



**KAALO**  
Aid and Development Org

**2024**

# Annual Report

We strive towards **improving** standards of living and equitable Development.



Using **Half-moon** structures and **Bioswales**, **KAALO** slowing, spreading, sinking, and saving rainwater to support **Rangeland** regenerations and restore **Ecosystems**.



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The content of this Report was compiled from KAAALO's 2024 programme achievements.

For more details please visit:

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



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

~ KAAALO Vision Statement

# Acronyms

<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>BRCiS</b>	~ Building Resilience Communities in Somalia
<b>DRA</b>	~ Danish Refugee Agency
<b>NRC</b>	~ Norwegian Refugee Council
<b>ERHP</b>	~ Emergency Relief and Humanitarian Programme
<b>EWEA</b>	~ Early Warning Early Action
<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
<b>TERRA</b>	~ Towards Regenerative Resilience and Climate Adaptation for Displacement Affected Communities in Somalia



Message of Executive Director

# Foreword

It is my great honor to present the **KAALO Aid and Development (KAALO) Annual Report** for the year 2024. Since our establishment in 1991, KAALO has remained steadfast in its mission to alleviate poverty, uphold human dignity, and build resilience among Somali communities affected by recurring crises. Guided by our **Strategic Plan 2022–2024**, we have continued to deliver lifesaving assistance while also laying the foundation for sustainable and inclusive development.

In 2024, KAALO reached **39,938 vulnerable HHs** across Somalia through **21 projects** with a portfolio worth over **USD 4.27 Million**. Our work focused on three key programmatic areas: Emergency and Humanitarian Response, Sustainable Livelihoods, and Human Rights & Governance. Through these interventions, we were able to provide timely relief, strengthen community resilience, and empower marginalized groups, including women, children, internally displaced persons, and rural communities.

This year also reflected KAALO's strong commitment to accountability, transparency, and effective stewardship of donor resources. We successfully facilitated seven project grant audits and a comprehensive organizational audit, all resulting in an unqualified opinion.

These outcomes demonstrate the trust and confidence our partners place in KAALO's ability to deliver results with integrity.

Our achievements would not have been possible without the support of **our 15 donor partners, including UN agencies, international NGOs, development agencies, and local actors**. We are equally proud of our active role in local, national, and international coordination platforms and consortiums, which continue to strengthen our collective impact in resilience building, governance, and humanitarian response.

Looking ahead, KAALO is committed to deepening its partnerships, enhancing its operational systems, and scaling innovative approaches that address both immediate needs and long-term challenges. We remain dedicated to serving vulnerable communities with compassion, professionalism, and accountability.

On behalf of the KAALO Board of Directors and the entire KAALO team, **I extend my sincere gratitude to our donors, partners, staff, and communities for their unwavering support and collaboration**. Together, we will continue to build a more resilient, just, and prosperous Somalia.

**Mohamud Hamid Mohamed**  
Executive Director

# Executive Summary

**KAALO Aid and Development (KAALO)** is a non-profit, humanitarian, and development organization with its headquarters located in Garowe, Puntland - Somalia. Established in October 1991, **KAALO has 8 field offices in Kismayo, Mogadishu, Baidoa, Beletweyne, Galkayo, Gardo, Bosaso, and Las'anod.** The regional offices provide operational support for nodes. **KAALO's vision is to alleviate poverty and injustice in Somali society through building household and community resilience and promoting equitable development for sustainable development.** KAALO targets vulnerable, impoverished, and marginalized community groups affected by crisis including Women, children, elderly people, internally displaced persons, returnees, refugees, asylum seekers, marginalized disadvantaged rural communities, and duty bearers.

In 2024, KAALO responded to the needs of **39,938 vulnerable and destitute households** in complex protracted emergency situations, providing both lifesaving and long-term support, complementing the efforts of government and other humanitarian partners. This was possible through the **21 projects that were implemented over 2024 with a project portfolio of over \$ 4,278,948.** In undertaking these interventions, KAALO followed the thematic / sectoral programming strategy as set out in KAALO's Strategic Plan **2022–2025** in which KAALO focussed on 3 core sectoral programming areas.

In the **+** **Emergency and Humanitarian Response sector**, KAALO implemented a total of **7 project / interventions** targeting **17,992** vulnerable disasters affected and destitute households with a total EHR portfolio of **\$1,367,026** in 2024 resulting in a VfM of **\$75.98 per HH** reached.

On the other hand, in **the Sustainable Livelihoods Sector**, KAALO implemented **7 SL interventions** in which KAALO targeted **19,820 HHs** distributed across **10 districts** using a funding portfolio of **\$2,281,810.** As such, KAALO has managed to achieve a VfM of **115.13 USD per HH.**

Finally, in **the Human Rights and Governance Sectoral Programming area**, KAALO implemented a total of **6 HRG interventions** targeting **2,126 HH** i.e. **12,756 direct beneficiaries** at a total HRG portfolio budget of **\$630,112** (VfM - 296.38 USD per beneficiary HH).

KAALO's Strategy Plan **2022–2025** emphasized the need for investing in sound operational systems and controls which have consistently been undertaken. Through investments in operational systems, policies and controls, KAALO successfully facilitated seven project grant audits, providing complete and accurate documentation to external auditors and partners in 2024.

In addition, the team worked closely with institutional auditors, who conducted a comprehensive review covering all KAALO projects and organizational units. This collaboration culminated in the issuance of an unqualified audit opinion, demonstrating strong financial stewardship and compliance with international standards as well as a high level of accountability for donor funds.

In the year 2024, KAALO partnered with 15 donors including the **UNHCR, UNOCHA-SHF, IOM, EU, VNG International-SSF, NCA, DF, OXFAM, NRC-FCDO, DRC, SIDA, GIZ, DPA, DRA and Dia-konia Swedan**, and among others.



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Besides its partnership with donors, KAALO is involved in a number of synergistic collaborative coordination platforms and consortiums such as **the Global Network for Disaster Risk Reduction (GNDR)**. Further, KAALO actively participated and contributed to the locally initiated and led CSO coordination frameworks/platforms such **SOSCENSA, PUNSAA, Somali Humanitarian Hub, and the Somali NGO Consortium**.

At the same time, KAALO is also part of several local and international CSO Consortia i.e. **BRCIS consortium, NEXUS consortium, and CRISP consortium** focussed on resilience building and governance programme as well as **the SSF III Funded Dowlad Wanaag Consortium Local Governace Programme**.

# Introduction

**KAALO Aid and Development (KAALO)** 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 lifesaving 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 rights and governance programming.

**Over the 34 years of its existence**, KAALO has successfully implemented over 150 programs and projects in diverse regions of Puntland state and Somalia at large. Under Emergency Humanitarian Response Programming (EHRP), 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.

KAALO is headed by the Executive Director who provides leadership and oversight functions to the team of specialists for and on behalf of the BoD.

KAALO has a strong management team led by a Senior Management Team composed of (i) Executive Director, (ii) Programme Director, and (iii) Operations Director. The SMT provides leadership in technical expertise and skills to its wider management teams, thus ensuring smooth program implementation and management as well as operational support within the organization. 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, built 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, UNHCR, UNESCO, ILO, IOM, FAO, NED, DF, IRC, UNICEF, DPA Oxfam, SCI, VNG International, FCDO, 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.

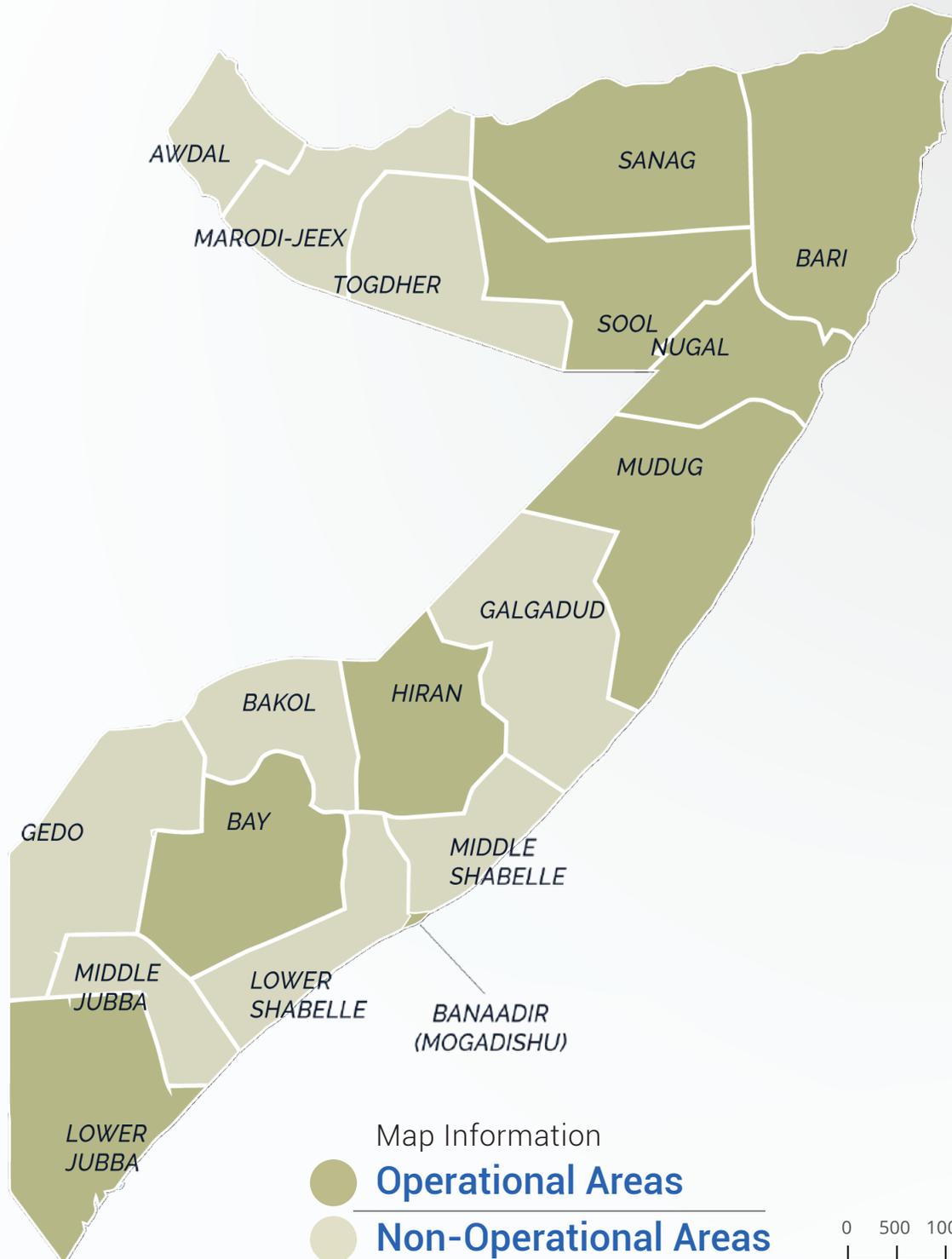
## Mission

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

## Vision

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

# Operational Area



# Revamped Programme Package 2022 – 2025

In its last Strategic Plan that covered the period **2017–2020**, KAALO focusses on three key programming clusters i.e. **(i) Health, Nutrition, and 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. **(i) 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. **+** **Emergency and Humanitarian Response**; **🌾** **Sustainable Livelihoods**; **🏛️** **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.



# Emergency and Humanitarian Response Programme

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:

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 **#7 Projects Implemented**  
under EHR Sector.

 **Beneficiaries Total**  
No.17,992 HHs.

 **Total funding**  
1,367,026 USD.

- 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 2024 Programming year, KAALO implemented a total of **7 project interventions** focused on responding to the emergency and humanitarian needs/priorities of **17,992 vulnerable disaster affected and destitute households** with a total EHR portfolio of **USD 1,367,026** in 2024 resulting in a VFM of **USD 75.98 per household** reached.



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# 2024 EHR Project Portfolio

The **Somalia Joint Response** project, implemented in  **Baladweyne** and funded by **DRA**, has reached a total of  **3,701HHs** with a funding portfolio of  **324,390 USD**.

The **Somali Flood JR** project, implemented in  **Baladweyne** and funded by **DRA**, has reached a total of  **4,502HHs** with a funding portfolio of  **70,218 USD**.

The **Enhancing access to life-saving safe water, sanitation, hygiene, resources, and services for vulnerable communities** project, implemented in  **Sool/Togdheer** and funded by **ECHO/OXFAM**, has reached a total of  **2,538HHs** with a funding portfolio of  **70,218 USD**.

The **Provision of sustainable life-saving WASH assistance to the most vulnerable El Nino affected IDP communities** project, implemented in  **North-Galkacyo** and funded by **SHF**, has reached a total of  **2,201HHs** with a funding portfolio of  **399,954 USD**.

The **Civil society action for improved wash services in Somalia** project, implemented in  **Garowe** and funded by **DPA**, has reached a total of  **650HHs** with a funding portfolio of  **63,750 USD**.

The **WASH Emergency Response to Armed interclan conflicts** project, implemented in  **Beledweyne** and funded by **OXFAM**, has reached a total of  **3,800HHs** with a funding portfolio of  **193,380 USD**.

The **Emergency WASH response for disaster/conflict-affected people in Somalia** project, implemented in  **Dilin and Dudumale villages under Garowe District** and funded by **MFA through NCA**, has reached a total of  **600HHs** with a funding portfolio of  **80,000 USD**.

# Key Sectoral Achievements



KAALO successfully implemented critical **WASH and Livelihood interventions** across multiple regions, benefiting over **90,925 individuals** in various locations, including **Dilin, Dudumale, Baldweyne, and Garowe**.

The **ACJR project in Baldweyne**, Hiraan region, provided vital WASH and livelihood support to **27,012 individuals**. This included the distribution of **3,600 NFI kits (936 men, 1,152 women, 720 boys, and 792 girls)**, improving HHs sanitation and hygiene. **WASH awareness campaigns** reached **17,412 individuals (4,527 men, 5,571 women, 3,482 boys, and 3,831 girls)**, promoting disease prevention and safe hygiene practices. Additionally, **2,400 individuals (624 men, 768 women, 480 boys, and 528 girls)** benefited from the distribution of **sanitation tools**. The project also supported **3,600 individuals (936 men, 1,152 women, 720 boys, and 792 girls)** through **Cash-for-work** initiatives, providing financial assistance while improving **community WASH infrastructure**.

The **SOMJR Project** supported **22,208 vulnerable individuals** in Baladweyne District, Hiraan, by ensuring water access for **1,500 HHs through water trucking and rehabilitating shallow wells**, benefiting **10,000 individuals**. Hygiene promotion efforts reached **21,180 individuals**, and the project constructed **25 flood-proof latrines**, **500 HHs** distributed Hygiene kits and **300 NFI kits for the Crisis Modifier** and established **solid waste management pits, benefiting 2,000 IDPs**.

Furthermore, the **DPA Emergency Response to the Armed Inter-Clan Conflict** in Beletweyne has reached **3,600 vulnerable individuals** provided life-saving assistance to affected households. The project distributed **NFIs to 400 HHs** impacted by conflict and provided **hygiene kits to 200 HHs** to improve sanitation and hygiene conditions in displacement settings. These interventions aimed to enhance the **resilience of conflict-affected families and mitigate health risks**.

In Puntland, **KAALO's WASH interventions** in five target villages (**Kalabayr, Oman, Qabaal, Awrculus, and Dudumale**) reached **3,900 individuals**. This included capacity-building for **340 participants** on WASH operations, maintenance, budgeting, and financing. The training also covered hygiene promotion and open defecation elimination for **200 individuals**. Furthermore, the **Emergency WASH response project** reached **3,600 individuals (1,152 women, 936 men, 720 boys, and 792 girls)** with NFI kits, safe water access, and sanitation improvements in **Dilin and Dudumale** villages.

KAALO provides **lifesaving WASH interventions** to over **28,473 individuals** across **North-Galkacyo and Buuhoodle districts**, benefiting both IDPs and host communities. In **North Galkacyo**, emergency water supply reached **841 households (5,046 individuals)**, while the rehabilitation of Salaama-Two boreholes and the construction of **150 latrines** improved sanitation for **12,000 IDPs**, including persons with disabilities.

Additionally, **70 Latrines were rehabilitated, and 13,207 individuals (6,470 females, 6,736 males)** received hygiene promotion and **1,500 hygiene kits**. Sanitation teams conducted 20 cleaning campaigns, supported by **60 Toolkits**, while community chlorination and hygiene training enhanced water treatment awareness. In Buuhoodle, a borehole assessment guided the rehabilitation of **2 Berkads** and the construction of a new Berkad, while **40 latrines, including 3 for persons with disabilities**, improved sanitation. Hygiene promotion campaigns engaged **15,226 people (8,222 females, 7,003 males)**, and **1,200 HHs** menstrual hygiene kits were distributed to enhance **water safety and menstrual hygiene management**.



# Sustainable Livelihoods (SL) Programme

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:



**#7 Projects Implemented**  
under SL Sector.



**Beneficiaries Total**  
No. **19,820 HHs.**



**Total Funding**  
**2,281,810 USD.**

- 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 2024, KAALO implemented 7 SL interventions** in which KAALO targeted **19,820 households** distributed **across 10 districts** using a funding portfolio of **USD 2,281,810**. As such, KAALO has managed to achieve a VfM of **115.13 USD/HHs**.



# 2024 SL Project Portfolio

The **Towards Regenerative Resilience and Climate Adaptation for Displacement-Affected Communities in Somalia (TERRA)** project, implemented in **Galkacyo and Jariiban Districts** and funded by **SIDA-Sweden**, has reached a total of **2,698HHs** with a funding portfolio of **183,156 USD**.

The **Building Resilient Communities in Somalia – Phase III (BRCiS III)** project, implemented in **Galkacyo and Jariiban Districts** and funded by **FCDO**, has reached a total of **14,029HHs** with a funding portfolio of **1,123,068 USD**.

The **Build resilience of poor urban youth and rural Agro pastoral communities** project, implemented in **Garowe** and funded by **Diakonia**, has reached a total of **609HHs** with a funding portfolio of **80,947 USD**.

The **Climate resilience, food and livelihood security for agro-pastoralists in Somalia** project, implemented in **Cuun, Garowe district, and Dulcadale, Ufeyn district** and funded by **Darwin Initiative**, has reached a total of **660HHs** with a funding portfolio of **206,257 USD**.

The **Green fodder innovation project in Jariiban** project, implemented in **Jariiban** and funded by **OXFAM**, has reached a total of **260HHs** with a funding portfolio of **42,500 USD**.

The **Promotion of Socio-Economic Inclusion (SEIPP)** project, implemented in **Garowe** and funded by **GIZ/BMZ**, has reached a total of **469HHs** with a funding portfolio of **400,000 USD**.

The **Building Local Resilience and Adaptation to Climate Change (BRAC)** project, implemented in **Cuun & Caana-yaskax, Garowe** and funded by **NORAD/DF**, has reached a total of **750HHs** with a funding portfolio of **144,622 USD**.

The **Promoting resilience and peaceful co-existence for climate crisis affected communities in Banadir, Jubaland, South West, Somaliland and Puntland** project, implemented in **Dharoor and Dharjaale villages under Iskushuban district** and funded by **Diakonia**, has reached a total of **345HHs** with a funding portfolio of **101,260 USD**.

# Key Sectoral Achievements



**Green Fodder Innovation Project:** benefitted 2,172 pastoralists through the distribution of 5,000 kg of maize seeds, trained 260 participants on hydroponic fodder production, and constructed a 4x6m fodder storage facility at the Jariiban Fodder Center, ensuring sustainable feed supply and enhancing livestock resilience.

**Building Local Resilience and Adaptation to Climate Change (BRAC):** directly supported **489 individuals** across its intervention sites; **(i) 241 women**, who participated in agriculture, nutrition, and entrepreneurship initiatives, **(ii) 117 youth (aged 15–24 years)**, who benefited from skills development and market engagement, and **(iii) 23 people with disabilities (PWDs)**, who were included in training, leadership sessions, and infrastructure design to ensure accessibility. These figures reflect inclusive and equitable outreach, without double-counting, and demonstrate the project's commitment to reaching marginalized and at-risk groups in the fight against climate vulnerability and food insecurity.

**Promotion of Socio-Economic Inclusion (SEIPP):** **(i)** 94 project beneficiaries received Vocational Skills Training, **(ii)** Distribution of assets to 94 trained youth and women, **(iii)** Mentoring and coaching **284 HHs** were provided with mentoring, Coaching and Counselling for sustainability purpose of their IGAs, **(iv)** Internship Opportunities was provided to **34 beneficiaries**, and **(v)** Basic literacy and numeracy Refresh training was provided to **57 beneficiaries**.

**Promoting resilience and peaceful co-existence for climate crisis affected communities in Banadir, Jubaland, South West, Somaliland and Puntland:** **(i)** Support for Local Farmers: 75 farmers in the Dharoor and Dharjaale villages provided with drought-resilient seeds and essential farming tools, **(ii)** Cash Grants for Entrepreneurs: provided 65 small business owners in Dharoor and Dharjaale cash grants aimed at sustaining and expanding their businesses, **(iii)** Flood Mitigation: constructed a 100-meter gabion basket in Dharoor to mitigate flooding and soil erosion, **(iv)** Environmental Initiatives: In collaboration with the Ministry of Environment, Range, and Climate Change, facilitated the planting of 500 trees, promoting flood control and long-term environmental sustainability by improving soil health, **(v)** Peace Dialogue Forum: A four-day peace dialogue forum was held in Dharoor and Dharjaale, engaging 50 participants **(F26/M24)** from community structures and duty bearers to foster collaboration and joint decision-making on resource management and risk reduction, **(vi)** Conflict Resolution Training: KAALO conducted a three-day training program for **20 participants (F4/M16)** from Civil Society Organizations (CSOs) and Community-Based Organizations (CBOs) on conflict resolution and peacebuilding, aiming to enhance their capacity and promote social cohesion.

**Climate resilience, food and livelihood security for agro-pastoralists in Somalia:** **(i)** Improved Seed Security through Replenishment Cuun and Dulcadale Community Seed Banks (CSBs) with over 650 kilograms of climate-resilient seeds, **(ii)** Enhanced Seed Storage and Quality Control Systems in Cuun and Dulcadale through the distribution of 130 hermetic storage bags and 130 glass seed bottles, **(iii)** Improved Farmer Capacity through Training of **300 farmers (145 women and 155 men)** on Good Agricultural Practices (GAP), Climate-Smart Agriculture (CSA), and Integrated Pest Management (IPM) in Cuun & Dulcadale, **(iv)**

Development of Irrigation Infrastructure at Dulcadale Community Seed Bank through the construction of a **60-cubic-meter water** storage tank and installed a pipeline system connecting the farm to a nearby shallow well, **(v)** Rehabilitation (3) and Solarization (3) of 6 Shallow Wells thus enhancing sustainable access to water for 240 farmers thus providing sustainable irrigation for agriculture and improving the resilience of the local water system, **(vi)** Strengthened CSB Operational Management and Equipment Provision through the training for 51 community members, including the CSB committee as well as fully equipping the CSB with a desktop computer, laser printer, **200** seed storage bottles, office furniture, filing cabinets, and notice boards, **(vii)** Construction of a **200m** Rubble Stone Barrier and **200** Gabion Baskets to protect agricultural land and vital water infrastructure from seasonal flash floods, **(viii)** Improved Seed Storage and Pest Control through the training of **50 farmers**, including **12 women**, on sustainable pest and disease control techniques, and **(ix)** Strengthened Seed Marketing and Farmer-CSB Linkages by raising awareness about the services offered by community seed banks at the Garowe seed fair exhibition organized by the project.

**Building Resilient Communities in Somalia – Phase III (BRCiS III):** **(i)** GESI training for 208 **CRC members (67F and 141M)**, **(ii)** **115 (26F & 90M)** supported to compile CAPs into area level action plans- AAPs, **(iii)** **139 (31F & 108M)** community members participate in area level Regenerative rangeland discussions, **(iv)** **38 (7F & 27M)** community member capacity improved through initial and annual refresher training on ecosystem restoration and integrated water resource management, **(v)** **59 community members (16F & 43 M)** participate in dispute resolution processes, **(vi)** **277 women** organized and trained on savings groups in need of support/ SHG groups, **(vii)** **200 destitute households (47F and 153 M)** benefit from emergency humanitarian support in the wake of sudden offset disasters, **(viii)** **228 community members (99F & 129M)** participate in Community led ecosystem restoration works through CFW/ Semi-circular bunds, **(ix)** **12,100 community members (5777F & 6323M)** benefit from Climate resilient water upgrading/ Rehabilitation, **(x)** **64 households (4F & 24M)** benefit from the Perma garden initiative, **(xi)** **801 community members (510F & 510M)** engaged in community engagement for health, dietary education and nutrition campaign; **(xii)** **45 community members (17F and 28M)** participate in EWEA committees training, and **(xiii)** **255 households (169F & 86M)** benefit from the Crisis Modifier response for drought affected communities.

**Towards Regenerative Resilience and Climate Adaptation for Displacement-Affected Communities in Somalia (TERRA):** **(i)** Mapping of Municipal Displacement Affected Committees (DACs) structure urban resilience stockholders, **(ii)** Training communities on ecosystem restoration - ecosystem and integrated water resource management, **(iii)** KAALO conducted and completed the training of RD and agroecological food production engaging **40 extension workers'** workers from various locations, **(iv)** Settlement-based Perma gardening training of 44 participants from Salama one and Salama two. **(v)** rehabilitation of multi-use community water resources in two locations in Afaridood and Balibusle in response to the gaps identified in the water resource needs assessment, **(vi)** establishment and training of **126 EWEA** subcommittees members, equipping them with the tools and knowledge to respond effectively to climatic shocks, and **(vii)** ARC-D baseline data collection conducted in IDP communities in Galkayo, specifically Salama One, Salama Two, and Tawakal.



# 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:

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**#6 Projects Implemented**  
under HRG Sector.



**Beneficiaries Total**  
No. **2,126 HHs.**



**Total Funding**  
**630,112 USD.**

- 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 6 HRG interventions targeting 2,126 HHs i.e. 12,756 direct beneficiaries at a total HRG portfolio budget of \$630,112 (VfM - 296.38 USD per beneficiary household).**



# 2024 HRG Project Portfolio

The **Promoting Human Rights in Somalia's Criminal Justice and Rehabilitation System** project, implemented in **Mogadishu, Kismayo and Baidoa** and funded by **EU**, has reached a total of **253HHs** with a funding portfolio of **117,163 USD**.

The **Protection of Women and Girls Through GBV Response** project, implemented in **Nugal (Kalabayr, Jilab 2, Garowe Town and Eyl)** and funded by **NCA**, has reached a total of **440HHs** with a funding portfolio of **83,200 USD**.

The **Accelerating towards Zero tolerance for Female Genital Mutilation and Early Child Forced Marriages** project, implemented in **Nugal** and funded by **NCA**, has reached a total of **517HHs** with a funding portfolio of **227,500 USD**.

The **Promoting Resilience and peaceful coexistence** project, implemented in **Garowe** and funded by **NCA**, has reached a total of **300HHs** with a funding portfolio of **73,600 USD**.

The **Strengthening monitoring and reporting mechanism** project, implemented in **Garowe (Nugaal) and Las'anod (Sool)** and funded by **DRC**, has reached a total of **110HHs** with a funding portfolio of **40,730 USD**.

The **Facilitating equitable access to legal protection and judiciary services for RAS in Puntland** project, implemented in **Garowe, Qardho, Bosaso and Galkayo** and funded by **UNHCR**, has reached a total of **506HHs** with a funding portfolio of **87,919 USD**.



## Key Sectoral Achievements

**Promoting Resilience and peaceful coexistence:** (i) Community Conversion Meetings was Conducted and total reached 300 Communities, (ii) Engaging young people in peer-to-peer dialogues on social cohesion and peace-building, (iii) Conducted the celebration of International Peace Day in the Project locations, (iv) Peace structures undertook peace dialogue and campaigns on advocate peace, (v) conflicts addressed by the peace structure in the Project locations, (vi) Trainings conducted to local peace structures on human rights, mechanism for conflict resolution in peace building, (vii) Advocacy Consultations sessions for peace structures with duty bearer on inclusion of Minority, Youth, Women, IDPs in peace building processes (viii) Conducted advocacy Training to CSO, local and state levels on inclusive Peace process policies, and (ix) Trained women, youth of marginalized groups on conflict prevention and transformation in the peacebuilding process.

**Strengthening monitoring and reporting mechanism:** (i) 55 CAAC cases documented for evidence-based advocacy, (ii) 8 children received medical and psychosocial support, (iii) 27 children associated with armed groups referred to reintegration centers (135% of target), (iv) 20 caregivers supported with services including NFIs and PSS, and (v) Increased local actor engagement in child protection monitoring.

**Facilitating equitable access to legal protection and judiciary services for RAS in Puntland: 308 males and 198 females.** Among these individuals, there were **189 refugees and 317 asylum seekers**. In terms of nationality, **433** were Ethiopians, **4** were Syrian refugees, **65** were Yemenis, **2** were Sudanese, and **2** were Eritrean. Services provided include: **193 individuals** were advocated for release from detention, **172** received legal representation at court, and **90** were provided with mediation services. In terms of geographic distribution, **389** people of concern were from Bossaso, **10** from Galkacyo, **13** from Gardo, and **94** from Garowe.

**Accelerating towards Zero tolerance for Female Genital Mutilation and Early Child Forced Marriages:** (i) Conducted training of **40 (28M & 12 B) men and boys** on male engagement approaches and supported their developed action plans in Garowe, (ii) Trained **40 (26 male and 14 female)** various community structures (**CECs, CWCs, CPCs, WASH, CHS**) to disseminate FGM and ECM messages and support their developed action plans in Eyl, (iii) Conducted Training of **40 (21 M & 19 F)** influential youth groups on **FGM/ECM, human rights, and advocacy skills**, and supported their developed action plans SIN-U-JIIF, (iv) Trained **30 (30 F) Female** circumcisers as agents and supported them developed action plans (**brought from Garowe town, Garowe IDP's, sin-u-jif, Qarxis, Dhiganle, and Eyl**), (v) Conducted Capacity build/ sensitize staff on harmful practices for **2 days**, (vi) Supported **40 (40M)** Traditional leaders to establish and implement action plans Against **FGM and CEFM for 3 days** in Dhiganle, (vii) Conducted Capacity Building of **42 (20M 22F)** Community conversation facilitators.

(CCF) from **6 Project Locations** of Garowe town, Garowe IDP's, Sin-u-jif, Qarxis, Eyl and Dhiganle totaling to **600 members** in Garowe (participants brought from Garowe IDP, Garowe town, sin-u-jif, Qarxis, Eyl and

Dhiganle) and Supported follow-up of women in community conversation groups to engage **100 grand-mothers in HH levels for 2 days, (viii)** Established or strengthened Referral pathways in project locations through dissemination of IEC Materials (including awareness in project locations) on available services, **(ix)** Supported 15 women and girls' survivors with **FGM/CEFM** complications to access medical, MHPSS, and livelihood support, **(x)** Conducted Capacity building of **30 health professionals (30F)** on MHPSS and linking it with FGM & EFM in Garowe.

**(xi)** Trained **40 (26 women and 11 girls)** on human rights, leadership, and life skills In Garowe, **(xii)** Trained Women groups on Entrepreneurship, business skills and management under Ea\$e mode **(4 groups each with 25 members)** remaining locations for **3 days** and Supported series discussions for **8 sessions for 3 days** finally Provided grants to newly established 4 groups, and **(xiii)** Participated in coordination meetings that included the FGM task forums, case management meetings, GBV, Protection, and CCCM Cluster meetings.

**Protection of Women and Girls Through GBV Response:** **(i)** Conducted Capacity building for **16 Males & 14 Female religious and traditional leaders** on HPs and other forms of GBV. (Including women religious leaders) in Eyl, **(ii)** Conducted Training and Theological reflections among **30 RL (21 M, 9 F)** on social norms change (GBV) conducted in Kalabayr, **(iii)** Monthly Community Conversation for various groups in **3 villages (300 members) for 3 months in 2 locations** (Men, Women, youth, community elders, religious leaders, teachers, students),

**(iv)** Disseminated GBV Messages through the media for 3 months, **(v)** Trained 20 Male/ youth on transformative male engagement approaches to act as change agents in Eyl, **(vi)** Trained and Supported 30 influential religious leaders and cultural leaders to advocate for the enactment and enforcement of laws **(including influential women leaders & RL)** conducted in Garowe, and **(vii)** Trained **30 (21W and 9G)** women and girls on leadership, Human rights, and life skills in communities and schools, and supported them in developing their action plans and implementing them.

**Promoting Human Rights in Somalia's Criminal Justice and Rehabilitation System:** **(i)** project inception phase was completed such as inception workshop, line ministry engagement baseline study and detainee human right Mapping among actors, **(ii)** Kickoff TVET programs initiated, **(iii)** Conducted coordination meeting with Other Partners such as UNODC, UNSOM and IOM, to avoid overlapping, **(iv)** Conducted post-conviction detention facility infrastructure mapping, and **(v)** Identified and selected Trainers for the rehabilitation skills training program at 4 select target prisons.



# Highlights of Programming Challenges

Some of the challenges that were experienced in the 2024 programming cycle include but are not limited to:

## Access and Security Constraints

**(i)** Heavy rains and flooding restricted access to project sites resulting in project implementation delays in some locations. **(ii)** Insecurity due to political instability and clan conflicts particularly in Hirshabelle and Mudug Regional states posed implementation challenges. **(iii)** Armed conflicts in Sool, Sanaag, and Puntland created displacement which exacerbates needs, distorts markets and increases the communities in needs and their priorities.

## Environmental and Climate-Related Challenges

**(i)** Recurrent drought in Puntland and Sool regions has led to increased demand for water infrastructure and livelihood support. **(ii)** Flooding in Beledweyne and North Galkacyo heightened the need for emergency WASH interventions but also caused sanitation issues and logistical difficulties. **(iii)** Scarcity of water in some areas raised concerns over sustainable supply, requiring infrastructure rehabilitation to mitigate risks.

## Economic and Procurement Delays

**(i)** Inflation and rising material costs increased project expenses thus impacting project implementation and reach. **(ii)** Limited funds hinder comprehensive case management services in safe spaces, including medical, legal, and transportation support. **(iii)** Delays in procurement due to market instability and transport disruptions affected the timely distribution of essential supplies.

## Community Needs and Engagement

**(i)** High expectations of the communities, more needs compared to what is available. **(ii)** High rate of unemployment in urban and rural areas. **(iii)** Increased demand for services, including additional latrines, berked rehabilitations, and sanitation tools, exceeded available resources. **(iv)** Limited knowledge of WASH practices in some communities hindered the adoption of improved hygiene behaviors. **(v)** Land ownership disputes complicated site selection for infrastructure projects, requiring extensive negotiations. **(vi)** Lack of unanimous support from various community structures for women's and girls' empowerment - Survivors of FGM are often stigmatized by society and this makes it hard for them to seek psychosocial support.

## Programming Approaches and Body of Practice

**(i)** Differences in programming approaches and practices leading to different messaging which complicates behavioral change-oriented projects eg Different messaging on FGM campaigns. **(ii)** Limited Knowledge regarding the relationship between FGM/EFM and psychological problems in the community. The health professionals felt they need more information to be able to distinguish physical symptoms of distress from psychological symptoms.

## Legislative and Policy Environment / Frameworks

**(i)** Lack of enabling legal frameworks and policy frameworks - Lack of appropriate legislation to criminalize FGM allows its continuation. **(ii)** Some existing legal and policy frameworks that are not effectively implemented e.g. sexual offences bill. **(iii)** Incoherent legislative and policy frameworks.



# An Overview of KAALO's Lessons Learnt

## Community Engagement is Key:

Active participation from both rural and urban communities was crucial for successful implementation. However, achieving balanced representation of vulnerable groups, including women and youth, required additional effort and targeted outreach. Community participation in the project activities at all stages makes the project successful and creates an atmosphere and sense of ownership and reduced expectations beyond the project outcomes. The use of already existing community structures and capacities facilitated smooth implementation of project work in the communities (e.g. the existing Village/Camp Relief Committees and the skilled laborers for undertaking various assignments).

The lesson we learned is that when the WASH committee, where the majority are women, leads, they have a more significant impact due to their awareness of hygiene and sanitation issues. They can effectively influence community behavior and easily reach children and vulnerable individuals in all households due to their dedication and commitment compared to men. Religious, and cultural leaders' male/youth are key when addressing gender norms and equality. A community-based approach is best when protecting women and girls from gender-based violence. Community conversation models are effective as it has contributed to an improved relationship between the different levels of the community. Religious leaders have significant influence within communities. Encouraging them to take a firm and unified stance against all forms of FGM can accelerate change and influence community attitudes.

## Localized Approaches Work Best:

Tailoring training and initiatives to the specific needs and capacities of the communities proved effective. For example, the Perma gardening training successfully addressed local food security challenges. Religious, and cultural leaders' male/youth are key when addressing gender norms and equality. A community-based approach is best when protecting women and girls from gender-based violence.

## Collaboration Yields Results:

Line ministries and municipal authorities, and other stakeholders enhanced the effectiveness of project activities. However, clear delineation of roles and responsibilities among partners is essential to avoid overlaps and inefficiencies. Collaboration and work with relevant Government institutions such as Belet-weyne district commissioner: these collaborations contributed to the timely delivery of the project intervention to the beneficiaries. Beletweyne local authority have facilitated the identification of the project sites and shallow wells which ensure right targeting approaches and reaching the most suitable vulnerable communities. Without collaborating with them, the process might have taken much and targeting the communities also might have been compromised or prejudiced.

## Monitoring and Community Feedback:

Monitoring and community feedback has enhanced accountability to the affected people due to the community feedback mechanisms in place. This has contributed to the project rapidly responding to clients' inquiries and complaints.

### **Adaptability is Essential**

Flexibility in addressing challenges, such as resource constraints, allowed the project to maintain progress despite unforeseen issues. Budget flexibility and contingency planning are essential to accommodate price fluctuations during emergencies. Develop a detailed logistics plan that includes pre-positioning strategies, alternative transportation options, and communication protocols for coordinating access during emergencies. Regularly update maps and assess potential access barriers.

### **Regulatory and Policy Environment**

A predictable, fair and legitimately recognized regulatory and policy environment is a key catalyst for successful project implementation and building trust among project stakeholders. There is a need for strict implementation and enforcement of the law so as to ensure that they are not just symbolic but actively contribute to addressing gender-based violence.

# MEAL and Communication

## Monitoring and evaluation and learning (MEAL)

In 2024, KAALO made significant strides in enhancing its Monitoring, Evaluation, Accountability, and Learning (MEAL) activities, with a focus on establishing robust systems, conducting comprehensive research, and reinforcing communication strategies.



**Strengthening Systems and Frameworks:** This year marked a pivotal advancement in our digital systems. We successfully launched a Community Response Mechanism using Kobo Toolbox, which enables us to collect and analyze community feedback effectively. Additionally, we established a SharePoint Document Management System, ensuring secure and organized access to vital documents. In terms of policy development, we finalized several key documents, including an updated MEAL Framework, MEAL Policy, CRM Policy, and standardized monitoring checklists for all projects. These frameworks ensure consistency and rigor in our monitoring and evaluation processes.



**Research and Assessments:** KAALO conducted extensive baseline studies across various projects, highlighting our commitment to data-driven decision-making. Notable studies included the BRCIS III HARBS in Galkayo, SOMJR in Baladweyne, and NCA WASH in Nugaal, among others. Additionally, we carried out post-distribution monitoring for several initiatives, such as the DRA project in Baladweyne and the GIZ Asset Transfer in Garowe, allowing us to assess the impact of our interventions. Continuous monitoring was a cornerstone of our approach, with oversight of multiple initiatives, including the Norad 2020-24 Joint NCA/SCN FGM-CEFEM Programme and the Emergency WASH Response for disaster-affected areas. This rigorous monitoring ensured that we remained responsive to the evolving needs of the communities we serve.



**Capacity Building Initiatives:** Our commitment to capacity building was evident through various training initiatives. We provided training to the field teams on CRM system, data visualization training for MEAL staff, and specialized photography training for our communication officers. These efforts not only enhance individual skills but also strengthen our organizational capacity to deliver impactful programs.



**Accountability and Feedback Mechanism:** In our quest for accountability, we processed a total of 597 feedback cases from beneficiaries. The feedback was categorized as follows: 30% positive feedback, 54% requests for assistance, and 16% minor dissatisfaction, with no major dissatisfaction reported. This feedback mechanism has been instrumental in improving our service delivery and ensuring that beneficiary voices are heard.

## Communication

KAALO's communication efforts in 2024 significantly enhanced **KAALO's visibility and engagement with stakeholders**. KAALO produced impactful documentaries for the **GFFO project**, showcasing stories from **Ga-rowe IDPs, Bosaso IDPs, and Gerihel Village**. These narratives not only highlight the challenges faced by communities but also celebrate the resilience and successes achieved through our interventions.

**KAALO's website underwent a successful overhaul**, improving accessibility and user experience. Additionally, KAALO's Communication Team in collaboration with the Programme Team developed **a knowledge books** for the **Climate Change Adaptation** project and produced various IEC materials for different initiatives. These communication strategies culminated in a comprehensive **Annual report for 2023** and an updated **organization profile**, reinforcing KAALO's commitment to transparency and engagement.

## Key Impacts

The collective efforts of **KAALO in 2024** led to enhanced evidence-based programming through rigorous baseline studies, improved accountability via our digital **CRM system**, and standardized data collection across projects. Our increased visibility through diverse communication initiatives has not only strengthened KAALO's brand but also documented best practices for future replication.

**As we move forward**, the achievements of 2024 lay a solid foundation for KAALO's continued growth and impact in the communities we serve, ensuring that we remain responsive, accountable, and dedicated to fostering resilience and positive change.

# Operational Achievements

According to KAALO's organizational structure, the Operations Directorate is composed of three key departments: (i) **Finance**, (ii) **Admin & Human Resources (HR)**, and (iii) **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

KAALO has a comprehensive Finance Policy in place, which governs the operations, responsibilities, and scope of work within the Finance Department. The department is structured with a Finance Manager at the helm, supported by Senior Finance Officers, Finance Officers, and Finance Assistants. The team managed an annual organizational budget of no less than **USD 5 million**, ensuring the effective use of resources in line with donor requirements and internal policies.

In **2024**, the Finance Department successfully supported the financial operations of KAALO's eight field offices—located in **Kismayo, Mogadishu, Baidoa, Beletweyne, Galkayo, Gardo, Bosaso, and Las'anod**—as well as the **Head Office in Garowe**, which serves as the central hub for most organizational activities.

A key achievement this year was the timely submission of all donors' financial reports, reflecting KAALO's commitment to transparency and accountability. The department also maintained robust budgetary controls through the use of systematic Budget Monitoring Tools, helping ensure that expenditure remained within approved allocations and aligned with project goals.

Furthermore, the Finance Department successfully facilitated seven grant audits, providing complete and accurate documentation to external auditors. In addition, the team worked closely with institutional auditors, who conducted a comprehensive review covering all KAALO projects and organizational units. This collaboration culminated in the issuance of an unqualified audit opinion, demonstrating strong financial stewardship and compliance with international standards.



## 02. Procurement Department

KAALO has an established Procurement Department, which is one of the key departments under the Operations Directorate. This department operates under a comprehensive Procurement Policy that outlines the procedures for all procurement-related activities, including procurement methods, financial thresholds, roles of procurement committees, and other essential operational guidelines.

The Procurement Department is led by a Procurement Manager, who serves as the primary focal point for all procurement functions. Supporting the manager is a team comprising a Senior Procurement Officer, Procurement Officer, and Procurement Assistants. This structured team ensures efficient and transparent procurement processes across the organization.

To date, the department has successfully managed procurements exceeding **USD 2 million**. These procurements primarily involved construction and rehabilitation projects, followed by the acquisition of goods and supplies. Throughout these processes, the team has ensured strict adherence to donor regulations and requirements, maintaining regular coordination with donor representatives to guarantee compliance.

**In addition to procurement responsibilities**, the department is also tasked with the management of KAALO's fixed assets and fleet operations. This includes maintaining accurate asset records and overseeing the use and maintenance of vehicles, ensuring proper tracking through logbooks and travel documentation.

Furthermore, the Procurement Department works in close collaboration with all programmatic departments as well as other operational units, including Finance and Human Resources, to support seamless organizational operations and effective service delivery.



### **03. Human Resources**

KAALO's Human Resources (HR) Department operates under a comprehensive HR Policy, Code of Conduct, and other internal guidelines that govern all aspects of staff management. These documents provide a clear framework for recruitment, onboarding, performance management, and staff welfare.

As of **2024**, KAALO employs 100 staff members across its programs and offices. Of these, **70** are permanent staff while **30** serve under temporary contracts. The current gender distribution is **65%** male and **35%** female.

KAALO has a **well-defined organizational structure**, as illustrated in the accompanying organogram, which clearly outlines the hierarchy and reporting lines across the organization. Each staff member is assigned a detailed job description that defines their roles, responsibilities, and scope of work.

The HR Department is responsible for managing comprehensive personnel files and addressing all HR-related matters, including recruitment, staff welfare, contract management, and compliance. The department actively monitors employee performance and overall well-being to ensure a healthy and productive work environment.

In the reporting period, the HR team successfully recruited over **13 new staff members**, ensuring that they were properly placed based on qualifications and organizational needs. In addition, the department conducts regular policy orientation sessions, provides timely updates on policy changes, and ensures that all new hires undergo a formal induction process to familiarize them with KAALO's policies, procedures, and code of conduct.



## Board of Directors

According to the organization's statutes, the highest governing body of KAALO is the **Board of Directors (BoD)**. The Board is composed of seven members—five males and two females—who play a critical role in setting the overall strategic direction of the organization. In line with their governance policy, **the BoD** convenes biannually to assess progress, provide oversight, and guide senior management on key organizational priorities.

**During their regular meetings**, the Board discusses important issues such as identifying new donor opportunities, strengthening institutional compliance, and ensuring adherence to organizational policies and best practices. The BoD is particularly committed to expanding KAALO's reach and services to all 18 regions of Somalia.

**In line with this vision**, KAALO successfully established two new regional offices in 2024 in **Kismayo and Baidoa**. The Board has instructed the management team to prioritize outreach to vulnerable and underserved communities across all regions of the country, reinforcing **KAALO's mission** of inclusive and equitable development.



## Senior Management & Staffing

According to KAALO's organizational structure, **the Senior Management Team (SMT)** consists of the **Executive Director, Program Director, and Operations Director**. The SMT plays a pivotal leadership role in guiding the organization, ensuring that all operations align with KAALO's **policies, strategic objectives, and long-term vision**.

The **SMT** is also instrumental in engaging with key stakeholders, including **government entities, donors, implementing partners, and local communities**. Their proactive involvement strengthens KAALO's visibility, accountability, and credibility across all levels.

**In 2024**, the SMT successfully oversaw a project portfolio valued at over **USD 5 million**, spanning more than **21 projects** implemented across **nine regions of Somalia**. Throughout this period, the team ensured full compliance with donor regulations and contractual obligations, while also promoting high standards of program quality and operational excellence.

**In addition** to their oversight responsibilities, the SMT provides **ongoing coaching, mentoring, and technical support to staff**, fostering a culture of continuous learning and professional development across the organization. **The SMT holds regular meetings monthly** to deliberate on strategic, programmatic, and operational issues that require high-level attention and timely decision-making.



Statement of Financial Position 31 December 2024

## Summary Audited Financial Statements

		2024	2023
	Note	USD	Restated USD
<b>Non-Current Assets</b>			
Property and Equipment	5	486,528	482,177
<b>Total Non-Current Assets</b>		<b>486,528</b>	<b>482,177</b>
<b>Current Assets</b>			
Cash and Bank Balances	10	702,707	483,061
Accounts Receivable (Net)	11	8,121,296	9,355,598
Staff Advances		160	0
<b>Total Current Assets</b>		<b>8,824,163</b>	<b>9,838,659</b>
<b>Current Liabilities</b>			
Accounts Payable	12	262,969	865,486
<b>Total Current Liabilities</b>		<b>262,969</b>	<b>865,486</b>
<b>Net Current Assets</b>		<b>8,561,194</b>	<b>8,973,173</b>
<b>Net Assets</b>		<b>9,047,722</b>	<b>9,455,350</b>
<b>Represented By:</b>			
Programmes Fund		9,047,722	9,455,350
<b>Fund Balance (Page 8)</b>		<b>9,047,722</b>	<b>9,455,350</b>

These financial statements were approved by the Directors on 02nd August 2025 and signed by:-

**Luul Mohamed Warsame**  
(Chairperson)

**Mohamud Hamid Mohamed**  
(Executive Director)



Independent auditor's report - page 4 and 5  
The notes on pages 10 to 17 form part of these financial statements

7

# 2024 in Photos







# Donor and Partners

In 2024 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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Department of **MEAL ~ Communications**

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