

# 2023 Annual Report

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Summary of 2023 Annual Report from  
Kaalo Aid and Development

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The content of this Annual Report was compiled from KAALO organization's 2023 program achievements.

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**A just and sustainable Somali society  
enjoying the fruits of improved standards  
of living and equitable development.**

~ KAAALO Vision Statement



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# Executive Summary

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KAALO through its Strategic Plan 2022 – 2025 envisions **“A just and sustainable Somali Society enjoying the fruits of improved standards of living and equitable development”**; further, it seeks to “Transforming the lives of the most vulnerable communities in Somalia using evidence based sustainable humanitarian and development programming. KAALO’s current strategic plan has identified 3 key Strategic Sectoral Focus areas i.e. **(i) Emergency and Humanitarian Response; (ii) Sustainable Livelihoods; and (iii) Human Rights and Governance**. Keeping in line with its strategic plan and guided by its strategic sectoral focus areas, KAALO implemented **32 projects in 2023 with a project portfolio of USD 4,191,445 that served 303,535 HHs**.

KAALO’s Strategic Operations Pillar has continued to support and onboard innovative administrative systems that have continued to ensure seamless project implementation and organizational management. At the Same time, KAALO has continued to deepen and intensify its strategic fundraising, donor and stakeholder relations / management efforts with a view to ensuring long term funding and expansion of the organization’s portfolio. To ensure learning and evidence mased programming, KAALO’s Monitoring, Evaluation, Learning and Knowledge Management continues to play a critical role in providing feedback to the programming and operational pillars during the implementation of KAALO’s Strategic Plan 2022 – 2025.

KAALO made significant gains in the 2023 programming year impacting its beneficiary target communities significantly. KAALO has supported the construction and rehabilitation of community infrastructure such as Berkards, Boreholes, Water Kiosks, Water Troughs and Community Latrines. Further, KAALO has distributed NFIs, agricultural inputs and business startup kits to its beneficiary given project priorities and identified needs. KAALO is at the forefront in introducing and promoting innovative climate smart technologies such as solarization of boreholes and street lighting, hydroponics and greenhouses for agriculture and fodder production, promoting the production of high value drought resistant and early maturing varieties as well as establishment of community seed banking systems.



Cognizant of the resilience risks of traditional and single livelihood sources and strategies, KAALO has promoted climate smart livelihood diversification and adoption of alternative technologies by among other things training communities and households in Income Generating Activities (IGAs) including in entrepreneurship and vocational skills. In addition to this, KAALO has also focused on linking trained youth and women to employment opportunities through internships and on the job trainings. KAALO also supports small enterprises by linking them to markets and financial service providers besides organizing them into cooperatives and capital aggregation structures such as VSLAs and business / farming cooperatives.

Additionally, KAALO has leveraged its expertise in protection programming to combat **GBV, FGM and ECM** through engagement of community members including **40 religious leaders, 120 men and boys as well as 40 community members including women leaders**. This has led to the creation / expansion of change agents driving positive community behavior and attitudes in eliminating **GBV, FGM and ECM**. Further, for survivors of **GBV, FGM and ECM**, KAALO with support from its partners i.e. **NCA, NORAD, and UNHCR** has utilized the transformative Women and Girl Safe Spaces (**WGSS**) in schools and communities; these serve as safe protective and empowerment havens for at risk women and girls. The **WGSS** also serve as platforms through which women and girls discuss their concerns, participate in decision-making, and receive critical **GBV** support, including medical, psychosocial, and livelihood assistance. At the **WGSS**, KAALO pursues empowerment through economic initiatives such as Village Savings and Loans Associations (**VSLA**), entrepreneurial training, and income-generating activities like Tie and Dye, strengthening their financial independence. Finally, KAALO worked with **704 Refugees and Asylum Seekers (RAS)** by providing legal aid services / counseling for **313 individuals**, advocacy for the release of **171 detainees**, court representation in **133 cases and mediation for 87 RAS**.

KAALO has promoted community and stakeholder engagement with duty bearers as well as among themselves in an effort to build consensus on common societal issues. Further, KAALO strengthened the capacity of communities in DRR, Peacebuilding, Community Led Development, and Community Early Warning and Early Action Systems. Finally, in 2023, **KAALO supported, and capacity built 20 communities** to self-organize towards development of community actions plans which identify their development priorities in the short and medium term.

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# Acronyms

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<b>BoD</b>	– Board of Directors
<b>CEFM</b>	– Child and Early forced Marriages
<b>DANIDA</b>	– Danish International Development Agency
<b>DF</b>	– Development Fund
<b>DPA</b>	– Danish Peoples Aid
<b>DRA</b>	– Danish Refugee Agency
<b>NRC</b>	– Norwegian Refugee Council
<b>FAO</b>	– Food and Agricultural Organization of the United Nations
<b>FGM/C</b>	– Female Genital Mutilation / Cutting
<b>GIZ</b>	– Deutsche Gesellschaft für Internationale Zusammenarbeit (GmbH)
<b>HADMA</b>	– Humanitarian Affairs & Disaster Management Agency
<b>HH</b>	– Household
<b>IDPs</b>	– Internally Displaced Persons
<b>ILO</b>	– International Labor Organization
<b>IOM</b>	– International Organization for Migration
<b>IRC</b>	– International Rescue Committee
<b>NGOs</b>	– Non-Governmental Organizations
<b>NSAs</b>	– Non-State Actors
<b>NED</b>	– National Endowment for Development
<b>PSS</b>	– Psychosocial Support
<b>S / GBV</b>	– Sexual and Gender Based Based Violence
<b>SIDA</b>	– Swedish International Development Agency
<b>UNDP</b>	– United Nations Development Programme
<b>UN-Habitat</b>	– United Nations Human Settlements Programme
<b>UNHCR</b>	– United Nations Commissioner for Human Rights
<b>UNESCO</b>	– United Nations Educational, Scientific and Cultural Organization
<b>WASH</b>	– Water, Sanitation and Hygiene

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# Introduction

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KAALO Aid and Development is a non-profit, humanitarian, and development organization with its headquarters located in Garowe, Puntland in Somalia. The organization was established on Oct 28th, 1991, just after the collapse of the Somali central government.

The organization was established by a volunteer group of intellectuals who intended to help vulnerable groups who are displaced from their homes due to the civil war that erupted with the fall of Formal Government in 1990.

The aim was to provide life-saving and recovery interventions to vulnerable and destitute households and communities in the country. With time, KAALO has diversified its programming portfolio to encompass emergency humanitarian relief, resilience and sustainable development and human right and governance programming.

Over the 31 years of its existence, KAALO has successfully implemented over 150 programs and projects in diverse regions of Puntland state and Somalia at large. Under the emergency humanitarian programming, KAALO implements projects in different sectors: education, health, WASH, food aid, and protection. In development programming, KAALO has been implementing programs in Livelihoods – household and community resilience building, Village Savings and Loan Associations; Environmental Management, and Climate Change Adaptation and Mitigation; Human Rights, Democracy, and Governance with a focus on human rights, access to justice, women empowerment and protection of vulnerable communities and individuals especially IDPs, refugees, returnees, and asylum seekers.

The organization is headed by the Executive Director who provides leadership and oversight functions to the team of specialists for and on behalf of the BoD. The organization has a strong management team that provides the technical expertise and skills required for smooth program implementation and management. KAALO has a formal structure to facilitate the implementation of different programs and projects headed by the Programs Director who supervises the different technical managers responsible for the different projects. The Operations Director ensures efficient and effective project implementation support and organizational performance.

KAALO has established administrative processes and systems in place e.g. financial management system, procurement and asset management, and human resources management etc. The organization conducts annual organizational and project audits as required under sound financial management principles and standards and in line with its donor requirements. The organization has key policies and manuals such as the human resource manual, procurement manual, and several others to guide and regulate operations and decision-making within the organization and in the implementation of its project interventions.

KAALO continuously invests in highly qualified and experienced staff to lead implementation and program development. KAALO is cognizant of the need for continuous improvement of the capacity of its staff in all areas and particularly in fundraising and effective report writing. To this end, KAALO has recently established a grant, advocacy, and partnerships liaison office with a view to increasing its funding portfolio.

The big number of projects implemented by KAALO partly reflects KAALO's competence in project and organizational management as well as KAALO ability to attract, build and sustain value building partnerships with its donors.

The organization has nurtured good working relationships and

collaboration with a range of stakeholders including the federal State of Puntland and its government agencies, the local communities, Local Non-State Actors, International NGOs, and Development Agencies. The development partners/agencies that KAALO has and continues to work with include:

**Diakonia, Norwegian Church Aid, UN-Habitat, UNDP Somalia, UN-HCR, UNESCO, ILO, IOM, FAO, NED, DF, IRC, UNICEF, DPA Oxfam, CARE, SIDA and the Ministry of Foreign Affairs of the Netherlands.**

KAALO has been able to sustain its partnerships with international humanitarian and development actors as a result of continuous investments and improvements in its programmatic and financial management practices and systems as well as continuous capacity strengthening initiatives for its operational and programmatic staff.

In 2022, KAALO validated and rolled out its 3-year strategic plan covering the period 2022-2025. The 2022-2025 strategic plan was developed through an internal and external stakeholder consultative development process. Further, the 2022-2025 Strategic Plan anchors organizational efforts and initiatives towards a set path that ensures the organization continues to be responsive to the needs of the vulnerable and destitute communities in Somalia. At the same time, the Strategic Plan 2022-2025 provides a mechanism through which KAALO can enhance and leverage its position as a key stakeholder and contributor to Somalia's development agenda as contained in the Somalia National Development Plan.

# KAALO's Strategic Plan

KAALO completed the development of its new strategic plan and launched it thereafter.

The key components of the revamped new strategic plan covering the period 2022 to 2025 are as follows:



## Vision Statement:

A just and sustainable Somali Society enjoying the fruits of improved standards of living and equitable development.



## Mission Statement:

Transforming the lives of the most vulnerable communities in Somalia using evidence based sustainable humanitarian and development programming.

## Our Objectives:

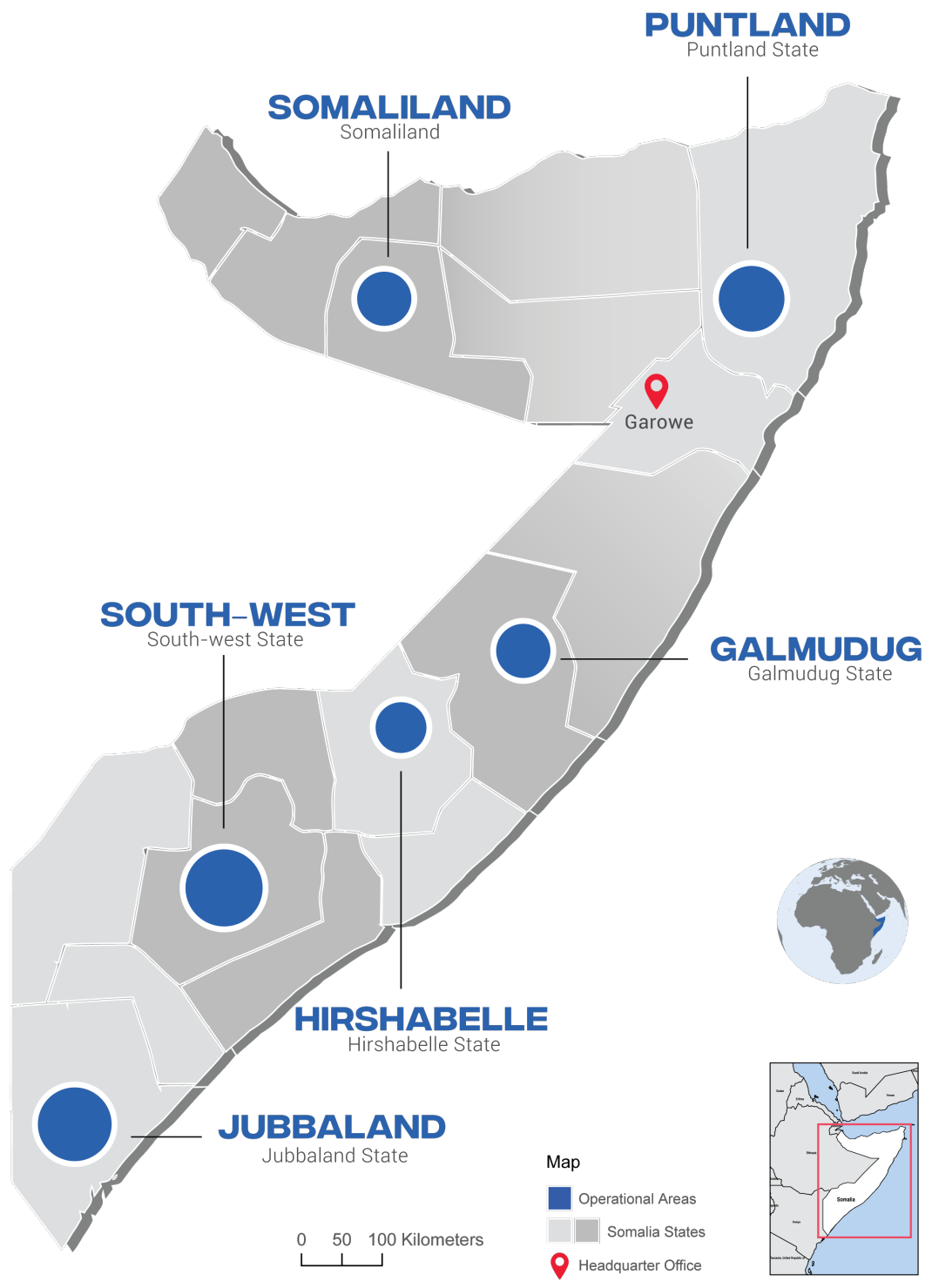
- Improve the provision of timely emergency and humanitarian response services to the communities affected by human and natural disasters in our target operational areas.
- To promote nutrition, food security, income security and resilience among the most vulnerable household and communities in Somalia and Puntland.
- To enhance the delivery of human rights, democracy and effective governance in Somalia and Puntland.

## Our Core Value:

- Accountability.
- Transformation.
- Neutrality
- Impartiality
- Responsiveness
- Environmental Sustainability.



# Operational Areas



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# KAALO's Revamped Programme Package 2022 – 2025.

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In its last Strategic Plan that covered the period 2017 – 2020, KAALO focusses on three key programming clusters i.e. **(i) Health, Nutrition, & Water Sanitation and Hygiene (WASH); (ii) Food Security, Livelihoods and Resilience; and (iii) Human rights, and access to justice.**

Based on the lessons learnt from the previous strategy, KAALO found it important to redefine her thematic scope in her New Strategic Plan covering the period 2022 – 2025.

This was informed by KAALO's expertise, the felt needs within the communities, the priority areas in the Somali National Development Plan (2020-2022) as well as the Puntland Development Plan alongside the Global Sustainable Development Goals Agenda as well as other international and regional development policies and strategies.

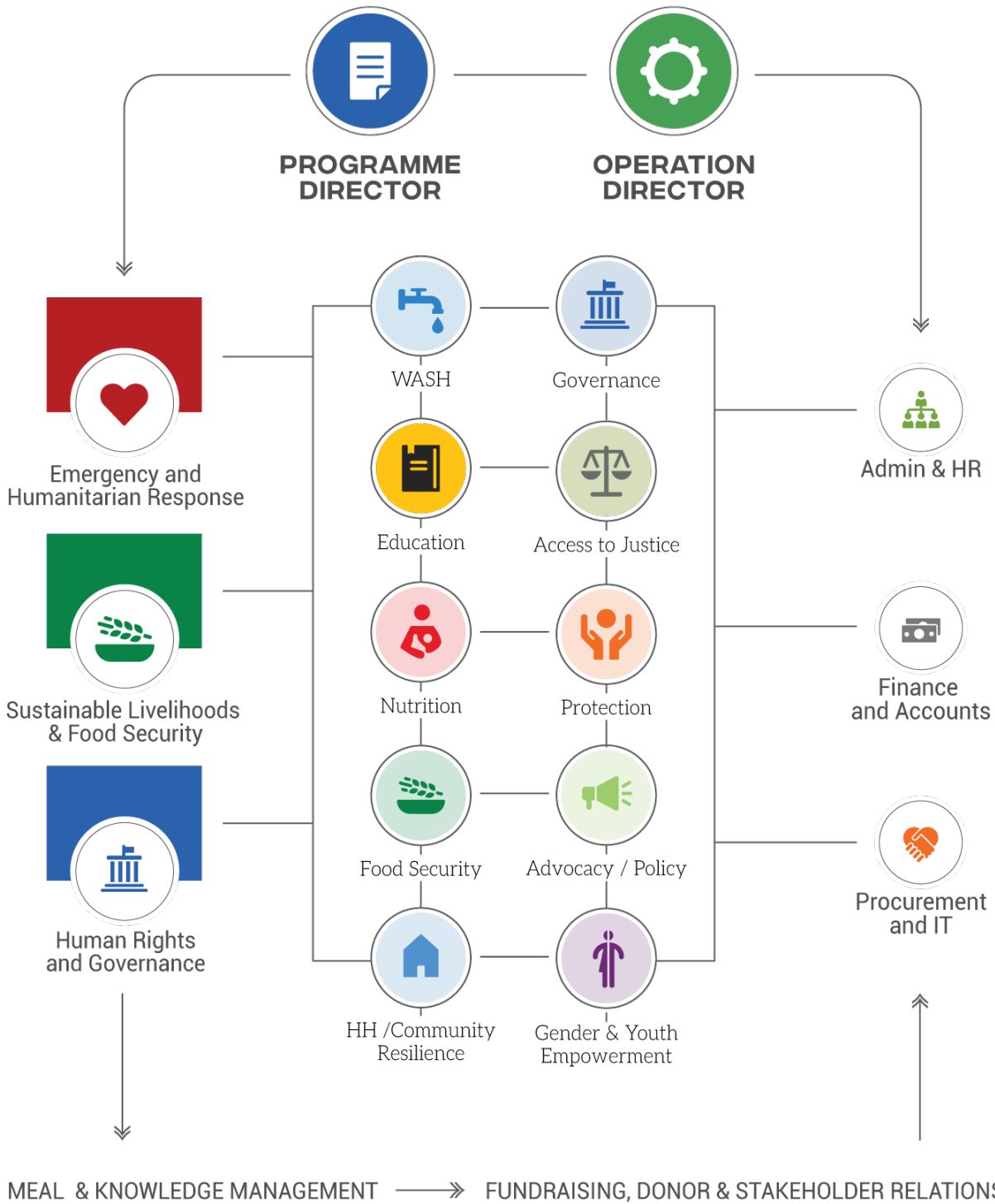
In line with this, the organization has identified 2 strategic pillars i.e., the Programming and Operations pillars with two crosscutting enabling priority focus areas i.e. Fundraising, Donor and Stakeholder relations; and, Monitoring, Evaluation, Learning, and Knowledge Management. Under the Programmes Pillar, three key sectoral programming areas have been identified i.e. **(i) Emergency and Humanitarian Response; (ii) Sustainable Livelihoods; and (iii) Human Rights and Governance.**

From the 3 key sectoral programming areas, a total of 9 thematic programs will be implemented by KAALO going forward. KAALO is cognizant of the dynamic and multifaceted nature of programming in the Horn of Africa, and in Somalia and Puntland in particular, KAALO approaches its programming as an interplay between Emergency relief and humanitarian response, and development programming for sustainability. All these occur in the context of human rights deficiencies and governance capacity gaps at the household, community, and government levels.

The organizational effectiveness pillar is a facilitating objective and therefore not a programme. All projects implemented will have to be aligned to these 3 sectoral and 9 thematic programme areas in the next 4 years under this strategic plan. This implies that all fundraising will be executed in line with these programme areas/sectors to enable the KAALO focus on achieving more impact. To further achieve more impact under the priority sectors, themes to focus on have been mapped including the geographical areas as shown in table 1 below.

KAALO is mindful that success in some programmes will also depend on and is influenced by other factors and hence the need to address these factors much as they are not the main programme areas. HIV/AIDS, COVID 19 KHAT, peace and conflict management, environment management shall be treated as either cross cutting or mainstreaming themes depending on their relevance and impact on the individual programme sectors. For instance, environment and livelihoods are inter-related and the interface between these two has a bearing on the income and food security of individuals.

# KAALO's Organizational Theory





# Emergency & Humanitarian Response



**KAALO's sector objective in Emergency and Humanitarian Response is "To Improve the provision of timely emergency and humanitarian response services to the communities affected by human and natural disasters in our target operational areas". This is supported by five enabling outcomes which its programming interventions seek to achieve:**

**1.1 Increased availability and access to life-saving** Water, Sanitation and Health assistance to reduce acute needs among most vulnerable settlements and communities (including men, women, boys and girls) in a dignified manner.

**1.2 Increased availability and access to immediate food,** primary health care services, and nutrition services including Infant Young and Child feeding services to the vulnerable communities Internally Displaced Persons, refugees and those affected by man-made and natural disasters to address suffering, misery, loss of life and property.

**1.3 Women, girls, and other vulnerable persons** in IDPs, refugee setting and host communities accessing safe, timely, confidential, quality Gender Based Violence and psychosocial support services through integrated referrals.

**1.4 Increased availability, access, and utilization** of emergency basic educational services for children in IDPs and refugee setting to achieve basic literacy and numeracy.

**1.5 Improved the resilience capacity** of vulnerable households and communities affected by both man-made and natural disasters so that they can mitigate, respond, and bounce back after the shocks.

During the 2023 Programming year, KAALO implemented **a total of 13 project** interventions focused on responding to the emergency and humanitarian needs / priorities of **129,353 vulnerable** disaster affected and destitute households. These projects are listed in Table 1 below.



# These Projects are listed in Table 1 below.

#	Project Name	Location	Donor	# HHs	Budget (\$)
1	Civil Society Action For Improved Wash Services In Somalia	Birtadheer, Ooman, Kalabayr Abaarey and Qabaal village.	DPA	650	50,197
2	Anticipatory Early Action On Flood Flushes In Baledwayne District.	Baledwayne, Hirshabelle	OxFAM	3,980	294,625
3	Emergency Wash Response For Disaster/Conflict-Affected People In Somalia	Yombays and Xamxama villages, Nugaal, Puntland	NCA	3,500	79,760
4	Integrated Multisectoral (WASH, Food Security, Protection) Response To 'Triple Threat' (COVID-19, Drought, Locust) In Somalia	Puntland Somalia (Bari and Nugal Regions)	GFFO	7,960	435,146
5	Diakonia Appeal Project	Towfiq, District of Mudug Region	Diakonia	800	121,000
6	Food Security (Livelihood)-Support to 2,700 Persons for Violent Clash Effectuated Vulnerable Communities in Sool Region, Somaliland Through Multi-Purpose Cash Assistance	Dharkayn and Yagoori, Sool region	NEXUS	2,700	72,000
7	Integrated emergency response for WASH and GBV in Somalia (MFA Nansen).	Garowe and Burtinle Districts	MFA/NCA	12,832	381,090
8	Emergency response for flash and riverine flood affected population in Belet Weyne district, Somalia	Beledweyne District	DPA	1,970	70,218
9	Somalia Joint response Project	Bari and Mudug regions	DRA/OXFAM	20,542	654,413
10	Integrated WASH, EFSVL and Protection response for Las Anod conflict and drought affected communities in Buhodle district of Togdheer Region and Erigavo district of Sanaag region.	Buhodle	SIDA/OXFAM	25,094	1,626,233
11	Drilling a Borehole in Somalia.	Nugaal and Bari region, Puntland, Somalia.	OxFAM	10,000	191,263.00
12	SOM HF CAT 2	Nugal and Sanaag region, Puntland, Somalia	SCI	31,675	217,513.08
13	Emergency EPRP alert for Puntland drought 2022	Tawfiq, Qorya-weyne and Xingaras under Jariiban District, Puntland, Somalia	NCA	8,100	313,000.50

**Table 1:** KAALOs 2023 Emergency Humanitarian Response Project Portfolio





## Key Sectoral Achievements

During the past one year of partnering with stakeholders and duty bearers to address the emergency and humanitarian needs of destitute vulnerable Somali households, KAALO has made a number of Significant investments. As indicated, KAALO has directly addressed the emergency and humanitarian needs of over **17,125 HH** which roughly translates to **102,750** Somalis who have been directly reached and impacted by our programming.

KAALO has made strategic investments in household and community level WASH infrastructure as follows: **(i) 3 Berkads rehabilitated and 2 new ones constructed, (ii) 3 Boreholes rehabilitated and 2 additional boreholes solarized, (iii) 2 water kiosks rehabilitated, and (iv) 4 water troughs rehabilitated.** This has directly impacted 2,762 households who have benefitted from increased access to water while the wider 10 communities targeted by these interventions have benefitted from enhanced and affordable access to water for domestic use as well as for their animals.

In addition to the enhanced access to water, KAALO also addressed sanitation and protection needs of its target beneficiaries through the construction of **67** household and community latrines targeting at least **117** beneficiary households. At the same, **8,970** households have directly benefitted from the distribution of NFIs such water filters and filtration kits, hygiene kits, mosquito nets, HH solar kits and sanitation equipment including **100** wheelbarrows. Further, over **100** households benefitted from individual protection assistance measures.

Besides, KAALO's emergency and humanitarian interventions have also taken into consideration the capacity and skills need of the beneficiary communities besides encouraging and fostering community engagements for inclusive and participatory emergency and humanitarian interventions. KAALO has facilitated 3 community engagement, distribution of over 3500 IEC materials, training of 19 Community Health Volunteers (**CHVs**) in Wash, facilitated hygiene promotion targeting **2,116 HHs** directly, conducted over **220** women forums, trained 24 Community Protection Volunteers (**CPVs**) who reached 2,160 households with protection messaging. Further, KAALO has undertaken 50 protection trainings, trained **54** women on IGAs, and finally trained 10 Community Hygiene Promoters (**CHPs**) who were supported to undertake the 3 community engagements.

Other community engagements by KAALO have included community environmental cleanups, 3 environmental mass disinfections and emergency livestock vaccinations targeting **150,000 camels and goats.**



Installation of Emergency Latrines for flood-affected communities to avoid open defecation in **Beledweyne District**.

©Photo Credit: KAALO/Communication







# Sustainable Livelihoods



**In the sustainable livelihoods sector, KAALO seeks "To promote nutrition, food security, income security and resilience among the most vulnerable household and communities in Somalia and Puntland." This objective is achieved through the following outcomes:**

**2.1 Improved availability of diversified and nutritious food stuffs** among the most vulnerable agro pastoral, pastoral and fisher-households to address hunger, starvation, and malnutrition.

**2.2 Increased and diversified incomes** among the most vulnerable agro pastoral, pastoral and fisher-households and communities to increase their disposable income and purchasing power.

**2.3 Increased employability of the youth and women** to access dignified and meaningful jobs and incomes.

**2.4 Improved availability, access and utilization of sustainable health nutrition and WASH services** in rural and IDPs communities to address the high rates of malnutrition and prevalence of Water Borne Diseases.

In 2023, KAALO implemented **8 projects** directly contributing to sustainable and resilient livelihoods in Somalia. Importantly, KAALO targeted **83,422 households** distributed across 10 districts using a funding portfolio of **USD 6,931,320**.



## These Projects are listed in Table 2 below.

#	Project Name	Location	Donor	# HHs	Budget (\$)
1	Building Local Resilience and Adaptation to Climate Change (BRAC)	Cuun & Caana-yaskax, Garowe.	NORAD / DF	750	113,070
2	Climate resilience, food and livelihood security for agro-pastoralists in Somalia	Cuun. Garowe district (Nugal) & Dulcadale, Ufeyn district (Bari)	Darwin Initiative	660	167,036
3	Promoting resilience and peaceful co-existence for climate crisis affected communities in Somalia.	Iskushuban District	BFW/Diakonia	285	58,170
4	Promotion of Socio- Economic Inclusion of Extremely Poor IDPs and Residents of Host Communities in Puntland Project (SEIPP)	Garowe	GiZ	595	483,686
5	Building Resilient Communities in Somalia – Phase III (BRCiS III).	Galkayo and Jaribaan	FCDO –BRCiS	80,534	5,929,000
6	Fodder Production for agro-pastoralist communities through hydroponic techniques in Jariban district	Jariban district, Puntland	DRA/OxFAM	450	80,000
7	CIVSAM	Bari: Bosaso, Armo and Bar-gal districts.	SIDA/Diakonia	148	80,358
8	Scaling Climate Smart practices in Cuun village	Cuun Village, Garowe District, Nugaal Region, Puntland	Diakonia	N/A	20,000

Table 2: KAALOs 2023 Livelihood and Food Security Project Portfolio



## Key Sectoral Achievements

During the year 2023, KAALO made tremendous progress in strengthening the sustainability and resilience of its beneficiary Somali communities by working with vulnerable communities and their governance structures, duty bearers as well as like minded stakeholders and peer organizations.

KAALO's key achievements in the Sustainable Livelihoods sector include support to over **1187 farmers** and agro-pastoralist households to improve their production systems through introduction of alternative climate smart production technologies, skills training and agri-input support. At the same time, given the different emergencies that impacted vulnerable and destitute households over the year, KAALO reached not less than 580 households with emergency assistance in form of cash transfer modalities.

Keeping in mind the importance of alternative and diversified income sources for vulnerable households and communities, KAALO has also made significant interventions in internship and job placements for **108 youth, girls and women**, reached **150 youth, gals and women** with TVET skills programs, provided **225 entrepreneurs** with business and entrepreneurship skills trainings, supported **247 HHs** through basic literary and numeracy training as well as distributed **115 business support / start up kits**.

Households can only attain sustainable livelihoods in the context of sustainable communities. As such, community systems and processes must be strengthened towards sustainability and resilience. Towards this, KAALO has focused on supporting community disaster risk reduction and preparedness by training **50 individuals** from different communities in DRR, strengthening community peacebuilding efforts by training **20 community leaders** in peacebuilding, supporting over **20 communities** to undertake community action planning and finally strengthening community early warning systems by delivering trainings to **530 community members and 30 government staff**.



Rehabilitation and Solarization of Agricultural Farms in **Dulcadeyle village** to enhance agricultural productivity.

©Photo Credit: KAALO/Communication



The image shows a solar-powered well structure in a dry, sandy environment. The structure consists of a blue metal frame supporting solar panels. A solar panel is mounted on the frame, and a well is visible in the background. The ground is sandy and sparsely vegetated with small shrubs. In the background, there are several palm trees and a clear blue sky. A sign is placed in the foreground, providing details about the project.

**PROJECT NAME:**  
Climate Resilience, Food And Livelihood Security  
For Agro-pastoralists In Somalia

**ACTIVITY NAME:**  
Rehabilitation and Solarization Of Strategic Shallow  
Well in Dulcadle  
Loc: Dulcadle Wfeyn District - Somalia Date: April 2024

Logos: The Resilience Fund, KAALO (KALAMU), and the Government of Somalia.





# Human Rights and Governance



In the human rights and governance sector, KAALO seeks to “Promote respect of human rights for all, access to justice and protection, and elevate the status of vulnerable groups especially women, girls, boys, IDP, refugees and Asylum seekers.” In the pursuit of this objective, KAALO pursues the following outcomes:

- 3.1 Increased availability, access, and utilization** to community protection services in order to check prevalence of cases of early marriages, Gender Based Violence, child & family neglect, and violence against vulnerable girls and boys and women in the community.
- 3.2 Increased participation and representation** of women and youth in leadership, governance and decision making at all levels to promote the status and wellbeing.
- 3.3 Improved access to justice** for women, IDPs, refugees and asylum seekers and other marginalized communities to guarantee their status, dignity and welfare.
- 3.4 Increased recognition and respect** for basic human rights and fundamental freedoms for women, girls, boys and other persons of concern to promote their status, dignity and welfare.
- 3.5 Improved civic participation of citizens** in the democratization and governance process to achieve good governance, accountability, and transparency.

In this sector, KAALO has implemented a total of 11 interventions targeting 544,576 individuals.



# These Projects are listed in Table 3 below.

#	Project Name	Location	Donor	# HHs	Budget (\$)
1	Promoting inclusive, cohesive, and peaceful Somali communities.	Garowe and Eyl Districts	NORAD / NCA	461	78,533.4
2	Engaging Civil Society in Constitutional and Electoral Processes	Somalia	NED	300	60,000
3	Somali Election Governance Transparency & Accountability Project (SEGTAAP)	Bari, Nugaal and Mudug	EU Somalia	500,000	500,000
4	Leveraging Puntland's Cultural and Sports Heritage in Enhancing Community Resilience and State Building.	Gardo, Garowe, Galkio and Bosaso - Puntland	EU Somalia	13,500	450,023
5	Support for Strengthening Climate Change Adaptation Planning for the Federal Republic of Somalia	Federal Republic of Somalia and Federal Member States	GCF / UNDP	6 FMSs	195,800
6	Strengthening monitoring and reporting mechanism	Nugaal Region and Sool Region	DRC	50	53,246
7	Accelerating towards Zero tolerance for Female Genital Mutilation and Early Child Forced Marriages	Garowe and Eyl Districts	NORAD / NCA	18,600	243,980
8	Protection of Women and girls through GBV response	Garowe and Eyl Districts	NORAD / NCA	2,375	90,836
9	Access to free legal services for refugees and asylum seekers	Bosaso, Gardo, Garowe and Galkaio	UNHCR	8,805	114,928
10	Strengthening monitoring and reporting mechanism	Nugaal Region and Sool Region, Puntland Somalia	DRC	50	53,246
11	Provision of Sustained Child Protection Services and Advocacy to the Vulnerable Children Victims through Capacity Building and Support for the existing learning and safe centres in Puntland	Garowe and Burtinle Districts, Nugaal Region Puntland Somalia	DPA	435	361,579.25

Table 3: KAALOs 2023 Human Right and Governance Project Portfolio



## Key Sectoral Achievements

Working in the governance and human rights sector, KAALO has made a number of achievements in key projects. With funding from the EU KAALO's Cultural, Art and Sports for Governance and human rights project made the following achievements:

(i) Capacity and equipment investments into the youth and gender friendly / accessible cultural art and sports spaces; (ii) Facilitate tripartite agreements for the joint management (**16 women and 20 men**) of identified and selected youth and gender friendly / accessible cultural art and sports spaces; (iii) Facilitated support of the cultural art and sports spaces strategic plans, annual event calendar and revenue generation strategies; (iv) Facilitated networking and dialogue forums / workshops between the cultural art and sports spaces management with key stakeholders among NSAs and the government to popularize the youth friendly cultural spaces and attract partnerships; (v) Identification and Registration of **150 (50 women)** cultural arts and sports exhibitionists and performers for the Cultural Heritage Fairs / festivals; and, (vi) Weeklong celebration festivals of the Somali Cultural Heritage in Puntland at different levels targeting **10,000 community members** over the week long period.

**With funding from the EU**, KAALO implemented a collaborative project with the **PDRC** and **PUNSAA** to support Inclusive, Transparent and Accountable Governance and Electoral Processes that led to the establishment of new Local Councils in **Puntland's Districts**. Key achievements of the project included: (i) undertaking civic and voter education messaging exercises on the electoral process using different modalities including mock elections, IEC materials, awareness and training forums, and mobile cinema among others; (ii) facilitating four inclusive dialogue and consensus building among the key actors in Puntland's local council's electoral process; (iii) supporting the participation of women, youth and other minority groups in the electoral process leading to the election of **18%** of the local council representatives being women and **79%** being youth; and (iv) supporting accountability and transparency measures in the electoral process through the training, accreditation and deployment of electoral observers and establishment Puntland's elections observatory.

**With NORAD funding through NCA**, KAALO has implemented the project "**Promoting inclusive, cohesive, and peaceful Somali communities**". In this project, a number of Key achievements have been attained including: (i) Community conversation trainings and forums for **300 (103M, 97F and 47Y)** community members; (ii) Supporting community dialogue forums involving 30 community leaders and members; (iii) Training **45 individuals** drawn from CSO, Police, Government Representatives and Village leaders on countering extremism and violence; (iv) Supported social integration initiatives such as sports, environmental cleanups, and cultural art performances for two different villages; supported community dialogue forums for 35 community members drawn from community peace structures; (vi) supported the implementation of community conversation action plans for peace by equipping offices of local peace structures for different communities.



**With funding from the Green Climate Fund through UNDP Somalia**, KAALO has supported Somalia's Coordinated Climate Change Governance and Preparedness at the Member State Levels. Key achievements of this project included: **(i)** Developed and Support of collaboration frameworks in Climate Change preparedness and learning between Somali Academia, the government and other stakeholders in Puntland, Somaliland and Banadir regions; **(ii)** Establishment and implementation of stakeholder engagement protocols / guidelines in Somalia's climate change governance; **(iii)** Enhanced understanding on opportunities and strategies for Somalia's Climate Change Adaptation through the generation and distribution of over **10 CCA knowledge products**; **(iv)** facilitated the development of harmonized guidelines and methodologies for Climate Change Vulnerability Assessments in Somalia; and, **(v)** Strengthened State Level Climate Change Preparedness by facilitating **6 State Level** Climate Change Vulnerability Assessments and disseminating the results to policy makers and key stakeholders.

In response to the **Sool Sanaag Conflict in Las'Anod**, KAALO leveraged DRC funding to make an intervention targeting conflict affected households. Some of the key achievements of this initiative included: **(i)** 30 conflict impacted children in Las Anod District and Tukaraq Village in Garowe supported through immediate support Medical, transportation, Material support and PSS; **(ii)** re-integration of **7 children** formerly associated with armed forces or armed groups in Las Anod district and Garowe, Tukaraq village; **(iii)** 3 conflict affected children re-unified with their families through the Trace and reunify initiative; **(iv)** NFI support to 10 conflict affected Garowe IDP households; **(v)** **54 incidents** identified, reported and entered in the database, **50 of them** were supported in different services PSS, Medical, Material, NFI Transportation in all project locations at **Las Anod district and Garowe, Tukaraq village**.



A street light in Ladan IDP camp at **(Burtinle district)** which aimed to reduce protection risks and enhance safety.

©Photo Credit: KAALO/Communication





## Highlights of KAALO's Programming Challenges



Some of the challenges that were experienced in the 2023 programming cycle include but are not limited to:

### **A. Political, militarized and community conflict in project locations**

Several significant events occurred in 2023 that led to project disruptions which triggered various forms of conflict in some of KAALO's project locations. To begin with, Puntland electoral process was characterized by electoral violence especially in Garowe and other major urban areas leading to disruptions in project operations and staff movements. In addition to electoral related conflict, military conflict between the Somaliland arm and the community in Las Anod further led to a humanitarian situation that has persisted to date. There have also been sporadic conflicts in other areas of Puntland which have had significant effects on programming. Furthermore, transboundary conflict i.e. inter – state / community conflict often amplified the existing humanitarian needs besides reversing gains made in resilience building.

### **B. Funding challenge / constraints**

Humanitarian and development programming have generally faced a funding constraint since 2020 as resources were committed to fighting covid, the associated economic slowdown as well as the multiple conflicts globally. As such, this has translated to a shrinking resource basket for interventions targeting vulnerable communities in the Horn of Africa and Somalia in particular. Furthermore, in the case of Somalia, there has been a clear shift in the funding strategy towards directing more funding to South Central Somalia thus leaving a gap in Northern Somalia. As such, organizations such as KAALO which serves communities in Puntland is experiencing increasing challenges in managing community expectations given their expanding needs versus a shrinking resource basket coupled with a low capacity and underfunded government.

### **C. Community change processes given deep rooted cultural and religious beliefs and practices**

Community norms and practices still pose a continuing programming challenge given community beliefs driven by culture and religion. Furthermore, introduction of new technologies and practices is not a direct cause effect relationship and takes time. Often, new approached, technologies and practices will face resistance given cultural and religious beliefs. Community resistance to change continues to pose a key challenge to project implementation.

### **D. Adverse weather conditions – Flooding and Droughts**

Somalia continues to experience extreme climate variability and unpredictability driven by climate change. Ultimately, this has resulted in unpredictable emigration either due to water scarcity (drought) or due to flooding. In 2023, Somalia continued to experience extremely dry weather conditions thus exacerbating the humanitarian needs with the northern regions of the country being the most impacted. Towards the end of 2023, Somalia faced the El Nino effect which resulted in flooding thus destroying whatever household assets that had survived the multi-year drought thus amplifying the humanitarian needs in the country. This further complicated humanitarian

programming in a low resource / funding environment as well as reversing gains made over the past couple of years towards building the resilience of communities.

**E. Lack of suitably qualified local service providers in project locations**

Low capacity among potential service providers and private sector actors continue to negatively impact project implementation as often, they are not suitably qualified to provide services given KAALO's procurement policies and procedures. This often has the effect of limiting local engagement in service provision to ongoing projects and thus reducing the potential spinoff of economic benefits to the local communities during project implementation. At the same time, the low capacity of local service providers / private sector has often resulted in project delays owing to the lack of local services and facilities such as meeting spaces, accommodation, refreshments and stationery. The delays are occasioned by longer timelines required to onboard the service providers onto KAALO's service providers roster as per the procurement procedures.

**F. Poor capacity by government agencies and their staff to provide support and basic services**

Different levels of government and governance agencies are ideally the key providers of basic services to communities and their constituencies with NSA actors complementing their services. In Somalia however, NSA have for a long time been the primary providers of basic support services to communities given gaps in governance. Currently, as different levels of government and their agencies stabilize and evolve, there is a greater desire and move towards the basic service provision reverting to the state as it takes greater control of the humanitarian and development agenda of the country. Despite this, key gaps exist in terms of government capacity in terms of resource and technical capacity; this often impacts project implementation negatively as it results in implementation bottlenecks given misunderstanding on roles of government staff in project implementation or the lack of resources for government staff to execute their duties.



## An Overview of KAALO's Lessons Learnt

### **A. Capacity Strengthening Counterpart Governance Structures / Staffing**

Strengthening and involvement of counterpart government structures and staff has a direct positive impact on project success besides increasing project buy in and legitimacy while also minimizing incidences of conflict in the project locations. Furthermore, there are clear benefits of government engagement in the project implementation processes as it not only contributes to enhanced legitimacy of the government but also increases government experience in service delivery while enhancing project contribution to the set regional and national development plans.

### **B. Long-term programming for behavioural change process**

Behavioral change processes in communities require longer programming timelines that may not be addressed by short term emergency programming efforts. As such, there is need for consistent and deliberate behavioral programming efforts targeting the same communities over time. Importantly, there is need to enhance residual community capital / capacity for behavioral change champions who can continue with behavioral change promotion even after a project ends. This ensures the sustainability of project interventions. At the same time, linking such communities to future interventions provides opportunities for continuity of behavioral change efforts.

### **C. Alternative climate smart technologies for sustainable systems and resilient communities**

With the notable and increasingly evident effects of climate change in the Horn of Africa, there is increasing need to reduce the emissions footprint of human activity and especially in projects. Furthermore, there is a clear and apparent need to enhance the climate change adaptability and resilience of destitute and vulnerable communities. Towards this, there is value in the adoption and utilization of climate smart technologies which in turn contribute to climate change resilient communities. Furthermore, climate smart technologies not only lead to enhanced production but are generally cheaper over the long run. Technologies such as solarization of boreholes and shallow wells, solar street and household lighting as well as greenhouse and hydroponics technologies reduce the carbon footprint of human activity and are cheaper over the long run hence enhancing community resilience.

### **D. Capacity building local service providers / businesses**

Strengthening the capacity of local MSMEs and professionals to provide services to local projects has a significant and positive impact on the flow of project benefits to local communities. Furthermore, it also enhances project ownership with the local communities and stakeholders. Importantly, there is a great benefit in simplifying local procurement processes during project rollout while strengthening the standards and practices of local service providers. This further contributes indirectly to business and entrepreneurial development in the local community while enhancing future project rollouts.



### **E. Enhancing community and stakeholder participation and inclusion in programming**

Community and stakeholder participation and inclusion in all stages of the programming cycle significantly contributes to project ownership and support. Furthermore, their inclusion is a great catalyst in enhancing project responsiveness to their needs as well as project accountability. It further contributes to the timely identification and mitigation of potentially harmful project effects while catalyzing positive direct and indirect project outcomes.

### **F. Integration of digital solutions / platforms in programming e.g. KOBO Collect**

Data gathering and management is a critical element of KAALO's programming and beneficiary management efforts. With an increasing project portfolio, there is a great need to enhance the efficiency, accuracy and integrity of the data gathered by KAALO from its beneficiaries and stakeholders. Ultimately, the adoption of digital solutions in project processes is increasingly delivering value to KAALO's programming team.

### **G. Integrated programming**

Given the multifaceted chronic emergency that vulnerable Somali communities are faced with, their needs are often many and interrelated. Thus, KAALO has noted the value in utilization of integrated programming approaches whereby it layers its projects in the same location / locality while also using coordination structures to complement coverage of its programming gaps with other non-state actors' interventions. To this effect, KAALO is part of the Somali Humanitarian and development government, UN and NSA coordination mechanisms which it leverages to ensure that all the needs of its beneficiary communities are covered either through its projects or counterpart projects.

Further, as part of the integrated programming, KAALO is increasingly leveraging the value of community graduation programming models as an approach to community transformation towards resilience and sustainability. In these models, KAALO focusses on the five main pillars of community graduation approaches – social protection, financial inclusion, livelihood promotion, social empowerment, and mentoring and coaching.



# Operational Achievements

## Operations Directorate

According to KAALO's organizational structure, the Operations Directorate is composed of three key departments: Finance, Admin & Human Resources (HR), and Procurement. Each department is led by a department manager who holds overall responsibility for their respective functions, ensuring smooth operations and alignment with organizational policies and procedures.



### 01. Finance Department

In 2023, the Finance Department was instrumental in managing financial operations across more than 20 active projects. The department was responsible for preparing and submitting timely monthly, quarterly, and annual financial reports, ensuring full compliance with donor and internal reporting requirements.

A significant achievement for the department was the successful transition to a new digitized accounting system (Microsoft Dynamics). This involved a smooth migration of all existing financial data and the system's full implementation, which improved efficiency, accuracy, and transparency in financial management.

Additionally, the Finance Department oversaw audits for more than eight different grants, ensuring each audit was successfully completed and that all grant requirements were met. Their efforts culminated in the preparation and publication of KAALO's institutional audit report for the year, a key milestone in maintaining accountability and donor confidence.



### 02. Admin & Human Resources Department

The Admin & HR Department played a crucial role in managing KAALO's growing workforce throughout 2023. The department facilitated the recruitment and onboarding of over 10 new staff members, bringing the total staff to 97 (30 female, 67 male). It was also responsible for maintaining and regularly updating personnel files, which included tracking staff leave, ensuring timely delivery of benefits such as gratuity, Eid bonuses, and health insurance coverage.

In addition to day-to-day HR functions, the department provided support for employee development, ensuring that performance appraisals were conducted in accordance with KAALO's HR policy, and identifying opportunities for staff capacity building.



### 03. Procurement Department

The Procurement Department managed approximately \$3 million in procurement-related activities in 2023. They were responsible for overseeing the tendering and quotation processes, ensuring that reliable and capable vendors and contractors were selected in accordance with KAALO's procurement manual, donor rules, and regulations. This rigorous process ensured that the organization procured goods, services, and works of the highest quality to support program implementation.

Moreover, the Procurement Department played a vital role in managing and safeguarding KAALO's fixed assets, ensuring that all assets were properly recorded, maintained, and utilized effectively in support of the organization's operations.



# KAALO's Summary of Audited Financial Statements

## STATEMENT OF COMPREHENSIVE INCOME - YEAR ENDED 31 DECEMBER 2023


		2023	2022
INCOME	Note	USD	USD
Grant Income	6	11,134,985	5,348,168
Other Income		7,960	114,116
Grants to Implementing Partners		0	168,461
<b>Total Income</b>		<b><u>11,142,945</u></b>	<b><u>5,630,745</u></b>
<b>EXPENDITURE</b>			
Personnel Costs	7	1,077,478	739,327
Operation & Administration Costs	8	212,659	212,569
Direct Project Costs	9	2,854,908	3,249,013
Depreciation	5	46,400	39,473
Implementing Partners Expenses		0	168,461
<b>Total Expenditure</b>		<b><u>4,191,445</u></b>	<b><u>4,408,843</u></b>
<b>Balance for the year (Page 8)</b>		<b><u>6,951,500</u></b>	<b><u>1,221,902</u></b>





**STATEMENT OF FINANCIAL POSITION - 31 DECEMBER 2023**

		2023	2022
	Note	USD	USD
<b>Non-Current Assets</b>			
Property and Equipment	5	482,176	488,036
<b>Total Non-Current Assets</b>		<b>482,176</b>	<b>488,036</b>
<b>Current Assets</b>			
Cash and Bank Balances	10	483,262	182,637
Accounts Receivable	11	9,355,598	2,077,796
<b>Total Current Assets</b>		<b>9,838,860</b>	<b>2,260,433</b>
<b>Less: Current Liabilities</b>			
Accounts Payable	12	875,915	254,848
<b>Total Current Liabilities</b>		<b>875,915</b>	<b>254,848</b>
<b>Net Current Assets</b>		<b>8,962,945</b>	<b>2,005,585</b>
<b>Net Assets</b>		<b>9,445,121</b>	<b>2,493,621</b>
<b>Represented By:</b>			
Programmes Fund		9,445,121	2,493,621
<b>Fund Balance (Page 8)</b>		<b>9,445,121</b>	<b>2,493,621</b>

These financial statements were approved by the Directors on 03rd October 2024 and signed on their behalf by:-

  
 \_\_\_\_\_  
**Luul Mohamed Warsame**  
 (Chairperson)

  
 \_\_\_\_\_  
**Mohamud Hamid Mohamed**  
 (Executive Director)





## Board of Directors

KAALO's Board of Directors is composed of seven members, including two women and five men, in alignment with KAALO's governing statutes.

The Board convenes biannually to fulfill its critical role of overseeing the organization's management and safeguarding its assets.

Their responsibilities extend beyond mere supervision, they provide strategic direction, ensuring that KAALO's mission and values are upheld in all operations.

Additionally, the Board is entrusted with the review, approval, and finalization of key organizational policies, ensuring they remain relevant and responsive to both internal and external challenges. This governance structure supports accountability, transparency, and long-term sustainability within KAALO's leadership.

In 2023, they successfully approved KAALO's annual budget and work plan, ensuring alignment with the organization's strategic objectives. Additionally, they played a pivotal role in the establishment of the Fundraising and Partnership Department within the Program Directorate. This newly formed department is tasked with spearheading efforts to engage and explore relationships with new donors, while also highlighting KAALO's key achievements and milestones.

By actively promoting KAALO's impact and success, the department will play a crucial role in expanding the organization's network of supporters and securing future funding opportunities.



## Senior Management & Staffing

According to KAALO's organizational structure, following the Board of Directors (BoD), the organization is led by a Senior Management Team (SMT), which consists of the Executive Director, Program Director, and Operations Director.

The SMT meets biweekly to ensure seamless coordination across all operational and programmatic activities. Their primary role is to support ongoing initiatives,

ensure compliance with organizational policies and procedures, and maintain adherence to donor requirements. This regular engagement helps ensure that KAALO's operations are aligned with its strategic goals and the expectations of its stakeholders.

As of 2023, KAALO employed a total of 97 staff members, comprising 30 women and 67 men. The organization operates through two main directorates—Programs and Operations—which work closely together to fulfill their respective mandates. Each staff member has a clearly defined Terms of Reference (ToR), specifying their responsibilities, reporting lines, and expected deliverables. According to KAALO's HR policy, all employees are subject to regular performance appraisals conducted by their supervisors. These appraisals form the basis for identifying capacity-building needs, with training and development opportunities provided to enhance staff performance and professional growth.

# Donors and Partners

In 2023 KAALO has been able to establish and nurture a good relationships with key donors to strengthen its grants portfolio. Consequently, KAALO receives funding from the following donors and partners:



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 <https://www.kaalo.org/annual-narrative-report/>

# **2023** Annual Report

