interruptions | Large-scale displacement in Baidoa and Bardhere; outbreaks; service disruption   | Mass displacement; facilities cut off for weeks; Famine-level outcomes possible for Baidoa IDPs |
| <b>READO direct caseload (people)</b> | 75,000                                                    | 150,000                                                                          | up to 200,000                                                                                   |
| <b>Households (avg. 6 persons)</b>    | 12,500                                                    | 25,000                                                                           | 33,000                                                                                          |
| <b>Response posture</b>               | Absorb within existing projects; targeted top-ups         | Activate all three bundles and the AA pipeline; grant amendments                 | Full surge; new grants and pooled funds; request partner and cluster support                    |
| <b>Indicative planning envelope</b>   | US\$ 2.0–2.5 million                                      | US\$ 5.0 million                                                                 | US\$ 7.0–8.0 million                                                                            |

The three figures above are planning envelopes, not forecasts of actual expenditure. Fundraising will initially focus on the central scenario (US\$ 5 million), with the moderate and severe envelopes kept scalable as the season evolves.

Caseload split for the central scenario: Baidoa and peri-urban (Bundle A) ~90,000 · rural Bay AA pipeline ~25,000 · Hudur (Bundle B) ~15,000 · Bardhere (Bundle C) ~20,000. At least 50% of people reached will be women and girls; disaggregation by sex, age and disability is mandatory in all reporting.

## READO capacity and existing platforms



Community dialogue session | Photo: READO

READO does not need to arrive in these districts — it is already there. READO's existing operational footprint provides a platform for anticipatory and rapid response. In 2025, READO implemented multi-sector programmes across seven regions and 18 districts, with particularly strong operational presence in Southwest State, including Baidoa, Hudur and Diinsoor. Its portfolio included WASH, health and nutrition, food security and livelihoods, protection, education and community governance.

The following ongoing and recently closed projects provide the staff, systems, supplier relationships, community structures and government links on which this plan is built. Any change in scope requires donor approval; Annex B lists the information still to be confirmed.

| Project                 | Donor / partner                | Location                                                                                                                            | El Niño lever                                                                            |
|-------------------------|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| IRC-CRF                 | IRC                            | Baidoa & peri-urban                                                                                                                 | Emergency-response mandate; most mature lever for Deyr response (amendment to be sought) |
| IOM-WASH                | IOM (CERF component)           | Qansaxdhere and Tiye glow (active IOM CERF WASH); Bay, region. Berdale, DInsoor, Wajid, Hudur and Baidoa (Closed CERF WASH project) | Water trucking, chlorination, hygiene kits, latrine repair                               |
| NRC KOALA PAY           | NRC                            | Hudur IDP-hosting areas                                                                                                             | Live cash delivery — fastest protective lever for anticipatory and response cash         |
| SAGAL II                | ECHO via NRC consortium        | Hudur, Bakool                                                                                                                       | Resilience and AA in rural Bay; livestock and livelihood protection                      |
| ECHO 2024–27            | EU/ECHO via Plan International | Baidoa                                                                                                                              | Child protection and EiE continuity; consortium surge                                    |
| IRC-CPF                 | IRC (BHA)                      | Baidoa — Kulmis, Buula Jima                                                                                                         | Primary healthcare continuity; AWD/cholera readiness                                     |
| GAVI                    | GAVI                           | Southwest State                                                                                                                     | Cold chain and community mobilisers for outbreak response and measles risk               |
| WPE-IRC (Girl Shine)    | IRC / Sida                     | Baidoa                                                                                                                              | Safe spaces, GBV case management and referral pathways                                   |
| SRHR-Sida · Amref       | Sida · Amref                   | Belethawa                                                                                                                           | Maternal and reproductive health continuity; community dialogue                          |
| EU-ACTIVE-GEED · e-WINS | EU via ADRA                    | Hudur · Baidoa, afgoye, Jowhar, Balcad, Barawe                                                                                      | Asset protection; women's groups and VSLAs as community warning channels                 |
| FARE/REACT              | AICS via ACF Italy             | Baidoa                                                                                                                              | Agroecology and water harvesting; early recovery of farms                                |
| IOM-DDR-ELEVATE         | IOM + KOICA                    | Baidoa                                                                                                                              | Youth networks and social-cohesion platforms for community mobilisation                  |
| WAHAFA                  | WHH                            | Baidoa, Hudur, Southwest State                                                                                                      | Tested Anticipatory Action methodology and MoHADM SWS relationships                      |
| NRC AA-in-EiE           | NRC                            | Wanlaweyn, Afgoye Somalia                                                                                                           | Ready-made anticipatory action package for schools                                       |
| NRC HARBS (closed 2026) | NRC                            | Hudur                                                                                                                               | Housing, Land and Property and eviction-prevention experience for relocation             |

## ■ Institutional strengths

- Head Office, warehouse and field teams in Baidoa; health, nutrition and SRH in Baidoa, Awdinle and Hudur; IOM CERF WASH in Qansaxdhere; active field office in Dinsoor; ACTIVE in Jowhar, Barawe, Balcad, Hudur and Baidoa; future4Binti in Belethawa. Burhakaba focal persons can be mobilised for a new response.
- Audit-ready multi-donor systems (EU, ECHO, USAID/BHA, AICS, SIDA, KOICA, GAVI, SHF, EKN, IRC, NRC) and a formal PSEA policy and Security Policy Manual.
- Standing relationships with SoDMA and MoHADM Southwest State; READO participated in finalising the state El Niño Preparedness and Response Plan in August 2026.
- Community structures already in place: Girl Shine groups, VSLAs and women's groups, youth networks, elders and community health workers.
- MEAL and communications systems live across projects, including the Comms Reporting system and a Weekly El Niño Communications Plan for September–December 2026.
- Active coordination with the humanitarian clusters and Area-Based Coordination (ABC) mechanisms, Federal and State government bodies, and national and international NGOs, together with membership of NGO networks and consortia (including NEXUS).
- An extensive network of trained community groups (e.g. mother-to-mother (M2M) groups, Water Management Committees (WMCs) and livelihood-focused groups) and trained Community Health Promoters (CHPs) and volunteers across READO's working areas. These enable timely, continuous information flows and can form the platform for immediate, community-based first response.

## Strategic objectives and response framework

**Goal:** to reduce loss of life, suffering and loss of livelihoods among flood-affected and flood-exposed communities in Baidoa, Bay, Bakool and Gedo during the 2026–27 El Niño, and to protect the development gains READO and its partners have built.

| Strategic objective                                                                                   | Key results by June 2027 (central scenario)                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>SO1 — Anticipate. Act on forecasts to protect people, assets and services before flooding.</b>     | <p>8,000–10,000 households receive anticipatory cash or protective support before impact</p> <p>All READO-supported facilities, safe spaces and schools in Tier 1 areas risk-checked and protected or relocated</p> <p>Pre-positioned stocks in place in Baidoa, Hudur and Bardhere by 31 October 2026</p>                                                                             |
| <b>SO2 — Prepare. Strengthen community early warning, safe movement and accountability.</b>           | <p>Community warning focal points active in every READO-supported IDP site and village cluster</p> <p>Safe transitional spaces mapped and checked in all Tier 1 locations</p> <p>At least two accessible feedback channels functioning in every response area</p>                                                                                                                      |
| <b>SO3 — Respond. Deliver life-saving, integrated assistance within 72 hours of confirmed impact.</b> | <p>Rapid assessment completed within 24–72 hours in every activated location</p> <p>150,000 people reached with WASH, health, nutrition, cash and protection assistance</p> <p>Continuity arrangements established for 100% of READO-supported health and nutrition sites in Tier 1 locations, with restoration or alternative service arrangements activated following disruption</p> |
| <b>SO4 — Recover. Restore services and livelihoods and capture learning for the next season.</b>      | <p>Critical services restored or alternative continuity arrangements established within 30 days, subject to access and security conditions</p> <p>Livelihood recovery support to affected farming, pastoral and women-led enterprises</p> <p>After-action review completed and plan revised by February 2027</p>                                                                       |

### ■ Guiding principles

- **Forecast-based.** Use the highest-quality forecast and field evidence available, and act when the cost of waiting exceeds the cost of acting.
- **Integrated.** Deliver cross-sector bundles, not fragmented single-sector activities.
- **Locally led.** Communities, local authorities and READO's Somali-led teams make and own decisions.
- **Inclusive and gender-responsive.** Women, girls, older people, people with disabilities and minority groups are targeted deliberately and consulted throughout.
- **Do no harm and protection-centred.** Every action is risk-informed, conflict-sensitive and safeguarded under READO's PSEA policy.
- **Coordinated and accountable.** Act through government and cluster mechanisms; report transparently to communities and donors.

## Early warning, triggers and decision protocol

### ■ 8.1 Authoritative information sources

READO will act only on information verified against at least one authoritative source and, wherever feasible, a field signal. Authoritative sources: SoDMA and MoHADM Southwest State alerts; FAO SWALIM river-level and flood bulletins (Juba at Bardhere/Luuq); Somali Meteorological Agency; ICPAC; FEWS NET; FSNAU/IPC; WHO/Ministry of Health disease surveillance; IOM DTM; cluster alerts. Field signals come from READO staff, community warning focal points, health facility data and partner reports.

### ■ 8.2 Trigger levels and minimum actions

| Level               | Trigger (any one, verified)                                                                                                      | READO minimum actions                                                                                                                             | Decision owner                              |
|---------------------|----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| <b>WATCH</b>        | Heavy-rainfall forecast for covered regions or upstream catchments; SoDMA/SWALIM elevated-risk bulletin                          | Verify contact trees, stocks, fuel and routes; brief teams and community focal points; prepare warning messages; daily forecast check             | Preparedness Cell Coordinator               |
| <b>ALERT</b>        | Official flood alert; relevant river gauge rising toward the SWALIM moderate-risk threshold; forecast >50 mm in 72 h over Baidoa | Issue community warnings; confirm safe spaces; place rapid teams on standby; move critical supplies forward; notify donors of possible activation | Director of Programmes                      |
| <b>SEVERE</b>       | Credible imminent impact: Juba at high-risk threshold; SoDMA evacuation advisory; field reports of rising water in IDP sites     | Authorise anticipatory cash and protective actions; support safe relocation; deploy or position teams; protect assets and records                 | Country Representative (or delegate)        |
| <b>EMERGENCY</b>    | Flooding reported in a READO area; displacement or facility inundation confirmed                                                 | Launch rapid assessment and life-saving assistance within the 72-hour protocol; daily coordination and SitReps                                    | Country Representative + Preparedness Cell  |
| <b>HEALTH ALERT</b> | Suspected AWD/cholera or measles cluster; AWD cases above seasonal threshold at a READO-supported facility                       | Activate surveillance and referral; chlorination and hygiene messaging; case-management supplies; coordinate with MoH and Health Cluster          | Health Coordinator + Director of Programmes |

River thresholds, rainfall values and caseload triggers will be aligned with SWALIM, SoDMA and cluster-agreed thresholds and with any donor-agreed anticipatory action triggers (e.g. NRC, Plan International/ECHO) before 15 October 2026. Where donor triggers differ, the stricter, pre-agreed trigger applies for that funding stream.

### ■ 8.3 Decision protocol — from warning to accountable action

| Step | Action                                                | Output                       |
|------|-------------------------------------------------------|------------------------------|
| 1    | Receive and log the warning (time, source, geography) | Time-stamped alert record    |
| 2    | Verify the source and seek a field signal             | Risk confirmation            |
| 3    | Classify the alert level and affected locations       | Decision note                |
| 4    | Authorise action within delegated authority           | Activation instruction       |
| 5    | Deploy resources and messages                         | Action tracker               |
| 6    | Report status, gaps and next review time              | SitRep / coordination update |

#### CONTROL POINT

The Preparedness Cell records the evidence, decision owner, time, action taken and unresolved gaps in the activation log for every change of level. Pre-approved packages mean that, once a trigger is verified, action proceeds without waiting for a meeting.

## Phased plan of action



Community sanitation campaign | Photo: READO

### ■ Phase 1 • Preparedness

SEPTEMBER – OCTOBER 2026 (AND CONTINUOUSLY)

- Activate the Preparedness Cell; assign focal points and delegated authority.
- Update flood-risk and vulnerability maps for every READO site, IDP settlement, facility, school and safe space in Tier 1 areas.
- Confirm staff bench strength, surge rosters and cross-project redeployment options.
- Agree supplier framework and standby agreements (WASH commodities, NFIs, transport, fuel, boats where needed).
- Pre-position stocks in Baidoa, Hudur and Bardhere (Section 15).
- Train field staff and community focal points on warning messages, safe movement and referral pathways.
- Finalise rapid-assessment tools, targeting criteria and lists of pre-identified potentially eligible households/population groups (with data-protection safeguards); final eligibility to be validated against current vulnerability, displacement and trigger conditions.
- Open donor conversations and secure amendments/pre-approvals; prepare visibility templates.
- Run one table-top simulation before 31 October.

### ■ Phase 2 • Anticipatory Action

ON ALERT OR SEVERE TRIGGER

- Disseminate verified warnings through community focal points, radio, mosques, VSLAs and Girl Shine groups.
- Release anticipatory cash top-ups to pre-identified vulnerable households through KOALA PAY and consortium mechanisms.
- Distribute water-treatment and hygiene supplies; protect and chlorinate water points; desludge high-risk latrines.

- Support safe relocation of at-risk households, livestock and productive assets; move records, drugs and equipment to safety.
- Stock health and nutrition sites for continuity (RUTF, ORS/zinc, AWD kits) and brief staff on outbreak protocols.
- Place rapid teams and vehicles on standby; confirm access routes and security clearance.

### ■ Phase 3 · Emergency Response

#### ON EMERGENCY TRIGGER (IMPACT CONFIRMED)

- Rapid assessment within 24–72 hours; joint assessment with cluster partners where possible.
- Deliver the location bundle: safe water, sanitation and hygiene; health and nutrition continuity and mobile outreach; emergency MPCA; protection screening, GBV and CP referrals; NFIs through partners.
- Establish temporary learning spaces and child-friendly spaces; keep safe spaces functioning or relocate them.
- Daily coordination with SoDMA/MoHADM, district authorities and clusters; SitReps to donors every 48–72 hours.

### ■ Phase 4 · Early Recovery

#### AS WATER RECEDES AND NEEDS STABILISE (JAN – JUN 2027)

- Restore and repair water points, latrines, facilities and schools; resume routine services.
- Livelihood recovery: seeds and tools, livestock health, cash-for-work for drainage and access repair, support to women-led enterprises and VSLAs.
- Support returns and durable solutions, including Housing, Land and Property safeguards against eviction.
- After-action review, lessons captured and the plan revised for the 2027 Gu and next Deyr.

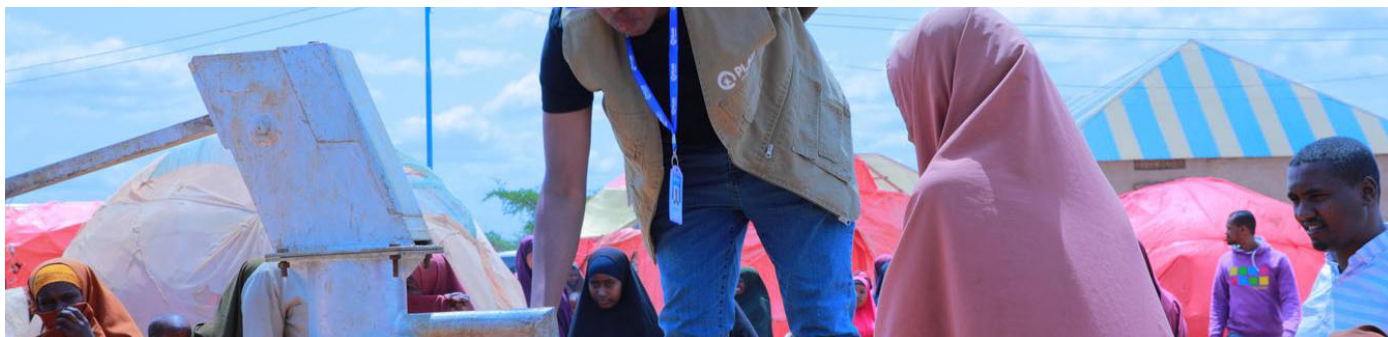
## The first 72 hours after confirmed impact

| Window        | Actions                                                                                                                                                                                                                                                                          | Lead                                                                 |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| 0 – 6 hours   | Confirm staff safety and headcount; activate Preparedness Cell; log alert; notify Country Representative; contact SoDMA/MoHADM and district authority; check status of READO sites and stocks                                                                                    | Preparedness Cell<br>Coordinator · Security Focal Point              |
| 6 – 24 hours  | Deploy rapid assessment teams (where access permits); community focal points report on displacement, damage and urgent needs; release pre-positioned WASH and hygiene supplies; health facilities switch to outbreak protocols; first coordination update to clusters and donors | Programme Managers ·<br>MEAL · Health Coordinator                    |
| 24 – 48 hours | Complete initial rapid assessment; begin bundle delivery in accessible locations (water, chlorination, hygiene kits, MPCA, protection screening); establish or relocate safe spaces and child-friendly spaces; open feedback channels                                            | Programme Managers ·<br>Protection Coordinator ·<br>Cash Focal Point |
| 48 – 72 hours | Scale delivery; issue first SitRep and donor/partner update; confirm funding sources and amendments; review next 7-day plan; flag gaps to clusters                                                                                                                               | Director of Programmes ·<br>Grants · Communications                  |

### OPERATING RULE

Position people, information and essential supplies close enough to likely impact areas that READO can act even after roads deteriorate or become inaccessible.

## 11.1 Water, Sanitation and Hygiene (WASH)



Water point serving the community | Photo: READO

**Objective:** Prevent water-borne disease and maintain safe water and sanitation in flood-affected and receiving sites.

### Preparedness actions

- ▶ Map and protect water points; pre-position chlorine tablets/aquatabs, jerrycans, hygiene kits, PPE and water-quality testing kits.
- ▶ Identify high-risk latrines in IDP sites for desludging or decommissioning before rains peak.
- ▶ Agree standby water-trucking arrangements.

### Response actions

- ▶ Emergency water supply, chlorination and water-quality testing.
- ▶ Emergency latrines and handwashing points; drainage support with cash-for-work.
- ▶ Hygiene promotion integrated with AWD/cholera messaging.

**Anchor projects:** IOM-WASH · IRC-CRF · SAGAL II · **Central-scenario target:** 60,000 people with safe water; 40,000 with hygiene kits/messaging

## 11.2 Health



Community health outreach | Photo: READO

**Objective:** Keep essential health services running and detect and contain outbreaks early.

| Preparedness actions                                                                                                                                                                                                                                                                                                                                                          | Response actions                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>▶ Stock READO-supported facilities (ORS/zinc, AWD kits, antimalarials, essential medicines) for at least 8 weeks.</li> <li>▶ Protect cold chain (generator fuel, backup) under GAVI; relocate equipment from flood-prone facilities.</li> <li>▶ Refresh surveillance and referral pathways with MoH and the Health Cluster.</li> </ul> | <ul style="list-style-type: none"> <li>▶ Mobile/outreach health services to cut-off and displaced populations.</li> <li>▶ Outbreak response (case management, oral rehydration points, referral).</li> <li>▶ Maternal, newborn and SRH continuity, including safe delivery referrals.</li> </ul> |
| <p><b>Anchor projects:</b> IRC-CPF · GAVI · SRHR-Sida · Amref · IRC-CRF · <b>Central-scenario target:</b> 45,000 consultations; all supported sites functional within 7 days of impact</p>                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                  |

## ■ 11.3 Nutrition

Objective: Prevent a spike in acute malnutrition and avoid treatment defaulting.

| Preparedness actions                                                                                                                                                                                                                                                                                       | Response actions                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>▶ Pre-position RUTF/RUSF and screening supplies in nutrition sites; agree relocation sites for OTPs.</li> <li>▶ Line-list children in treatment so they can be traced if displaced.</li> <li>▶ Integrate nutrition screening into all rapid assessments.</li> </ul> | <ul style="list-style-type: none"> <li>▶ MUAC screening and referral at displacement sites.</li> <li>▶ Continuity of OTP/IMAM services through mobile teams.</li> <li>▶ IYCF-E counselling and protection of breastfeeding in temporary sites.</li> </ul> |
| <p><b>Anchor projects:</b> IRC-CRF (MoH SWS nutrition sites) · IRC-CPF · <b>Central-scenario target:</b> 20,000 children under five screened; defaulter rate kept below 15%</p>                                                                                                                            |                                                                                                                                                                                                                                                           |

## ■ 11.4 Food security, cash and livelihoods



Cash-for-work crew | Photo: READO

Objective: Protect household consumption and productive assets and enable rapid recovery.

| Preparedness actions                                                                                                                                                                                                                                                                                                              | Response actions                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>▶ Pre-register vulnerable households; confirm FSP surge capacity and liquidity for KOALA PAY.</li> <li>▶ Market monitoring (prices, supply routes) in Baidoa, Hudur and Bardhere.</li> <li>▶ Livestock protection plans (moving animals to higher ground, veterinary supplies).</li> </ul> | <ul style="list-style-type: none"> <li>▶ Anticipatory and emergency MPCA — only after market functionality, access, protection and delivery risks are assessed.</li> <li>▶ Cash-for-work for drainage and access repair where safe.</li> <li>▶ Seeds, tools and livestock health support in early recovery; support to women-led enterprises and VSLAs.</li> </ul> |

**Anchor projects:** NRC KOALA PAY · SAGAL II · FARE/REACT · EU-ACTIVE-GEED · e-WINS · **Central-scenario target:** 8,000–10,000 households with cash

■ **11.5 Protection (GBV, Child Protection, PSEA)**



Protection awareness session | Photo: READO

**Objective:** Keep people safe, dignified and connected to services during displacement.

| Preparedness actions                                                                                                                                                                                                                                                                                                                                            | Response actions                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>▶ <b>Audit Girl Shine safe spaces and relocate any at risk; map alternative safe spaces.</b></li><li>▶ <b>Refresh GBV and CP referral pathways and service directories; train staff on psychological first aid.</b></li><li>▶ <b>Brief all staff, volunteers and suppliers on PSEA and the code of conduct.</b></li></ul> | <ul style="list-style-type: none"><li>▶ Protection screening in displacement sites; GBV case management and referral.</li><li>▶ Family tracing and reunification referral; child-friendly spaces.</li><li>▶ Dignity kits; lighting, privacy and safe WASH layouts in temporary sites.</li></ul> |

**Anchor projects:** WPE-IRC (Girl Shine) · ECHO 2024–27 (Plan) · NRC HARBS legacy (HLP) · **Central-scenario target:** 12,000 people reached with protection services; 100% of urgent protection referrals documented and followed up in accordance with agreed referral protocols, subject to consent and service availability

■ **11.6 Education in Emergencies**



Learners in class | Photo: READO

**Objective:** Minimise learning loss and keep children safe.

| Preparedness actions                                                                                                                                                                                                                                                          | Response actions                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>▶ Map schools at flood risk; agree safeguards for any school used as a shelter.</li> <li>▶ Rehydrate the NRC AA-in-EiE package; pre-position learning kits.</li> <li>▶ School preparedness briefings for teachers and CECs.</li> </ul> | <ul style="list-style-type: none"> <li>▶ Temporary learning spaces and teaching/learning materials.</li> <li>▶ Psychosocial support and safety messaging through schools.</li> <li>▶ Rapid return-to-school support after water recedes.</li> </ul> |

**Anchor projects:** ECHO 2024–27 (Plan) · NRC AA-in-EiE methodology · **Central-scenario target:** 6,000 children with continued learning

## ■ 11.7 Shelter, NFI and CCCM (coordination role)

Objective: Ensure displaced households have safe shelter and essential items through partners.

| Preparedness actions                                                                                                                                                                                                                  | Response actions                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>▶ Map displacement risk and safe transitional spaces with CCCM partners and site committees.</li> <li>▶ Agree standard NFI and emergency shelter packages with the Shelter Cluster.</li> </ul> | <ul style="list-style-type: none"> <li>▶ Contribute data to site monitoring; refer shelter/NFI needs to lead agencies; deliver NFIs where funded.</li> <li>▶ HLP safeguards against forced eviction during relocation.</li> </ul> |

**Anchor projects:** Coordination through CCCM and Shelter Clusters · **Central-scenario target:** All READO-identified shelter needs referred within 48 hours

## Location response bundles



Borehole and handpump water point | Photo: READO

Response is designed as pre-defined cross-sector bundles, each keyed to a location cluster and activated as one package on trigger. This lets READO act on a verified trigger rather than design a response after impact.

|                                 | Bundle A · Baidoa & peri-urban                                                                                                                 | Bundle B · Hudur (Bakool)                                                                                                                     | Bundle C · Jowhar, Balcad & Barawe                                                                            |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| <b>Caseload (central)</b>       | ~90,000 people                                                                                                                                 | ~15,000 people                                                                                                                                | ~20,000 people                                                                                                |
| <b>Core components</b>          | WASH (water, chlorination, latrines, hygiene) · MPCA · health & nutrition continuity + mobile outreach · GBV/CP services and safe spaces · EiE | Water-point protection and chlorination · health, nutrition and SRH continuity · protection of dairy cold chain and boreholes · targeted MPCA | Emergency WASH · targeted MPCA · protection referrals and service-continuity support, based on assessed needs |
| <b>Anchor projects</b>          | IRC-CRF · IOM-WASH · KOALA PAY · IRC-CPF · Girl Shine · GAVI · ECHO 2024-27                                                                    | ADRA-led ACTIVE · SAGAL · GAVI · health, nutrition and SRH projects                                                                           | ADRA-led ACTIVE; emergency support subject to needs assessment and donor approval                             |
| <b>Pre-positioned by 31 Oct</b> | WASH and hygiene stocks; nutrition and AWD supplies; dignity kits; learning kits                                                               | Chlorine, spares and generator fuel; basic medical supplies                                                                                   | Hygiene kits, chlorine and other supplies confirmed through location assessments                              |
| <b>Budget (US\$)</b>            | 1,800,000                                                                                                                                      | 600,000                                                                                                                                       | 700,000                                                                                                       |

In addition, a district-wide Anticipatory Action pipeline (US\$ 700,000) covers trigger-linked cash, pre-positioning and community warning across rural Bay and other exposed READO areas.

## Coordination and management arrangements

### ■ 13.1 READO El Niño Preparedness Cell

The Preparedness Cell is the central coordination, information and accountability mechanism for this plan. Decision authority remains with the designated READO role-holders under the delegated authority framework in Section 13.2. It meets weekly during Phase 1 and daily once an ALERT or higher level is declared.

| Role                                                           | Responsibility                                                                                                                      |
|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| <b>Country Representative / Director of Programmes (Chair)</b> | Overall accountability; approves trigger escalation to SEVERE/EMERGENCY; donor and government representation; resource mobilisation |
| <b>Preparedness Cell Coordinator (Programme Development)</b>   | Maintains the plan, activation log, readiness checklist and SitReps; convenes the Cell                                              |
| <b>Operations Manager</b>                                      | Logistics, procurement, warehousing, fleet, fuel, security and business continuity                                                  |
| <b>Programme Managers (per project)</b>                        | Deliver bundle components; manage donor amendments at project level; staff deployment                                               |
| <b>Protection Coordinator</b>                                  | GBV, CP and PSEA standards; referral pathways; safe spaces; conflict-sensitivity and do-no-harm review                              |
| <b>Health &amp; Nutrition Coordinator</b>                      | Facility readiness, supplies, surveillance and outbreak response                                                                    |
| <b>MEAL Manager</b>                                            | Rapid assessment, targeting, dashboards, CFM and learning                                                                           |
| <b>Finance &amp; Grants</b>                                    | Flexible budget lines, amendments, cash liquidity, financial tracking of El Niño spend                                              |
| <b>Communications Coordinator</b>                              | Community messaging support, donor visibility, SitRep production, media and advocacy                                                |
| <b>Security Focal Point</b>                                    | Staff tracking, movement clearance, access monitoring and fallback procedures                                                       |

### ■ 13.2 Delegated authority

- WATCH and ALERT actions: Preparedness Cell Coordinator and Programme Managers, within pre-approved packages and existing budgets.
- SEVERE anticipatory actions (including cash release): Director of Programmes, within donor-approved triggers and budgets.
- EMERGENCY activation, new commitments and re-allocation across projects: Country Representative, with Finance sign-off and donor approval where required.

### ■ 13.3 External coordination

- **Government:** SoDMA (national risk picture and early warning); MoHADM Southwest State (state El Niño Plan and Emergency Operations); district commissioners and local authorities in Baidoa, Burhakaba, Hudur and Bardhere; line ministries (Health, Education, Agriculture, Water).

- **Humanitarian system:** WASH, Health, Nutrition, Food Security, Protection (incl. GBV and CP AoRs), CCCM, Shelter and Education clusters; Area-Based Coordination and Operational Cell; Cash Working Group.
- **Consortium partners:** Plan International (ECHO 2024-27, Plan-ECHO-26), NRC (SAGAL II, KOALA PAY), IRC (CRF, CPF, WPE), IOM (WASH, DTM, ELEVATE), ADRA (ACTIVE-GEED, e-WINS), ACF Italy (REACT), Amref.
- **Communities:** Village and site committees, elders, women's groups, youth networks, religious leaders, disability representatives and VSLAs.

#### ■ 13.4 READO will not

- Establish parallel government structures;
- Undertake activities outside approved donor scopes without approval;
- Independently determine official flood evacuation orders;
- Duplicate cluster-led shelter/CCCM functions;
- Provide assistance where minimum protection, access or market conditions make delivery unsafe;
- Make cash transfers where market/FSP/protection assessments indicate that cash is inappropriate.



Women-led small business | Photo: READO

The response will build on READO's existing AAP, complaints and PSEA systems and adapt them to the specific risks associated with displacement and flood response.

Targeting and verification processes will include conflict-sensitivity checks and safeguards against gatekeeping, elite capture and clan-based exclusion.

### ■ 14.1 Community early warning and safe movement

- Community warning focal points (women and men, including youth and disability representatives) named for every READO-supported site and village cluster.
- Warnings delivered through at least three channels: community focal points and loudspeakers, local radio and mosques, and SMS/WhatsApp through VSLAs, Girl Shine mentors and community health workers.
- Household readiness: verified messages on when and where to move; identification of people who need help to move (children, older people, pregnant women, people with disabilities); readiness drills where feasible.

## ■ 14.2 Safe transitional space checklist

| Criterion      | Standard                                                                            |
|----------------|-------------------------------------------------------------------------------------|
| Safety         | Outside known flood path, on higher ground                                          |
| Access         | Safe route, including disability access                                             |
| Capacity       | Approximate capacity known; congestion risk assessed                                |
| WASH           | Water and gender-segregated, lockable sanitation arranged                           |
| Protection     | Lighting, privacy, safeguarding and referral in place                               |
| Management     | Named authority and community focal point                                           |
| Contingency    | Alternative location if access fails                                                |
| Accountability | Assistance is free; entitlements explained; confidential feedback channel available |

## ■ 14.3 Gender, inclusion and PSEA

- At least 50% of people reached will be women and girls; women hold at least half of community warning focal point roles and site committee seats supported by READO.
- Targeting prioritises female-headed households, pregnant and lactating women, children under five, older people, persons with disabilities and minority clans.
- Beneficiary lists are never displayed publicly; data are collected and stored in line with data-protection protocols.
- All staff, volunteers, contractors and suppliers are briefed on PSEA; assistance is always free; SEA reporting routes are publicised in every site.
- Conflict sensitivity: selection criteria are explained publicly and agreed with community structures to avoid clan-based exclusion or tension.
- All assistance and monitoring will be sex-, age- and disability-disaggregated, with targeting designed to ensure equitable access and prioritise groups facing heightened protection and access barriers, including female-headed households, pregnant and lactating women, children, older people and persons with disabilities.

## ■ 14.4 Complaints and feedback

At least two accessible feedback channels (READO hotline and face-to-face help desks, plus community focal points) will operate in every response area. Sensitive complaints, including SEA, follow READO's confidential escalation route. Feedback trends are reviewed weekly by the Preparedness Cell and fed back to communities.

## ■ 15.1 Pre-positioning plan (indicative, central scenario)

| Item                                            | Baidoa                      | Hudur              | Bardhere           | Notes                              |
|-------------------------------------------------|-----------------------------|--------------------|--------------------|------------------------------------|
| Water treatment (aquatabs/chlorine) — HH months | 10,000                      | 2,000              | 3,000              | Plus HTH chlorine for water points |
| Family hygiene kits                             | 6,000                       | 1,000              | 1,500              | Include menstrual hygiene items    |
| Jerrycans (20 L)                                | 8,000                       | 1,500              | 2,000              |                                    |
| Dignity kits                                    | 2,500                       | 300                | 600                | Distributed via safe spaces        |
| AWD / cholera kits and ORS/zinc                 | Per Health Cluster          | Per Health Cluster | Per Health Cluster | Aligned with MoH pipeline          |
| RUTF / screening supplies                       | 8-week buffer               | 8-week buffer      | —                  | Via nutrition pipeline             |
| Learning and CFS kits                           | 100 kits                    | —                  | 60 kits            | ECHO 2024–27 / EiE                 |
| Tarpaulins / emergency shelter                  | Referral to Shelter Cluster | —                  | Referral           | READO distributes where funded     |

Quantities are indicative and must be validated by Operations and Programme Managers against stock-on-hand, market assessment and donor approvals (Annex B).

## ■ 15.2 Logistics and access

- **Roads and bridges:** Map vulnerable crossings and alternative routes for Baidoa–Burhakaba, Baidoa–Hudur and routes into Bardhere.
- **Transport:** Standby agreements with local transporters, including 4x4s and boats where needed.
- **Warehousing:** Decentralise enough stock to act when roads are cut; raise warehouse floors or relocate stock at flood risk; maintain stock cards and replenishment triggers.
- **Fuel and power:** Emergency fuel reserve for vehicles, generators and cold chain; backup charging for phones and radios.

## ■ 15.3 Staff safety, security and business continuity

- Staff tracking and daily check-ins during ALERT and above; movement clearance and fallback procedures per the READO Security Policy Manual.
- Contact trees, phones, radios and WhatsApp/SMS groups tested monthly; satellite phone availability confirmed for Bardhere and Hudur.
- Office flood-risk check for Baidoa Head Office and field offices; critical records, laptops and servers moved to safe storage or backed up to the cloud.

- Cash liquidity plan for salaries and supplier payments if banking or mobile money is disrupted.
- Staff welfare and psychosocial support for teams working under prolonged pressure.

## Communications and advocacy

Communications serve three purposes during this plan: keeping communities informed and safe, keeping partners and donors accurately informed, and advocating for early, locally led action. The detailed week-by-week schedule is set out in the READO El Niño Weekly Communications Plan (September–December 2026).

| Audience                   | What they need                                                                                         | Channels                                                         | Frequency                                    |
|----------------------------|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|----------------------------------------------|
| <b>Communities</b>         | Verified warnings; where to go; what assistance is available and that it is free; how to give feedback | Community focal points, radio, mosques, SMS/WhatsApp, help desks | On every level change; weekly otherwise      |
| <b>Staff</b>               | Alert level, instructions, safety guidance                                                             | Staff WhatsApp groups, email, briefings                          | Daily in ALERT and above                     |
| <b>Donors and partners</b> | SitReps, activation notices, needs and gaps, results                                                   | Email SitReps, bilateral calls, cluster channels                 | Every 48–72 h in EMERGENCY; weekly otherwise |
| <b>Government</b>          | Situation, READO actions, gaps                                                                         | SoDMA/MoHADM meetings, district coordination                     | As per state EOC schedule                    |
| <b>Public and media</b>    | What is happening, what READO is doing, why early action matters                                       | Website, X, LinkedIn, Facebook, media briefings                  | Per Weekly Communications Plan               |

### ■ Key messages

- The 2026 Deyr floods are predictable. Acting before the water rises saves lives and money.
- READO is already present and working with communities and government in Baidoa, Bay, Bakool and Gedo.
- Early action must reach the most vulnerable first — women, children, older people, people with disabilities and IDPs.
- Floods will deepen an existing food and nutrition crisis; response must address both together.

All public content follows READO branding, donor visibility rules (EU/ECHO emblem and disclaimers, IRC, Sida, AICS, KOICA and others), PSEA and consent standards. No identifying information on vulnerable people or children is published.

## ■ 17.1 Key indicators

| Indicator                                                                                                                          | Target (central)              | Source / frequency                 |
|------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------------------------|
| Readiness checklist items completed before 31 October 2026                                                                         | 100% of Tier 1 items          | Preparedness Cell tracker · weekly |
| Time from verified EMERGENCY trigger to first assistance                                                                           | ≤ 72 hours                    | Activation log · per event         |
| Households receiving anticipatory cash before impact                                                                               | 8,000–10,000                  | KOALA PAY / MIS · per activation   |
| People reached (disaggregated by sex, age, disability, location)                                                                   | 150,000; ≥50% women and girls | Project MIS · weekly               |
| People with access to safe water in activated sites                                                                                | 60,000                        | WASH monitoring · weekly           |
| READO-supported health/nutrition sites functional within 7 days of impact                                                          | 100%                          | Facility reports · weekly          |
| Urgent protection referrals documented and followed up per agreed referral protocols (subject to consent and service availability) | 100%                          | Case management system · weekly    |
| Complaints resolved or referred within agreed timeframe                                                                            | ≥ 90%                         | CFM log · weekly                   |
| After-action review completed and plan revised                                                                                     | By February 2027              | Preparedness Cell                  |

## ■ 17.2 Assessment, monitoring and reporting

- Rapid-assessment tool (multi-sector, Kobo-based) finalised and tested before 15 October 2026; aligned with cluster tools and the Multi-Cluster Rapid Assessment where available.
- El Niño dashboard maintained by MEAL: alert level by location, stocks, people reached, gaps and feedback trends.
- SitReps every 48–72 hours during EMERGENCY; weekly bulletins otherwise; post-distribution monitoring for cash within 4–6 weeks.
- Follow-up nutrition and food-security monitoring in Baidoa IDP sites in coordination with FSNAU (recommended for October 2026).
- After-action review with staff, communities, government and partners within one month of the end of the response phase; lessons feed the next revision of this plan.

## Resource requirements and funding strategy

Indicative financing requirement: US\$ 5,000,000 for the central scenario (October 2026 – June 2027). Figures are indicative and subject to detailed budget validation by Finance. The assumptions behind the main budget lines are set out in Annex E.

### 18.1 Requirement by component

| Component                                      | Focus                                                           | US\$             | %           |
|------------------------------------------------|-----------------------------------------------------------------|------------------|-------------|
| Bundle A · Baidoa & peri-urban                 | WASH, MPCA, health & nutrition, protection, EiE                 | 1,800,000        | 36%         |
| Bundle B · Hudur (Bakool)                      | WASH, health, livelihood asset protection, MPCA                 | 600,000          | 12%         |
| Bundle C · Jowhar, Balcad & Barawe             | Emergency WASH, MPCA, protection and service continuity         | 700,000          | 14%         |
| Anticipatory Action pipeline                   | Trigger-linked cash, pre-positioning, community warning         | 700,000          | 14%         |
| Early Recovery                                 | Livelihoods, livestock, service restoration, HLP                | 650,000          | 13%         |
| Coordination, MEAL, communications, operations | Preparedness Cell, assessments, logistics, security, visibility | 550,000          | 11%         |
| <b>TOTAL</b>                                   |                                                                 | <b>5,000,000</b> | <b>100%</b> |

### 18.2 Requirement by sector (indicative)

| Sector                                         | US\$             | %           |
|------------------------------------------------|------------------|-------------|
| Multi-Purpose Cash (anticipatory and response) | 1,250,000        | 25%         |
| WASH                                           | 1,100,000        | 22%         |
| Health and Nutrition                           | 900,000          | 18%         |
| Protection (GBV, CP, PSEA)                     | 500,000          | 10%         |
| Livelihoods and early recovery                 | 450,000          | 9%          |
| Education in Emergencies                       | 250,000          | 5%          |
| Coordination, MEAL, communications, operations | 550,000          | 11%         |
| <b>TOTAL</b>                                   | <b>5,000,000</b> | <b>100%</b> |

## ■ 18.3 Funding strategy

- 1 **Flex existing grants first.** Identify unspent or flexible budget lines and crisis modifiers across ongoing projects (Finance, by 10 October).

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- 2 **Amend the three decisive partnerships.** IRC (CRF amendment), Plan International (ECHO 2024–27 and Plan-ECHO-26 alignment) and NRC (SAGAL II and KOALA PAY surge).

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- 3 **Pooled and anticipatory funds.** Somalia Humanitarian Fund allocations, ECHO HIP 2026 and any anticipatory action windows linked to government triggers.

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- 4 **New bilateral and foundation partners.** Present the READO Case for Support (US\$ 5 million) with bundle-level options that a single donor can underwrite.

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- 5 **Report and retain.** Transparent reporting and visibility to every contributing partner to support early-recovery and resilience funding into 2027.

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## Workplan and timeline

| Activity                                     | Lead              | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun |
|----------------------------------------------|-------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Activate Preparedness Cell; close info gaps  | Programmes        |     |     |     |     |     |     |     |     |     |     |
| Risk mapping of sites and facilities         | MEAL / PMs        |     |     |     |     |     |     |     |     |     |     |
| Donor amendments and resource mobilisation   | CR / Grants       |     |     |     |     |     |     |     |     |     |     |
| Supplier agreements and pre-positioning      | Operations        |     |     |     |     |     |     |     |     |     |     |
| Staff and community focal point training     | PMs / Protection  |     |     |     |     |     |     |     |     |     |     |
| Simulation exercise                          | Preparedness Cell |     |     |     |     |     |     |     |     |     |     |
| Early-warning monitoring and trigger reviews | Preparedness Cell |     |     |     |     |     |     |     |     |     |     |
| Anticipatory actions (on trigger)            | Programmes        |     |     |     |     |     |     |     |     |     |     |
| Emergency response (on trigger)              | Programmes        |     |     |     |     |     |     |     |     |     |     |
| Early recovery                               | Programmes        |     |     |     |     |     |     |     |     |     |     |
| Communications (Weekly Plan)                 | Communications    |     |     |     |     |     |     |     |     |     |     |
| Monitoring, PDM and SitReps                  | MEAL              |     |     |     |     |     |     |     |     |     |     |
| After-action review and plan revision        | Preparedness Cell |     |     |     |     |     |     |     |     |     |     |

Gold = core Deyr window (Oct–Dec 2026) · Green = preparedness and recovery periods.

| Risk                                                     | Likelihood | Impact | Mitigation                                                                                                 | Owner             |
|----------------------------------------------------------|------------|--------|------------------------------------------------------------------------------------------------------------|-------------------|
| Funding arrives late or not at all                       | High       | High   | Flex existing grants first; pre-approved packages; phased procurement; bundle-level asks                   | CR / Grants       |
| Road access cut to Hudur, Bardhere or rural Bay          | High       | High   | Pre-position before 31 Oct; decentralised stock; boats/alternative routes; local partners and focal points | Operations        |
| Warnings not acted on by communities                     | Medium     | High   | Trusted local messengers; multiple channels; drills; feedback loops                                        | Programmes        |
| Insecurity limits movement                               | Medium     | High   | Security assessments; community acceptance; remote management; local staff                                 | Security FP       |
| Disease outbreak overwhelms facilities                   | Medium     | High   | Stock buffers; surveillance; mobile teams; Health Cluster coordination                                     | Health Coord.     |
| Market collapse or FSP liquidity failure for cash        | Medium     | Medium | Market monitoring; FSP surge agreements; in-kind contingency                                               | Cash FP / Finance |
| Exclusion or diversion of assistance (incl. gatekeeping) | Medium     | High   | Transparent criteria; verification; CFM; third-party monitoring where needed                               | MEAL              |
| SEA or GBV linked to displacement or aid delivery        | Medium     | High   | PSEA briefings; safe site design; confidential reporting; female staff at distributions                    | Protection Coord. |
| READO offices, warehouse or records flooded              | Low–Medium | High   | Office risk check; raised storage; cloud backup; alternative premises                                      | Operations / IT   |
| Staff fatigue and turnover during prolonged response     | Medium     | Medium | Surge rosters; rest rotations; psychosocial support                                                        | HR                |

## Readiness checklist

To be completed and tracked weekly by the Preparedness Cell. Status: ☐ not started · ☐ in progress · ☒ complete.

| #  | Minimum preparedness action                                                         | Owner                     | Deadline | Status                   |
|----|-------------------------------------------------------------------------------------|---------------------------|----------|--------------------------|
| 1  | Preparedness Cell activated with named focal points and delegated authority         | CR                        | 3 Oct    | <input type="checkbox"/> |
| 2  | Information gaps (Annex B) closed                                                   | All departments           | 10 Oct   | <input type="checkbox"/> |
| 3  | Risk maps of all Tier 1 sites, facilities, schools and safe spaces                  | MEAL / PMs                | 10 Oct   | <input type="checkbox"/> |
| 4  | Trigger thresholds aligned with SWALIM/SoDMA and donor AA triggers                  | Preparedness Cell         | 15 Oct   | <input type="checkbox"/> |
| 5  | Flexible budget lines identified; donor amendment requests submitted                | Finance / CR              | 15 Oct   | <input type="checkbox"/> |
| 6  | Supplier and transport standby agreements signed                                    | Operations                | 15 Oct   | <input type="checkbox"/> |
| 7  | Rapid-assessment tool tested; targeting criteria agreed                             | MEAL                      | 15 Oct   | <input type="checkbox"/> |
| 8  | Community warning focal points named and briefed in every Tier 1 site               | PMs / Protection          | 20 Oct   | <input type="checkbox"/> |
| 9  | Safe transitional spaces mapped and checked                                         | PMs / Protection          | 20 Oct   | <input type="checkbox"/> |
| 10 | Girl Shine safe spaces, health posts and schools audited; relocation plans in place | Protection / Health / EiE | 20 Oct   | <input type="checkbox"/> |
| 11 | Contact trees and communications equipment tested                                   | Operations / Security     | 20 Oct   | <input type="checkbox"/> |
| 12 | Warning messages in Somali (Maay and Maxaa) and accessible formats ready            | Communications            | 20 Oct   | <input type="checkbox"/> |
| 13 | Stocks pre-positioned in Baidoa, Hudur and Bardhere                                 | Operations                | 31 Oct   | <input type="checkbox"/> |
| 14 | Health/nutrition sites stocked for 8 weeks; cold-chain backup confirmed             | Health Coordinator        | 31 Oct   | <input type="checkbox"/> |
| 15 | Staff trained on plan, PSEA and safety; surge roster agreed                         | HR / Protection           | 31 Oct   | <input type="checkbox"/> |
| 16 | Table-top simulation completed and lessons applied                                  | Preparedness Cell         | 31 Oct   | <input type="checkbox"/> |
| 17 | Critical records backed up; office flood-risk actions done                          | Operations / IT           | 31 Oct   | <input type="checkbox"/> |
| 18 | Donor visibility templates and SitRep template ready                                | Communications            | 31 Oct   | <input type="checkbox"/> |

- SoDMA — Potential Impact of the Anticipated Strong El Niño During the 2026 Deyr Season: Summary for Decision Makers (25 August 2026).
- FSNAU / IPC Technical Working Group — Somalia 2026 Post Gu IPC Analysis, Findings and Recommendations (23 September 2026).
- FSNAU / FAO / Nutrition Cluster — Somalia 2026 Post Gu Key Nutrition Results Summary (September 2026).
- FSNAU / IPC — Acute Food Insecurity Situation Overview: Current July–September 2026 and Projection October–December 2026.
- WFP VAM Somalia — El Niño 2026 Flood Exposure and Preparedness Analysis, Deyr Season (August 2026).
- IOM DTM and DRC — Multi-Hazard Displacement Projections, October–December 2026 (31 August 2026).
- IOM DTM — Somalia Emergency Trend Tracking, Weeks 12 and 14 (September 2026).
- DRC — El Niño 2026–27 in the East and Horn of Africa: a predictable displacement crisis, and how to prevent it (25 August 2026).
- IGAD — High-Level Call to Action on El Niño Preparedness, Anticipatory Action and Resilience (15 September 2026).
- ICPAC — State of the Climate in Eastern Africa 2025 (August 2026); UNDRR — El Niño Climate Impact Outlook: Somalia.
- FAO GIEWS — Country Brief: Somalia (September 2026).
- GREDO — El Niño Preparedness and Response Plan, 2026 Deyr Season (September 2026) — peer reference.
- READO — El Niño 2026–27 Preparedness Matrix v1, Working Companion v1, Weekly Communications Plan Sep–Dec 2026, Preparedness Brief v0.1 and Case for Support v1.0.

## Items to be confirmed

Items still marked "to be confirmed" fall into three groups. The first group must be resolved before SMT approval of this plan; the second is finalised during October as the plan moves into implementation; the third is deliberately left flexible because it depends on how the season evolves.

| Group                                     | Items                                                                                                                                                                                                                             | Timing                            |
|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| <b>1 • Resolve before SMT approval</b>    | Staff numbers and surge capacity · trigger thresholds · project footprints against flood maps · available flexible funding · warehouse and stock position · contact tree (Annex C) · decision delegation · donor amendment status | Before approval                   |
| <b>2 • Finalise during implementation</b> | Community warning focal points · safe-space mapping · final stock quantities · partner coordination details                                                                                                                       | During October 2026               |
| <b>3 • Remain flexible</b>                | Final caseload · exact affected locations · response modality · recovery priorities                                                                                                                                               | Adjusted as the situation evolves |

## Detailed information gaps

| Information gap                                                             | Confirm with                  | Priority |
|-----------------------------------------------------------------------------|-------------------------------|----------|
| Staff headcount and role composition per project; surge roster              | HR + Programme Managers       | High     |
| Asset inventory: vehicles, fuel, warehouse space and stock on hand          | Operations / Logistics        | High     |
| Exact SAGAL II districts in Bay and Bakool vs flood-plain maps              | SAGAL PM / NRC                | High     |
| IOM-WASH district coverage and stock disposition                            | IOM-WASH PM                   | High     |
| IRC-CRF end date and appetite for a Deyr amendment                          | Country Rep / IRC focal point | High     |
| Plan International consortium El Niño planning (ECHO 2024–27, Plan-ECHO-26) | Plan focal point              | High     |
| Bardhere flood-plain exposure of ECHO 2024–27 sites                         | ECHO 2024–27 PM               | High     |
| Girl Shine safe-space locations vs flood maps                               | WPE-IRC PM / MEAL             | High     |
| GAVI cold-chain footprint and backup power                                  | GAVI PM / Health              | High     |
| IRC-CPF drug stocks, referral transport and cold chain                      | IRC-CPF PM                    | High     |
| Flexible budget lines and crisis modifiers across projects                  | Finance / Grants              | High     |
| MEAL rapid-assessment tools and targeting protocols                         | MEAL Manager                  | High     |
| SoDMA / MoHADM SWS role for READO in the state plan                         | Country Rep / DoP             | High     |
| SHF-2025 closure and SHF pipeline status                                    | PDU / SHF focal point         | High     |
| WAHAFA AA templates and NRC AA-in-EiE materials                             | Former PMs / Plan / NRC       | Medium   |
| EU-ACTIVE-GEED asset register (cold storage, boreholes)                     | ACTIVE PM                     | Medium   |
| e-WINS / VSLA group list as warning channels                                | e-WINS PM                     | Medium   |

## Escalation and contact tree (to be completed)

| Level | Role                                            | Name                  | Phone | Backup |
|-------|-------------------------------------------------|-----------------------|-------|--------|
| 1     | Country Representative / Director of Programmes | Shirwac Magan         |       |        |
| 2     | Operations Manager                              | Ibrahim Keerow Abdi   |       |        |
| 2     | Preparedness Cell Coordinator                   |                       |       |        |
| 2     | Protection Coordinator                          | Abdulkadir Gaid Said  |       |        |
| 3     | Health & Nutrition Coordinator                  |                       |       |        |
| 3     | MEAL Manager                                    | Kassim AbdiNoor       |       |        |
| 3     | Finance & Grants                                |                       |       |        |
| 3     | Communications Coordinator                      | Benson Waweru Wanjama |       |        |
| 3     | Security Focal Point                            |                       |       |        |
| 4     | Area focal point — Baidoa                       |                       |       |        |
| 4     | Area focal point — Hudur                        |                       |       |        |
| 4     | Area focal point — Bardhere                     |                       |       |        |
| Ext   | SoDMA / MoHADM SWS focal point                  |                       |       |        |
| Ext   | Cluster / ABC focal points                      |                       |       |        |

## Core community key messages (for translation into Maay and Maxaa)

| Moment            | Message                                                                                                                                               |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Watch</b>      | Heavy rains are expected in the coming weeks. Know where the higher, safer ground is near you and who in your household will need help to move.       |
| <b>Alert</b>      | Flooding is likely in your area. Keep documents, medicines and water containers ready. Listen for messages from your community focal point.           |
| <b>Severe</b>     | Move now to the agreed safe place with your family, older people and people with disabilities. Take clean water and important documents.              |
| <b>Emergency</b>  | Assistance from READO is free. No one may ask you for money or favours in exchange for help. Report any concern to [hotline] or the help desk.        |
| <b>Health</b>     | Drink only treated or boiled water. Wash hands with soap. If anyone has watery diarrhoea, give ORS and go to the nearest health facility immediately. |
| <b>Protection</b> | Keep children close and within sight. If a child is separated from their family, tell a focal point or READO staff member immediately.                |

## Budget assumptions (indicative)

The table shows the working assumptions behind each sector line in Section 18.2: people or households, unit cost, duration and, for cash, transfer value and number of cycles. All figures are indicative planning assumptions for the central scenario and must be validated by Finance, the Cash Working Group and sector leads before submission to donors.

| Sector line (US\$)                     | Activity                                                     | Quantity × unit cost × duration                 | US\$      |
|----------------------------------------|--------------------------------------------------------------|-------------------------------------------------|-----------|
| MPCA — 1,250,000                       | Anticipatory and response cash                               | 8,500 households × US\$ 70 per cycle × 2 cycles | 1,190,000 |
|                                        | Delivery costs (FSP fees, verification)                      | ≈5% of transfers                                | 60,000    |
| WASH — 1,100,000                       | Emergency water supply and chlorination                      | 60,000 people × US\$ 8 per person (3 months)    | 480,000   |
|                                        | Family hygiene kits                                          | 8,500 kits × US\$ 30                            | 255,000   |
|                                        | Emergency latrines and desludging                            | 150 units × US\$ 1,000                          | 150,000   |
|                                        | Water-point protection and repair                            | 20 water points × US\$ 7,500                    | 150,000   |
|                                        | Hygiene promotion and water-quality testing                  | Lump sum, 3 months                              | 65,000    |
| Health & Nutrition — 900,000           | Mobile health and nutrition teams                            | 6 teams × 6 months × US\$ 12,000                | 432,000   |
|                                        | Essential medicines and AWD/cholera supplies                 | 45,000 consultations × US\$ 6                   | 270,000   |
|                                        | Nutrition screening and OTP continuity                       | 20,000 children × US\$ 5                        | 100,000   |
|                                        | Surveillance, referral transport, cold-chain backup          | Lump sum                                        | 98,000    |
| Protection — 500,000                   | Dignity kits                                                 | 3,400 kits × US\$ 35                            | 119,000   |
|                                        | Safe spaces / child-friendly spaces (relocation and running) | 10 spaces × US\$ 9,000                          | 90,000    |
|                                        | Case management, PSS and referral staff                      | 12 staff × 8 months × US\$ 1,500                | 144,000   |
|                                        | Protection monitoring, PSEA and community focal points       | Lump sum                                        | 147,000   |
| Livelihoods & early recovery — 450,000 | Livestock health and protection                              | 3,000 households × US\$ 45                      | 135,000   |
|                                        | Seeds and tools                                              | 2,500 households × US\$ 60                      | 150,000   |

| Sector line (US\$)                              | Activity                                         | Quantity × unit cost × duration       | US\$             |
|-------------------------------------------------|--------------------------------------------------|---------------------------------------|------------------|
|                                                 | Cash-for-work (drainage and access repair)       | 1,000 households × US\$ 60 × 2 months | 120,000          |
|                                                 | Support to women-led enterprises and VSLAs       | 30 groups × US\$ 1,500                | 45,000           |
| <b>Education in Emergencies — 250,000</b>       | Temporary learning spaces                        | 30 spaces × US\$ 4,000                | 120,000          |
|                                                 | Learning and CFS kits                            | 160 kits × US\$ 350                   | 56,000           |
|                                                 | Teacher incentives and PSS training              | 60 teachers × US\$ 100 × 6 months     | 36,000           |
|                                                 | Minor school repair after water recedes          | Lump sum                              | 38,000           |
| <b>Coordination, MEAL, comms, ops — 550,000</b> | Surge staff (Preparedness Cell, MEAL, logistics) | 9 months                              | 250,000          |
|                                                 | Assessments, PDM and El Niño dashboard           | Lump sum                              | 90,000           |
|                                                 | Logistics, warehousing, transport and fuel       | Lump sum                              | 120,000          |
|                                                 | Security and business continuity                 | Lump sum                              | 50,000           |
|                                                 | Communications, visibility and CFM hotline       | Lump sum                              | 40,000           |
| <b>TOTAL</b>                                    |                                                  |                                       | <b>5,000,000</b> |

Transfer value of US\$ 70 per household per cycle is a planning assumption to be aligned with the Somalia Cash Working Group recommended value for Southwest State. Quantities for hygiene and dignity kits match the pre-positioning plan in Section 15.1.

END OF PLAN