



**KAALO**  
Aid and Development Org

# KAALO STRATEGIC PLAN (2026–2029)

Building **Resilience Communities**  
and Sustainable Future through



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**Address:** Abdiyare Street, Opposite  
Spaghetti House, HLG-ZA-353, Garowe  
Puntland – Somalia

**Contact:** info@kaalo.org | program@kaalo.org

**Website:** kaalo.org

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on: <https://kaalo.org/>



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

~ KAALO Vision Statement

# Table of Content

Foreword.....	4
Executive Note.....	5
Executive Summary.....	6
Programme Impact Focus.....	6
Localization and civic engagement.....	7
Financing, diversification and donor engagement.....	7
Introduction.....	9
Purpose of the Strategic Plan.....	9
Planning Process & Stakeholder Consultation.....	9
Strategic Planning Timeline (2026–2029).....	10
Organizational Profile .....	11
History and Mandate.....	11
Geographic Coverage.....	11
Key Achievements.....	12
Organizational Structure.....	12
KAALO Organogram.....	13
Context & Situation Analysis.....	14
5.1 Humanitarian & Development Context in Somalia.....	14
5.2 Climate and Environmental Challenges.....	15
5.3 Governance and Civic Space.....	15
5.4 SWOT Analysis.....	16
5.5 Opportunities and Strategic Positioning.....	19
Organizational Statements.....	21
Theory of Change.....	22
7.1 Foundational Considerations: .....	22
7.2 Programmes Pillar: .....	22
7.3 Operations Pillar:.....	22
7.4 Civic Engagement Pillar:.....	23
7.5 Strategy Enablers:.....	23
7.6 Mainstreaming:.....	24
Strategic Goals and Priority Areas (2026-2029).....	25
Emergency and Lifesaving Response.....	25
Livelihoods and Climate Resilience.....	27
Inclusive Governance and Peacebuilding.....	29
Gender Equality, Human Rights and.....	31
Protection (GEHRP).....	31
Cross-cutting Priorities.....	33
9.1 Gender Equality and Social Inclusion.....	33
9.2 Youth Empowerment.....	34
9.4 Accountability and Safeguarding.....	34
9.5 Conflict Sensitivity.....	35
Results Framework .....	37
10.1 Strategic Results Matrix.....	37
10.2 Key Performance Indicators.....	38
Implementation and Governance Framework.....	39
Resource Mobilisation and Sustainability.....	39
Risk Management.....	39
Annex 1. Detailed Results Framework.....	41

# Foreword

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**KAALO's 2026–2029 Strategic Plan marks a significant step forward in our journey as a leading Somali humanitarian and development organization. Building on over three decades of experience, this strategy positions KAALO as a nexus actor—linking immediate humanitarian response with long-term resilience, inclusive governance, and sustainable livelihoods.**

**Our focus is clear: to deliver integrated, locally led solutions that address the root causes of vulnerability while responding to urgent needs. Through strengthened partnerships with Somali civil society, innovative financing approaches, and a strong commitment to localization, KAALO aims to expand its impact and contribute meaningfully to Somalia's development and resilience agenda.**

**This strategy is both ambitious and practical, grounded in community realities, and aligned with national and global priorities. It reflects our belief that sustainable change is possible when communities are empowered, systems are strengthened, and partnerships are genuine.**

**We invite all stakeholders to join us in this shared vision for a more resilient and inclusive Somalia.**



## Executive Note

 **Mohamud Hamid Mohamed** > Executive Director

As KAALO enters a new strategic phase for 2026–2029, we reaffirm our enduring commitment to serve communities across Somalia who continue to face complex and overlapping humanitarian and development challenges. **Since our establishment in 1991**, KAALO has remained rooted in the belief that sustainable change is driven by local leadership, community ownership, and inclusive partnerships.

This Strategic Plan reflects our evolution into a nexus-driven organization—one that bridges life-saving humanitarian assistance with long-term resilience, inclusive governance, and sustainable development. Our approach recognizes that emergency response alone is not sufficient; it must be integrated with efforts that strengthen livelihoods, promote gender equality, and build accountable institutions. Over the coming years, KAALO will focus its impact through four interconnected programme pillars: **(i) Emergency and Lifesaving Response; (ii) Livelihoods and Climate Resilience; (iii) Inclusive Governance and Peacebuilding; and (iv) Gender Equality, Human Rights, and Protection.** These pillars are designed to respond holistically to the needs of internally displaced persons, pastoralists, returnees, refugees, and vulnerable urban populations. Localization remains at the heart of our strategy. We are committed to strengthening Somali civil society by acting as a hub for collaboration, co-designing, co-implementing, and co-monitoring programmes with community-based organizations, women’s groups, and youth networks. Through this, we aim to ensure that solutions are not only effective but also owned and sustained by the communities themselves.

In the context of shrinking and increasingly competitive funding, **KAALO is also prioritizing financial sustainability and innovation.** We will expand strategic partnerships, strengthen our role in consortia, and explore new financing models, including social enterprise and climate financing mechanisms, to ensure continuity and scale of impact. As we implement this strategy, we remain guided by our core values: accountability, inclusion, integrity, and resilience. We are committed to upholding the highest standards in safeguarding, transparency, and programme quality, while continuously learning and adapting to better serve those most in need.

We extend our sincere gratitude to our **partners, donors, communities, and staff** whose dedication makes this work possible. Together, we will continue to advance a more resilient, equitable, and self-reliant Somalia.

# Executive Summary

KAALO is a Somali humanitarian and development organization **founded in 1991** and headquartered in Garowe, with over **400 projects** delivered across wider Somalia in **WASH, health and nutrition, education, food assistance, livelihoods, protection, human rights, and inclusive governance**. The 2026–2029 Strategic Plan positions KAALO as a localization-driven “nexus”, an actor that connects lifesaving assistance with climate-resilient livelihoods, gender equality, and accountable governance in high-need, crisis-affected areas.

## Programme Impact Focus

Over the 2026–2029 strategic period, KAALO will focus its efforts on delivering sustainable and impactful humanitarian and development interventions through four integrated programme pillars designed to address the evolving needs of vulnerable communities and strengthen long-term resilience.



**Emergency and Lifesaving Response:** Ensure crisis-affected IDPs, pastoralists, refugees, returnees, and urban poor have timely and sustained access to safe WASH, food and nutrition assistance, and cash, and continuity of learning, while reinforcing local systems that can sustain services.



**Livelihoods and Climate Resilience:** Enhance resilience and self-reliance of Agro-pastoral, pastoral, peri-urban, and coastal communities through climate-smart agriculture and livestock, water for resilience, community natural-resource management, youth and women employment and enterprise, and financial inclusion and market-systems development.



**Inclusive Governance and Peacebuilding:** Strengthen inclusive, accountable and participatory local governance and community-based peace mechanisms so that youth, women and marginalized groups can influence decisions and access more responsive services.



**Gender Equality, Human Rights and Protection (GEHRP):** Reduce GBV and other rights violations, promote universal human rights, expand access to quality protection services, psychosocial and legal services, and promote social norms and leadership that uphold rights and inclusion.

KAALO will apply area-based, multi-sector approaches in priority districts with high multidimensional poverty, severe humanitarian needs and large displaced populations, underpinned by a strengthened MEAL and knowledge-management system tracking outcome-level changes in resilience, basic-service access, protection, gender equality and governance.

## Localization and civic engagement

Localization remains a core pillar of KAALO's strategic approach, not only as a cross-cutting principle but also as a commitment to empowering local communities and institutions. KAALO's approach includes:

- ❑ **Operating as a “hub” organization** that co-designs, co-implements, complements, and co-monitors with CBOs, women's groups, and youth networks, particularly in hard-to-reach and high-risk locations.
- ❑ **Expanding structured sub-granting and partnership frameworks**, combining due diligence, financial and safeguarding oversight with tailored capacity-strengthening in governance, financial management and MEAL.
- ❑ **Leveraging membership in** national CSOs umbrellas and consortia (Nexus, BRCiS, START, GNDRA) to bring grassroots priorities into national strategies and donor dialogues, and to advocate for more direct, predictable funding to Somali actors.
- ❑ **Using civic education**, social-accountability tools and participatory planning to protect and expand safe civic space, and to support communities especially youth and women—to hold authorities and service providers accountable.

Cross-cutting commitments on climate and environmental sustainability, gender equality and social inclusion, conflict sensitivity, accountability and safeguarding (**including PSEA and child protection**) are embedded in all programmes and partnership models, providing donors with a robust localization partner that meets high standards of responsibility and risk management.

## Financing, diversification and donor engagement

Recognizing the tight and volatile aid budgets and high compliance demands, KAALO places resource mobilization and financial diversification at the center of its Organizational Effectiveness agenda. Core priorities are:

- ❑ **Expanding multi year**, institutional funding from key bilateral (**EU, Danida, SIDA, BMZ, FCDO**) with programmes explicitly framed as delivery vehicles for Somalia's National Transformation Plan and donor country strategies on localization, resilience, governance and basic services.
- ❑ **Using consortia more strategically**, guided by a simple **“go/no-go” framework**, and increasingly taking co-lead or technical-lead roles that reflect KAALO's comparative advantage in local access, nexus programming, climate-resilient livelihoods, governance and protection, with adequate cost recovery and meaningful participation in design and decision-making.

- **Developing a Social Enterprise Strategy** in areas such as climate-smart agriculture, skills and enterprise development, WASH and renewable energy, with surpluses ring-fenced to support core functions and strategic initiatives.
- **Exploring innovative financing**, including climate-adaptation and resilience windows, public-private partnerships, and diaspora or remittance-linked mechanisms, and strengthening KAALO's role as a compliant intermediary channeling resources to Somali CSOs and CBOs while generating modest management income.

A proactive **donor-engagement strategy** will underpin these efforts, combining annual donor mapping and engagement plans, tailored sector briefs and capability statements per pillar, evidence-based case studies and learning products, and strengthened communications and visibility aimed at humanitarian and development donors, governments, consortia and private-sector partners. Through this integrated programme, localisation and financing strategy, KAALO seeks to deliver deeper and more sustainable impact for crisis-affected and marginalized communities in Somalia over 2026–2029, while contributing to the country's wider resilience, governance and localization agenda.

# Introduction

## Purpose of the Strategic Plan

Since its establishment in 1991, KAALO has evolved from a primarily emergency-focused organization into a leading national actor delivering integrated humanitarian and development programming across wider Somalia. Over successive strategies, KAALO has progressively sharpened its thematic focus around emergency and humanitarian response, sustainable livelihoods, and human rights and governance, while expanding its geographic footprint and partnership base. Building on lessons from the implementation of KAALO's 2022 – 2025 Strategic Plan, KAALO now requires a renewed medium-term strategy that responds to the changing humanitarian, development and governance context in Somalia, including recurrent climate shocks, protracted displacement, fragility, and evolving donor and government expectations.

The purpose of **KAALO's Strategic Plan 2026–2029** is to translate KAALO's vision and mission into a clear set of strategic priorities for the next four years. Specifically, the plan seeks to: **(i)** consolidate and scale KAALO's core programmatic pillars; **(ii)** strengthen operational systems; and **(iii)** align and integrate its civic engagement efforts into its programming and operations. The 2026 – 2029 Strategic Plan will serve as a guiding framework for decision-making, resource allocation, program design and partnership development. This will ensure that KAALO's work remains evidence-based, community-driven, and closely aligned with national and sub-national development plans over the 2026–2029 period. Ultimately, the Strategic Plan is intended to enhance accountability to crisis-affected and vulnerable communities, government counterparts, and development partners by providing clear strategic directions, results frameworks, and mechanisms for tracking performance and learning.

## Planning Process & Stakeholder Consultation

The strategic planning process was largely an internally led process with participation of key staff including the senior management team, program coordinators, Department managers, project managers and their project and implementing officers. The process was multi-level with the first level of engagement being with the Senior Management Team (SMT), this was followed by an internal reflection that brought together the SMT and the Senior Programme Team (SPT) and finally the Programme Managers engaging with their programme teams. Throughout these engagements, in-depth reflections of KAALO's programming and operations were undertaken with the aim of teasing out key organizational strengths, weaknesses, opportunities and risks (SWOR). To further enhance the depth of KAALO's Strategic Plan (SP) for the Period 2026 – 2029, an exhaustive external environmental scan was undertaken to ground the new SP in contextual realities. This was especially critical given that KAALO is today operating in an environment characterized by a contraction in donor funding and hence a critical change in global and local donor and funding priorities.

At the same time, Somalia continues to be heavily impacted by successive climate induced humanitarian emergencies even as the country continues its move towards economic social and political post conflict stabilization, and transition.

A review of relevant documents and literature was undertaken to inform the process and content of the new strategic plan. The documents reviewed include the Sustainable Development Goals, Somalia Country Strategy 2025 – 2029, Somalia National Transformation Plan 2025 – 2029, SDGs, EU Somalia Country Strategy 2025 – 2029, UN Strategic Framework 2021–2029, Danida 2024–2028, SIDA Strategy for 2025–2029 and BMZ Strategic Focus for 2025–2029. Several internal documents were also reviewed; these include 2022, 2023 and 2024 Annual Reports, as well as KAALO's 2014-2018 and 2022 – 2025 Strategic plans.

## **Strategic Planning Timeline (2026–2029)**

KAALO's Strategic Planning process began with internal consultations in January 2025 with continuous internal dialogue among the key managers within the organization. Around June 2025, KAALO undertook a deeper analysis of key programming issues taking into consideration the local, regional, and international contexts. This enabled KAALO and its managers to have a general sense of potential strategies for the period 2026 – 2029. Around Sep 2025, KAALO engaged the services of an international consultant towards the development and compiling KAALO's New Strategic Plan 2026 – 2029. Using the data and information from KAALO's continues discussions among managers on organizational strategy, the Consultant developed a draft Strategic Plan for review by the Senior Management Team and shared this by Nov 2025. Final Review of the Draft Strategic Plan was undertaken by both the KAALO Team and the Consultant culminating in the generation of the "KAALO'S 2026 – 2029 Strategic Plan".

# Organizational Profile

## History and Mandate

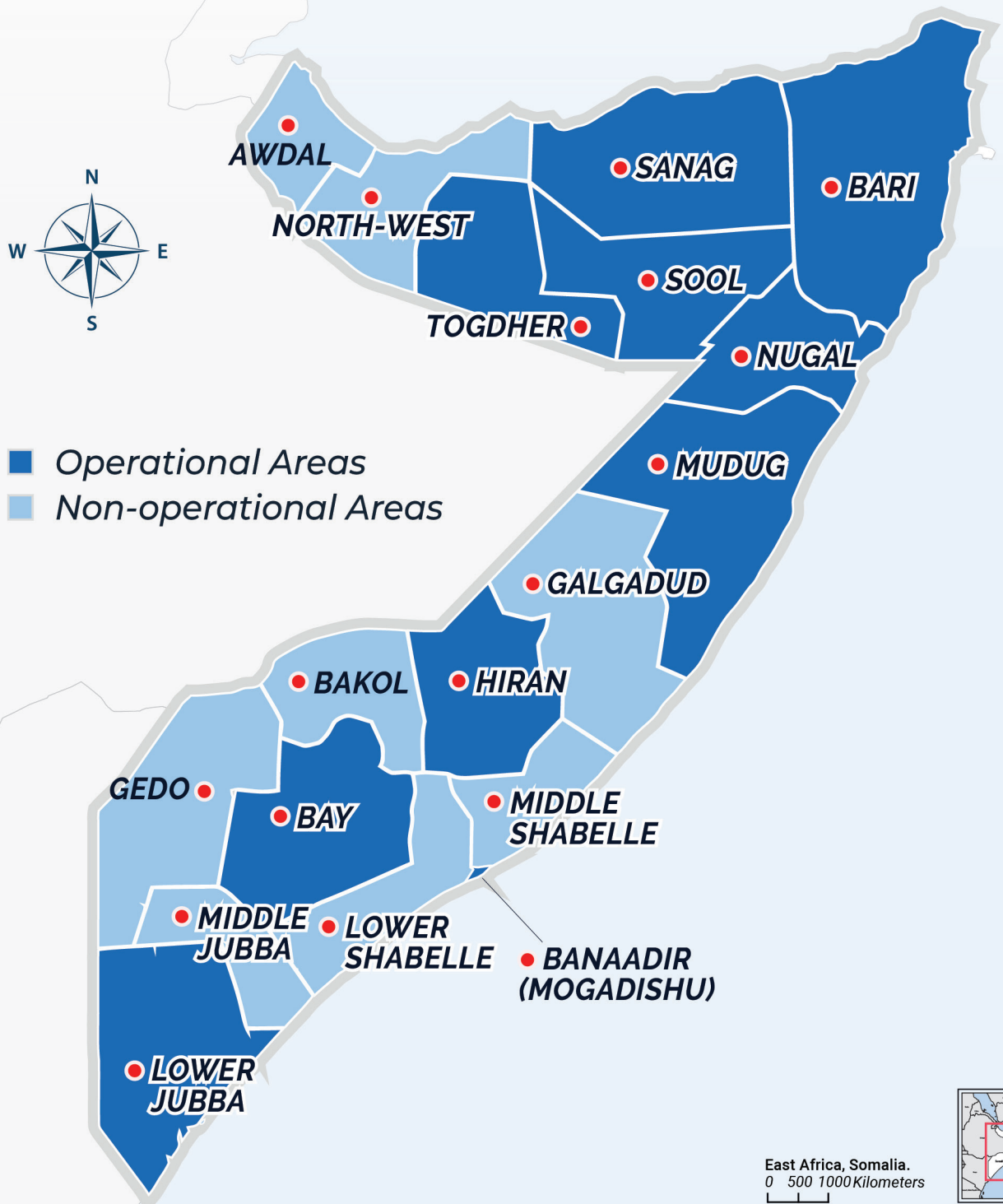
KAALO Aid and Development (KAALO) is a non-profit, humanitarian, and development organization with its headquarters located in Garowe, Somalia. KAALO was established in October 1991 just after the collapse of the Somali central government by a volunteer group of intellectuals; their intention was to provide lifesaving and recovery interventions to vulnerable groups displaced from their homes by the civil war that erupted with the fall of Formal Government in 1990. After many years of delivering aid to the needy people, as the country restored, the governance structures, KAALO started working on development and rehabilitation programming.

The organization has been in existence for over **35 years** with a successful record in implementing **more than 400 programs** and projects in both the emergency and the development sectors in 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, financial inclusion; Environmental Management, and Climate Change Adaptation and Mitigation and vocational skills. As the country accelerates its efforts towards nation building, KAALO has increased its programming initiatives focusing on **Human Rights, Democracy, and Governance** with a focus on access to justice, women empowerment and protection of vulnerable communities and individuals, especially IDPs, refugees, returnees, and asylum seekers.

## Geographic Coverage

KAALO's 2026–2029 Strategic Plan situates its core work in wider Somalia, while articulating an aspirational geographical horizon that looks across the broader Horn of Africa. Building on more than three decades of programming experience, contextual knowledge and partnerships in Somalia, KAALO recognizes that many of the climate, displacement, livelihood and governance challenges facing Somali communities are regional in nature—spanning borders with Ethiopia, Kenya and other countries in the Horn through shared ecosystems, pastoralist mobility, trade and conflict dynamics. Against this backdrop, KAALO's strengthened positioning as a localization partner, its thematic focus on climate-resilient livelihoods, emergency response, governance, and rights, and its engagement with regional and international consortia provide a platform for gradual, demand-driven expansion of collaboration beyond Somalia over the strategy period. While operational programming will remain concentrated in Puntland, and KAALO successfully expands its programming to federal member states such as Jubbaland, South West, Hirshabelle, Galmudug, and Banadir region, KAALO aspires to contribute to Horn of Africa-wide learning, advocacy, and potentially cross-border initiatives particularly on climate resilience, displacement, pastoralist livelihoods, and inclusive governance through regional partnerships, research, and consortia. This aspirational regional outlook allows KAALO to align itself with emerging Horn of Africa frameworks and funding windows, without diluting its primary commitment to Somali communities as its core constituency.

# KAALO's Extensive Geographical Coverage Across Somalia



## Key Achievements

The big number of projects partly reflects not only the competence of KAALO to fundraise but also to manage projects well. The organization has nurtured good working relationships and collaboration with a range of stakeholders including the Federal government of Somalia, federal members States of Somalia and its government agencies, the local communities, Local Non-State Actors, International NGOs, and Development Agencies.

The development partners/agencies that KAALO has worked with in the past include: **EU, FCDO, OXFAM, Diakonia, Norwegian Church Aid, UN-Habitat, UNDP Somalia, UNHCR, UNESCO, ILO, IOM, FAO, NED, DF, IRC, UNICEF, DPA Oxfam, CARE, SIDA, SSF, VNG and the Ministry of Foreign Affairs of the Netherlands.** Having worked with these partners, KAALO has been able to develop good program and financial management practices and systems that have enabled it to continue attracting funding. KAALO has established administration processes and Computerized and digitized systems in place including the Microsoft Dynamics 365, which is Enterprise Resource planning system (ERP), manages KAALO's core operation functions such as financial management system, procurement and asset management, and human resources management. The organization regularly conducts annual institutional Audit as well as project audits as required under sound financial management principles and standards. The organization has key policies and manuals which guide and regulate operations, and decision-making includes **Financial manual, procurement manual, Human Resource policy and Fraud and anti-corruption manual and other key Standard Operating Procedures (SoPs).**

KAALO has in place very qualified staff to lead implementation and program development in the key thematic areas. The staff have the required experience and have successfully implemented several projects. The capacity of Staff in M&E is also another area that KAALO has profiled and strengthened.

## Organizational Structure

KAALO's Board of Directors (BoD) is the ultimate strategic decision-making structure in the organization; it is in charge of providing overall strategic guidance for the organization and meets on a quarterly basis. The BoD also serves to provide organizational and management oversight over the management team. The Executive Director reports directly to the Chairperson of the BoD and is responsible for the day-to-day management and leadership of the organization. Acting on behalf of the BoD, the Executive Director ensures the implementation of its decisions and strategic directives. The organization has a strong management team that provides the technical expertise and skills required for smooth program implementation and organizational management. The Executive Director leads the Management and Operational functions in the organizations; to do this, he is assisted by the Program Director and Operations Director thus forming the Senior Management Team of the organization. KAALO's formal programming structure facilitates the implementation of different programs and projects headed by the Programs Director who supervises the different technical managers responsible for the different projects. This structure has positions that are aligned with the current strategic themes of KAALO and directly speaks to the organizations Programming Pillar.

**On the other hand,** the Operations Director oversees and supervises the programme support / operations team; this ensures the smooth running and implementation of KAALO's projects. KAALO's Operations Support functions are categorized under Finance, Human Resource, Procurement, IT and Logistics.

## KAALO Organogram

here is organizational Structure



# Context & Situation Analysis

## 5.1 Humanitarian & Development Context in Somalia

Somalia continues to face a protracted and severe humanitarian crisis, shaped by the combined effects of prolonged drought, conflict, recurrent disease outbreaks and high levels of poverty. In 2026, an estimated 4.8 million people require humanitarian assistance, a figure slightly lower than 2025 but mainly due to stricter definitions of need rather than any real improvement in living conditions. The 2026 Humanitarian Needs and Response Plan (HNRP) projects that humanitarian partners will reach roughly half of those in need, prioritising people facing the most acute threats to life and dignity in the hardest-hit districts.

Prolonged drought remains a key driver of humanitarian needs. Consecutive below-average rainy seasons, especially in northern regions, have eroded livelihoods, reduced water availability and contributed to widespread food insecurity. National and international analyses indicate that millions are experiencing crisis or worse levels of food insecurity, with substantial numbers projected in Emergency (IPC Phase 4) in 2025–2026, particularly if humanitarian assistance is scaled down. Conflict and insecurity—including activities by non-state armed groups, inter-clan violence and military operations—continue to disrupt markets, services and humanitarian access, leading to repeated displacement and protection risks for civilians. Access constraints, including incidents affecting aid workers and restrictions in parts of central and southern Somalia, complicate the delivery of life-saving assistance.

Somalia also faces deep, multidimensional development challenges. Recent poverty analyses and the country's first national Multidimensional Poverty Index (MPI) show that around 67 per cent of Somalis are multidimensionally poor, with especially high deprivation among rural and nomadic populations. On average, poor households face overlapping deprivations across education, health, living standards, basic services and inclusion, and more than half of the population lives below the monetary poverty line. Rapid, often unplanned urbanisation, driven in part by displacement and migration, has increased the number of people living in informal settlements with limited access to adequate housing, water and sanitation, and formal employment opportunities. Basic infrastructure and social services remain weak, especially outside major urban centres, and are regularly disrupted by climate shocks and insecurity.

At the policy level, Somalia has made gradual progress on state-building, macro-economic reforms and national planning, including the National Transformation Plan and related frameworks that seek to align humanitarian, development and peacebuilding efforts. The introduction of the MPI is intended to support evidence-based decision-making by highlighting where deprivations are most severe and by helping to target resources to the most vulnerable groups. The 2026 HNRP and related strategies emphasise more efficient, prioritised and area-based responses, stronger integration of climate adaptation and disaster risk reduction, and a greater role for Somali institutions and civil society in leading and coordinating responses. Taken together, these trends underscore the need for responses that combine life-saving humanitarian assistance with longer-term investments in resilience, basic services and inclusive development.

## 5.2 Climate and Environmental Challenges

Somalia faces severe, interlinked climate and environmental pressures that significantly shape humanitarian and development needs. Somalia's predominantly arid climate is experiencing rising temperatures, more frequent heatwaves and increasingly unpredictable rainfall, with projections of temperature increases of around 1.5–2.3°C by mid-century. Changes in the Gu and Deyr rainy seasons have led to delayed, reduced or erratic rains, causing repeated droughts punctuated by sudden floods that damage crops, contaminate water sources and displace communities. The 2020–2023 drought, followed by severe flooding, highlighted how climate shocks can rapidly erode livelihoods for pastoralists and farmers who depend on rain-fed systems, deepening food insecurity and driving large-scale rural–urban migration.

Climate stresses interact with long-standing environmental degradation, including widespread land degradation, deforestation and loss of biodiversity. Unsustainable land use practices—overgrazing, charcoal production, expansion of cultivation into rangelands and weak environmental governance—have accelerated soil erosion, reduced vegetation cover and undermined the land's capacity to support livestock and crops. Between 2001 and 2021, Somalia lost an estimated 429,000 hectares of tree cover, contributing to reduced carbon sinks, more severe dust storms and lower resilience of rural livelihoods. Coastal areas face additional risks from sea-level rise, saltwater intrusion and storm surges, threatening fishing communities and critical ecosystems.

Climate and environmental pressures interact with conflict and weak governance in ways that can fuel tensions and insecurity. Drought-related resource scarcity has contributed to local disputes over water and pasture, while armed groups have used control over water points and rangelands as a tool of coercion and revenue generation. As rural livelihoods collapse under repeated shocks, many households move to towns and informal settlements, where competition over limited services and jobs can further strain social cohesion. These dynamics make climate change not only an environmental and livelihood issue, but also a driver and amplifier of humanitarian crises and instability.

## 5.3 Governance and Civic Space

Somalia's governance landscape is characterized by gradual state-building progress alongside persistent fragility, institutional weakness and a constrained civic space that shapes how NGOs and civil society operate. Somalia continues its long transition from conflict and state collapse towards a more functional federal system, with a Federal Government and Federal Member States sharing responsibilities in a still-evolving but highly sensitive political settlement. International partners have invested heavily in core state functions—public financial management, revenue mobilisation and civil service reform—to strengthen transparency, accountability and basic service delivery.

Municipal elections in Mogadishu in December 2025 were welcomed as a tentative step towards more direct representation, although nationwide electoral reforms remain incomplete and contested. Institutional capacity at national and sub-national levels remains uneven, with overlapping mandates, limited resources and politicised appointments undermining coherent policy implementation and long-term planning.

The human rights situation remains of concern, with civilians bearing the brunt of ongoing conflict, counterterrorism operations and forced evictions, particularly in urban areas. Multiple assessments describe a shrinking civic space, marked by harassment, arbitrary arrest and detention of journalists, human rights defenders and activists, as well as restrictions on peaceful assembly and association. Human Rights monitors classify Somalia's civic space as "repressed", citing persistent violations of media freedom, surveillance and intimidation that contribute to self-censorship and limit critical debate. Legal and regulatory frameworks for civil society organisations (CSOs) remain fragmented and inconsistently applied, with an outdated civil code and a long-pending NGO law creating uncertainty around registration, reporting and government oversight. Despite these challenges, Somali civil society, women's groups, youth networks and professional associations continue to play important roles in peacebuilding, service delivery, constitutional dialogue and human rights advocacy, often under difficult and sometimes dangerous conditions.

Rapid growth in social media use has opened new spaces for expression, mobilisation and accountability, but also exposed citizens to misinformation, hate speech and digital security risks in a context of weak regulation and limited digital literacy. Recent civil society initiatives have called for human-rights-based frameworks to govern online spaces, including better data protection, clearer institutional responsibilities and stronger safeguards for digital civic space. These debates are increasingly central as political actors and security institutions seek to regulate online content, raising concerns about potential overreach and the chilling of legitimate dissent. For NGOs and CSOs, this governance and civic space context presents both opportunities and risks. On the one hand, ongoing state-building reforms and donor support for governance create entry points to influence policy, strengthen accountability and align programmes with national priorities. On the other hand, repressive civic space trends, legal uncertainty and security threats require robust risk management, strong safeguarding and security protocols, and strategic alliances to protect staff, partners and communities engaged in advocacy or rights-based work. Effective engagement increasingly depends on conflict-sensitive programming, careful stakeholder analysis, and sustained dialogue with both state and non-state actors to defend civic space while supporting accountable, inclusive governance.

## 5.4 SWOT Analysis

KAALO has been in existence since 1991 and over the years, the organization has evolved into a major player as an indigenous organization playing a key role in the transformation of lives in Puntland. KAALO's Headquarters are in Garowe, Puntland and serves as the organization's coordination hub. The organization is currently headed by the Executive Director who provides leadership and oversight function to the team of specialists for and on behalf of the BoD. The organization has a strong management team that provides the much-needed technical guidance and support required to ensure 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. This structure has positions that are aligned to the current strategic themes of KAALO.

### 5.4.1 Strengths

- Long track record and reputation:** Since its establishment in 1991, KAALO has racked up over 30 years project implementation experience through continuous work in Puntland and wider Somalia, giving KAALO strong community trust and institutional memory. Further, over this period, KAALO has built partnerships with both local peers and international organizations resulting in value-based partnerships that enhance KAALO's delivery of humanitarian and development aid to vulnerable Somali communities. Furthermore, through its long-term track record and reputation, KAALO has emerged as a key government partner through its project delivery modality thus giving it broad government support in its programming initiatives.
- Diversified programming:** Experience across humanitarian response, WASH, livelihoods, agriculture, governance, peacebuilding, and protection enables integrated, multi-sector interventions and nexus-type projects. This enhances KAALO's ability to respond to multiple contexts and challenges working collaboratively with communities, local, state and federal governments and external partners.
- Consortium and partnership profile:** Active membership in Nexus, BRCiS, START and other consortia, plus collaborations with UN agencies and INGOs as well as membership in local CSO umbrellas such as PUNSAA, JUNAA, SONSAA, SOSENSA positions KAALO as a credible localisation and implementing partner. Through its consortium membership and partnerships, KAALO has been able to keep abreast of humanitarian and development priorities and is emerging as a credible local actor and partner for partnerships with local and international humanitarian and development actors.
- Community-rooted approach:** Strong engagement with elders, women's and youth groups, and CBOs gives KAALO deep contextual understanding and access to hard-to-reach communities. At the same time, its community approach has enabled KAALO to achieve community ownership for its project interventions as a result to the partnership approach to working with communities.
- Strong Internal Capacity and Systems:** Based on continuous learning from its long-term programming and operational experience, KAALO has consistently made deliberate investments into improved internal systems and controls, a good financial system, digitalized operations, diverse and professional staff, and wide geographic presence. These have been important factors in enhancing donor and partner confidence and trust in KAALO's operational and delivery models while further ensuring accountability and transparency to its stakeholders.

### 5.4.2 Opportunities

- Direct Engagement with Donors and Diversified Funding:** There is emphasis on direct engagement with funding agencies, leveraging diversified partners (government, consortia, private sector), and alignment with national strategic plans. To leverage this, KAALO needs to undertake better packaging of its visibility and packaging of policy material for its

external stakeholders with a particular focus on the government, donors, consortiums and the private sector. Further, there exist opportunities for KAALO to leverage, structure and integrate public private partnership approaches into its programming thus injecting private sector funding and collaboration into humanitarian aid and development initiatives.

- **Aid Localization:** Globally, there is a marked interest and shift in donor aid towards localization, multi-year resilience, and nexus programming; this creates space for KAALO (as a Nexus member) to argue for more direct, predictable funding and leadership roles. Furthermore, as a result of recent changes in the donor landscape, Somalia, has seen an exit of some international actors thus enhancing the potential for geographic and thematic expansion for KAALO with the right balance between opportunities and risks.
- **Increased Global Prioritization of Climate Finance and Adaptation agendas:** Globally, the effects of global climate change are increasingly receiving more attention with added impetus towards the global south and countries that are facing the most debilitating effects of climate change. As such, there is an increase in global financing to the global south with a key focus on climate innovation for adaptation and climate resilience funding. This offers new funding windows that KAALO can position its livelihoods, DRR, climate governance and natural-resource projects as climate-resilience programmes.
- **Civic Engagement Opportunities:** Growing youth population and active CSO networks in Puntland create potential for youth-led peacebuilding, civic engagement, and social-accountability initiatives that match KAALO's governance and rights work.

#### 5.4.3 Weaknesses

- **Dependence on Project Based Donor Funding:** KAALO continues to exhibit extreme dependence on short-term, project-based funding with limited core/overhead coverage which constrains investments in organizational systems, staff development, and innovation. Furthermore, this highly exposes KAALO to volatilities and the current unpredictability in donor funding and prioritization thus limiting its ability for medium to long term programming and development interventions.
- **Organizational Systems:** Uneven organizational and MEAL systems (data management, learning, results communication) compared to large INGOs; this constrains KAALO's ability to consistently generate and package evidence for advocacy and major bids.  
 Staff Organization: Heavy workload on a relatively lean senior management and technical team, creating succession, burnout, and institutional-memory risks if key staff leave.
- **Lack of a Private Sector Engagement Strategy:** Limited formalized private-sector engagement and advanced market-systems expertise despite operating in areas with growing commercial activity (ports, trade, telecoms).

#### 5.4.4 Threats and Risks

- **Insecurity and Political Volatility:** Persistent insecurity, political volatility, and potential targeting of NGOs by armed or criminal actors threaten staff safety, access, and asset security; this is especially critical in South Central Somalia where KAALO has been rapidly expanding over the past couple of years. Furthermore, political disagreements and supremacy wars between the various levels of government continues to pose a key operational risk to Local NGOs.

- ❑ **Increasing Frequency of Extreme Sudden Onset Climate Shocks:** Recurrent droughts, floods and the associated economic instability rapidly increase needs, outstripping available resources and stretching KAALO's response capacity. These further drive rapid displacements as a result of livelihood destruction while posing additional risks.
- ❑ **Unpredictability in Donor Landscape:** Tight donor compliance (counter-terrorism, sanctions, safeguarding) and high competition may lead to funding gaps or reduced flexibility, especially in high-risk areas. Furthermore, donor priorities are experiencing increased unpredictability and compliance thus limiting the ability of longer term operational and programme planning by NGOs especially at the local level which have limited ability to inform and influence donor decisions.
- ❑ **Consortium Engagements:** Risk of being treated mainly as an "implementing subcontractor" in consortia rather than as an equal strategic partner, limiting KAALO's voice in agenda-setting and core-funding access. Furthermore, consortiums present an additional reputational risk for KAALO through shared consortium responsibility thus necessitating clear and strategic engagements in consortium arrangements.

## 5.5 Opportunities and Strategic Positioning

KAALO is a long-standing Somali NGO, founded in 1991 and headquartered in Garowe, with deep roots in Northern regions and a growing presence in other parts of Somalia. Its vision of a just and sustainable Somali society with improved standards of living and equitable development, and its core programmes in humanitarian response, sustainable livelihoods and human rights and governance, align directly with Somalia's protracted humanitarian crisis, high multi-dimensional poverty and fragile institutions.

In a context marked by recurrent droughts and floods, severe environmental degradation, and overlapping climate, conflict and economic shocks, KAALO is well positioned to act as a "local nexus actor" that links life-saving assistance with climate-resilient livelihoods and community-driven development. Its experience in WASH, food security, livelihoods and protection in both rural and displacement-affected urban areas, combined with emerging work on natural resource management and governance, provides strong entry points for integrated, climate-informed and environmentally responsible programming.

At the same time, Somalia's evolving federal governance system and constrained civic space create both opportunities and risks for civil society engagement. KAALO's local legitimacy, networks and membership in quality and accountability platforms position it to navigate these dynamics, working with authorities and communities to strengthen inclusive service delivery, rights and accountability, while contributing to national priorities on resilience, climate adaptation and localisation.

Opportunity (2026–2029)	KAALO's Strategic Response
<p><b>Localization and Somali leadership</b></p>	<p>Position KAALO as a lead or co-lead Somali partner in key humanitarian and nexus consortia, underpinned by stronger compliance, MEAL and risk management systems. Leverage KAALO's partnership with grassroots non-state actors to contextualize and amplify bottom-up priorities in its programming.</p>
<p><b>Climate and resilience financing</b></p>	<p>Build a clearly branded climate-resilient livelihoods and WASH portfolio aligned with national adaptation priorities and attractive climate finance windows.</p>
<p><b>Data- driven, multidimensional poverty responses</b></p>	<p>Strengthen area-based programming that integrate services, livelihoods and protection in high deprivation districts, Strengthen evidence of generation on multidimensional outcome changes.</p>
<p><b>Urbanization and durable solutions for displacement</b></p>	<p>Strengthen and consolidate KAALO's role in displacement affected towns through integrated WASH, shelter, livelihoods, protection and governance programming aligned with municipal and durable solutions frameworks.</p>
<p><b>State building and Governance</b></p>	<p>Strengthen governance programming initiatives and enhance coordination with multi-level governance actors / structures. Leverage KAALO's human rights and governance work to support local peace and accountability mechanisms, legal empowerment and safe participation. Leverage grassroots civic engagement as a platform for enhancing local governance accountability and transparency.</p>

# Organizational Statements

**Vision Statement:** A just, peaceful, and sustainable society where all people thrive with dignity, equity, and an improved quality of life.

**Mission Statement** To transform the lives of the most vulnerable and marginalized communities, improve wellbeing, and build long-term resilience through evidence-based humanitarian action and inclusive, sustainable development.

## Strategic Objectives

- **To reduce suffering** and protect the dignity of crisis-affected populations by delivering timely, principled, and life-saving humanitarian assistance.
- **To strengthen climate-resilient** food, water, and income security through system approaches that reduce structural poverty and climate vulnerability.
- **To promote gender equality**, human rights, and protection for women, girls, youth, and other marginalized/vulnerable groups.
- **To promote inclusive** social accountability, transparent governance, the rule of law, and to strengthen peaceful and cohesive communities.

## Core Values and Guiding Principles

- **Human Dignity and Rights:** We respect, protect, and promote the inherent dignity and rights of all people, especially the most vulnerable.
- **Accountability and Integrity:** We are accountable to communities, partners, and donors, upholding transparency, ethical practice, and responsible stewardship
- **Equity and Inclusion:** We challenge inequality and discrimination, ensuring inclusive participation of women, youth, and marginalized groups.
- **Rights-Based Conflict Sensitivity:** We promote peaceful coexistence and apply conflict-sensitive and rights-based approaches across all our work.
- **Evidence-Based Adaptive Learning:** We design and deliver programs grounded in evidence, learning, and innovation to achieve lasting impact.
- **Environmental Sustainability:** We promote environmentally responsible and climate-resilient practices that protect ecosystems and support sustainable livelihood.

# Theory of Change

KAALO remains cognizant of the dynamic and multifaceted nature of programming in the Horn of Africa, and in Somalia; 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. Furthermore, Somalia continues to experience an increase in the frequency of sudden onset extreme climate change induced disasters such as droughts and flooding which further drive livelihood loss, resource-based clan conflicts and displacements.



## 7.1 Foundational Considerations:

Going forward, KAALO's success will continue to be strongly influenced by evidence-based programming and operations and as such considers **Evidence Gathering, Monitoring, Evaluation, Accountability, Learning, Outcome and Impact Tracking** as key foundational issues of consideration. Knowledge management and public communication will be important in building and maintaining relations with its stakeholders and partners while largely driving organizational transparency and accountability. These are considered foundational crosscutting issues across the identified strategic pillars; they ultimately inform the approach and strategies adopted in programming, operations and civic engagement while also contributing to KAALO's reputation and buy in with partners, stakeholders, and donors.



## 7.2 Programmes Pillar:

KAALO's Strategic Plan 2026 – 2029, KAALO continues with the thematic / sectoral programming approach but expands its sectoral programming areas to 4 i.e. **(1) Emergency and life saving response** (WASH, Education, and, Nutrition & Health); **(2) Livelihoods and Climate Resilience** (Food Security, Resilient Communities, and Economic Empowerment); **(3) Gender Equality, Human Rights and Protection**; and **(4) Inclusive Governance and Peacebuilding** (inclusive governance & policy and advocacy).



## 7.3 Operations Pillar:

KAALO's operations will continue to be a critical pillar for organizational sustainability and a critical driver of the organization's success and growth. KAALO will continuously adopt and review its existing systems, policies, and SOPs with a view to ensuring devolved efficiency that builds operational capacity while ensuring the relevant checks and balances are in place to minimize wastage, potential for fraud, while catalyzing donor and stakeholder confidence. Under the operations pillar, there are four critical departments i.e. **(i) Finance Department, (ii) Procurement & Logistics Department, (iii) Human Resource Department and (iv) Information Communication Technology (ICT) Department.** Further, KAALO will leverage its systems, checks and balances, reputation and technical capacity to catalyse civic engagement through strategic partnerships in which KAALO retains operational oversight, and the contractual mandate.

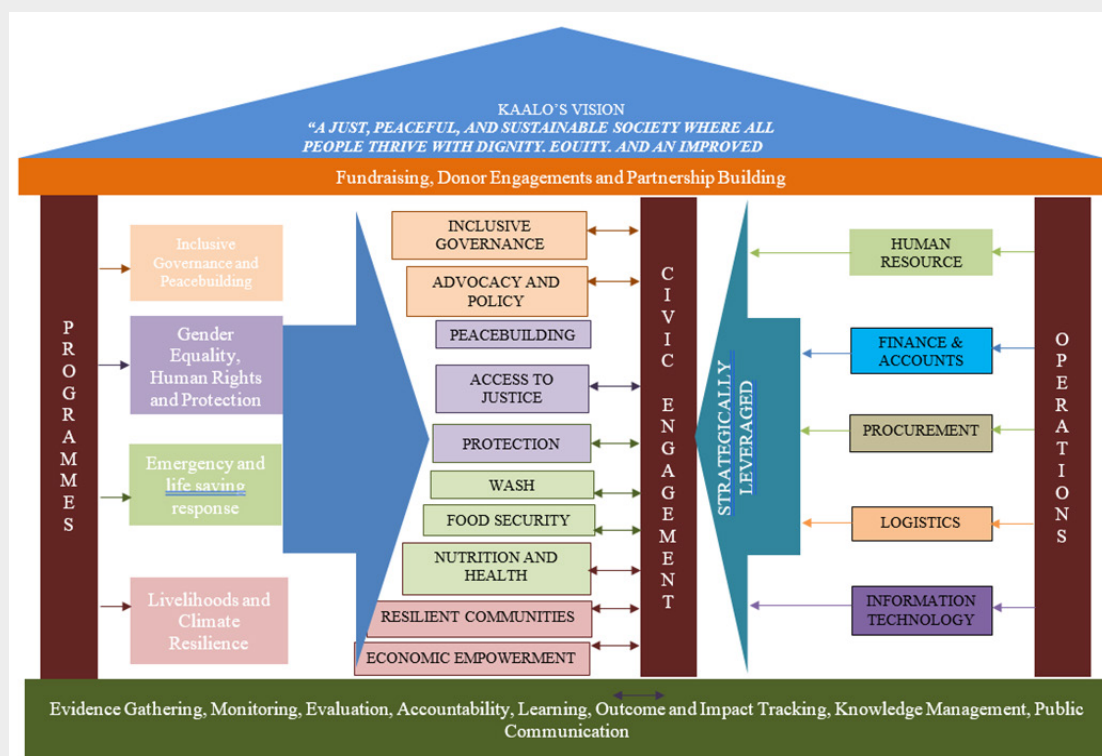


Figure: Stratgic Theory of Change:



### 7.4 Civic Engagement Pillar:

KAALO has adopted Civic Engagement as an enabling pillar for its operations and programming while also contributing to enhanced engagement with grassroots civic actors to drive and own change at the community level. To achieve this, KAALO will leverage its operational experience and robust systems to enhance both the technical and operational capacity of its grassroots civic engagement partners. Ultimately, this will contribute to bottom up programming and operations while also leveraging localization as an operational strategy. This is also in line with the global and national aid localization agenda besides enhancing and leveraging the voices of communities in decision making and development / humanitarian prioritization.



### 7.5 Strategy Enablers:

For KAALO to succeed towards the achievement of its vision and its contribution to a sustainable resilient Somalia. For KAALO, Fundraising provides an avenue to access a resources base which enables its smooth running. Towards this, KAALO will revamp its donor relations with a view to increasing its pool of strategic longer-term donors and partners. In particular, KAALO must as a pre-requisite for the implementation of its strategy into the future, KAALO will seek an institutional donor for a long-term strategic partnership. In addition, KAALO will develop a Social Enterprise Strategy and put in place mechanisms to operationalize Social Enterprises with the resulting funds used to support its 3 strategic pillars.

Donor relations is a key enabler for KAALO as it allows KAALO to increase its donor compliance and trust thus retaining its existing donors while attracting new donors. Partnership building will remain a key enabler for the organization with a view to strengthening partnerships with the government across all levels, communities, its peers, the private sector as well as other strategic partners and stakeholders.



### **7.6 Mainstreaming:**

KAALO is mindful that success in its 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, KHAT, 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.

# Strategic Goals and Priority Areas (2026-2029)



## 8.1. Programming Theme: **Emergency and Lifesaving Response**

In this programming theme, KAALO focuses on timely, principled, and life-saving humanitarian assistance for crisis-affected communities, including IDPs, refugees, returnees, pastoralists, and vulnerable host communities. Key intervention areas include: **(i)** WASH, **(ii)** Protection, **(iii)** Food Security and Livelihoods (FSL), **(iv)** Health and Nutrition.

### 8.1.1 Strategic Objective

To ensure crisis-affected and vulnerable populations have equitable, timely, and sustained access to lifesaving, quality basic services that safeguard health, nutrition, education, and dignity during emergencies and recovery phases.

#### Specific Objectives under Emergency and Life-Saving Response.

- ❑ **Specific Objective 1:** To ensure crisis-affected and vulnerable populations, including IDPs, pastoralists, and host communities, have equitable and sustained access to safe drinking water, improved sanitation, hygiene promotion, and essential health and nutrition services that prevent disease and reduce mortality.
- ❑ **Specific Objective 2:** To reduce food insecurity and malnutrition among crisis-affected households by providing immediate access to lifesaving food assistance, nutrition interventions, and cash-based support that stabilize consumption and protect livelihoods.
- ❑ **Specific Objective 3:** To improve access to safe, inclusive, and quality education for children affected by displacement and emergencies by supporting temporary learning spaces, teacher training, and psychosocial support that promote continuous learning and child well-being.
- ❑ **Specific Objective 4:** To strengthen local service delivery systems, including government health centers, schools, and community-based institutions, to enhance their readiness, coordination, and capacity to deliver lifesaving assistance in an equitable, timely, and accountable manner.

### 8.1.2 Expected Outcomes

Strategic Outcome: Crisis-affected communities, including IDPs, pastoralists, and host populations, experience improved health, nutrition, and learning outcomes through reliable access to essential WASH, food, health, and education services delivered by strengthened and responsive local systems.

- ❑ **Strategic Output 1:** Crisis-affected populations, including IDPs, pastoralists, and vulnerable host communities, have sustained access to safe water, adequate sanitation, hygiene facilities, and essential health and nutrition services that reduce morbidity and mortality.
- ❑ **Strategic Output 2:** Food-insecure households improve their nutritional status and food consumption through immediate access to lifesaving food, nutrition, and cash support mechanisms.
- ❑ **Strategic Output 3:** Children affected by displacement and emergencies access safe, inclusive, and quality basic education services that support continued learning and psychosocial well-being.
- ❑ **Strategic Output 4:** Government health centers, schools, and service delivery structures are strengthened to respond effectively to emergency needs and deliver lifesaving assistance equitably and on time.



## 8.2. Programming Theme: **Livelihoods and Climate Resilience**

In this programming area, KAALO promotes food and income security and strengthens resilience through sustainable and climate-smart approaches, including: **(i)** Water for climate resilience, **(ii)** Ecosystem protection and restoration, **(iii)** Economic development, **(iv)** Skills development and employment creation, **(v)** Agricultural development (Fish, livestock, Farms), **(vi)** Production value Chain development, **(vii)** Financial inclusion, and **(viii)** Market system development.

### 8.2.1 Strategic Objectives

To enhance the resilience and self-reliance of agro-pastoral, pastoral, and vulnerable communities by promoting sustainable livelihoods, inclusive economic opportunities, and climate-adaptive practices that reduce vulnerability to environmental and economic shocks.

#### **Specific Objectives under Livelihoods and Climate Resilience:**

- ❑ **Specific Objective 1:** To increase the income security and food production of agro-pastoral and pastoral households by promoting climate-smart agricultural and livestock practices that enhance productivity, sustainable resource use, and resilience to climate variability.
- ❑ **Specific Objective 2:** To expand livelihood and employment opportunities for youth, women, and other vulnerable groups through targeted vocational skills training, entrepreneurship development, and support for small and medium enterprises that foster inclusive local economies.
- ❑ **Specific Objective 3:** To strengthen community-based natural resource management systems that reduce environmental degradation, ensure equitable access to grazing and water resources, and promote sustainable restoration of degraded ecosystems.
- ❑ **Specific Objective 4:** To revitalize and strengthen local market systems and saving groups by improving access to financial services, enhancing value chain linkages, and building the economic capacity of marginalized producers and entrepreneurs.

#### 8.2.2 Expected Outcomes

Strategic Outcome: Households and communities in target regions achieve improved income security and food stability through diversified, climate-smart livelihood options, strengthened natural resource management systems, and inclusive access to markets, finance, and employment opportunities.

- ❑ **Strategic Output 1:** Agro-pastoral and pastoral households and coastal communities improve their income security and food production through adoption of climate-smart agricultural, fishery and livestock practices that enhance productivity and resilience to climate shocks.
- ❑ **Strategic Output e 2:** Youth, women, and vulnerable groups increase their access to sustainable livelihood and employment opportunities through vocational training, small business mentorship, and entrepreneurship development.

- **Strategic Output 3:** Community-based natural resource management systems are strengthened to reduce environmental degradation, promote equitable use of rangelands, and support long-term ecosystem restoration.
- **Strategic Output e 4:** Market systems and saving groups are revitalized, improving access to finance, strengthening local value chains, and enhancing economic inclusion of marginalized population.



## 8.3. Programming Theme: **Inclusive Governance and Peacebuilding**

KAALO strengthens inclusive and accountable governance systems, promotes respect for human rights and the rule of law, and supports peaceful and cohesive communities. supports citizens and institutions to prevent and resolve conflict peacefully, reduce corruption risks, and foster responsive governance. **The programming theme focuses on:**

**(i)** Inclusive governance structures, **(ii)** Civic and voter education, **(iii)** Social accountability and transparency, **(iv)** Legal awareness and access to justice, **(v)** Promote social cohesion, **(vi)** Inclusive peace process, **(vii)** Institutional capacity strengthening, **(viii)** Community dialogue and conflict-sensitive programming, and **(ix)** Advocacy and policy.

### **8.3.1 Strategic Objectives**

To strengthen inclusive, accountable, and participatory governance systems that promote social cohesion, peace, and citizen trust in public institutions across the Horn of Africa.

#### **Specific Objectives under Inclusive Governance and Peacebuilding:**

- ❑ **Specific Objective 1:** To promote inclusive participation of youth, women, elders, and religious leaders in local governance and peacebuilding processes that strengthen social cohesion, collective decision-making, and trust in community institutions.
- ❑ **Specific Objective 2:** To enhance the accountability, transparency, and service delivery capacity of local government institutions and civil society organizations through participatory planning, inclusive social accountability mechanisms, and institutional capacity building.
- ❑ **Specific Objective 3:** To empower citizens with the knowledge and skills to participate effectively in civic and democratic processes through voter education, civic engagement initiatives, and awareness campaigns that promote peaceful coexistence and responsible citizenship.
- ❑ **Specific Objective 4:** To strengthen community-led governance and traditional conflict resolution structures to prevent, manage, and resolve local disputes through inclusive dialogue, mediation, and peacebuilding approaches rooted in local contexts.

### **8.3.2 Expected Outcomes**

- ❑ **Strategic Outcome:** Communities and governance institutions collaboratively promote inclusive decision-making, transparency, and peaceful coexistence through enhanced civic engagement, accountable leadership, and effective local conflict resolution mechanisms.
- ❑ **Strategic Output 1:** Communities, including youth, women, elders, and religious leaders, actively participate in inclusive local governance, decision-making, and peacebuilding processes that strengthen social cohesion and trust in institutions.
- ❑ **Strategic Output 2:** Government institutions and civil society organizations demonstrate improved accountability, transparency, and service delivery through inclusive social accountability mechanisms and participatory planning processes.

- **Strategic Output 3:** Citizens are empowered through civic and voter education to engage meaningfully in democratic processes, contributing to enhanced legitimacy, stability, and peaceful coexistence at community and regional levels.
- **Strategic Output 4:** Community-led governance structures effectively manage local disputes and conflicts through dialogue, mediation, and locally grounded peacebuilding approaches.



## 8.4. Programming Theme: **Gender Equality, Human Rights and Protection (GEHRP)**

KAAALO promotes gender equality and prevents/responds to gender-based violence and harmful traditional practices against women and other marginalized groups. At the same time, KAAALO further protects the human rights and wellbeing of vulnerable marginalized community groups such as **IDPs, youth, refugees, asylum seekers, women and girls as well as minority clans.**

**The programming theme focuses on:** **(i)** Promoting positive social norms on gender equality, **(ii)** Women’s decision-making and political participation, **(iii)** Promoting universal basic human rights, **(iv)** Community-based prevention of FGM/C and early/forced marriage (Community based Protection, **(v)** Protection services for vulnerable groups, **(vi)** SGBV prevention and response services, and **(vii)** Access to justices.

**Target groups include:** **(i)** Women, **(ii)** Host community, **(iii)** Children, **(iv)** IDPs, **(v)** Refugees and Asylum Seekers, **(vi)** Returnees, **(vii)** Minority clans, and **(viii)** Persons With Disabilities (PWDs).

### **8.4.1 Strategic Objectives**

To promote gender equality, uphold human rights, and strengthen protection systems that enable women, girls, and vulnerable groups to live free from violence, discrimination, and social exclusion.





#### **Specific Objectives under Gender Equality, Human Rights, and Protection**

- ❑ **Specific Objective 1:** To strengthen community-based protection systems and social services that prevent and respond to gender-based violence and other forms of abuse against women, girls, and vulnerable groups.
- ❑ **Specific Objective 2:** To promote positive social norms and leadership practices that uphold human rights, gender equality, and inclusive participation in community and institutional decision-making processes.
- ❑ **Specific Objective 3:** To expand access to quality psychosocial support, legal aid, and referral services that restore dignity, heal trauma, and enhance the self-reliance and social reintegration of survivors of violence and discrimination.
- ❑ **Specific Objective 4:** To build the capacity and accountability of government institutions and civil society organizations to design, implement, and monitor gender-responsive policies, human rights programs, and protection legislation consistent with international standards.

### **8.4.2 Expected Outcomes**

- ❑ **Strategic Outcome:** Communities, government institutions, and civil society actors work collectively to prevent and respond to gender-based violence, promote inclusive participation, and ensure equitable access to protection and psychosocial support services in line with national and international human rights standards.

- ▣ **Strategic Output 1:** Women, girls, and other vulnerable groups are protected from gender-based violence and other forms of abuse through strengthened community-based protection mechanisms and responsive social services.
- ▣ **Strategic Output 2:** Community norms and leadership structures increasingly uphold and promote human rights, gender equality, and inclusive participation in decision-making processes.
- ▣ **Strategic Output 3:** Survivors of violence and discrimination access comprehensive psychosocial support and referral services that restore dignity, social inclusion, and self-reliance.
- ▣ **Strategic Output 4:** Government and civil society actors demonstrate increased capacity and commitment to implement gender-sensitive policies, human rights frameworks, and protection legislation aligned with national and international standards.

Sector (icon)	Theme	Target Beneficiaries / Stakeholders	Geographical Location
	<ul style="list-style-type: none"> <li>Immediate Access to Water sanitation and hygiene</li> <li>Immediate Access to food, health, and nutrition</li> <li>Access to basic educational services for children.</li> </ul>	<ul style="list-style-type: none"> <li>Vulnerable host communities</li> <li>IDPs</li> <li>Pastoralist</li> <li>Government Health Centers</li> <li>Refugees</li> <li>Schools</li> </ul>	FMS states and Banadir region
	<ul style="list-style-type: none"> <li>Income Security &amp; Food Security.</li> <li>Youth employment creation.</li> <li>Resilience and Adaptation to Climate Change.</li> <li>Climate smart Agriculture</li> <li>Entrepreneurship and SMEs Development Mentorship,</li> <li>Saving groups and access to finance institutions.</li> <li>Market System development</li> <li>Animal health and Veterinary services</li> <li>Natural Resource Management</li> <li>Sustainable Agricultural Production</li> </ul>	<ul style="list-style-type: none"> <li>Small scale farmers (Agro-pastoral)</li> <li>Pastoralists</li> <li>Vulnerable women and marginalized groups,</li> <li>IDPS.</li> </ul>	FMS states and Banadir region
	<ul style="list-style-type: none"> <li>Inclusive Social Accountability</li> <li>Civic Education and voter educations</li> <li>Promotions of Good governance</li> <li>Accountability and Transparency</li> <li>Advocacy and policy</li> </ul>	<ul style="list-style-type: none"> <li>Youth,</li> <li>Women</li> <li>Elders</li> <li>Religious Leaders</li> <li>Community Leaders</li> <li>Government officials,</li> <li>CSOs</li> </ul>	FMS states and Banadir
	<ul style="list-style-type: none"> <li>Community protection and social services</li> <li>Promotion of Basic Human rights</li> <li>Protection of women and girls and other vulnerable groups from GBV and other protection issues</li> <li>Psychosocial support.</li> </ul>	<ul style="list-style-type: none"> <li>Vulnerable Community Groups</li> <li>Government</li> <li>Community and Religious Leaders</li> <li>Special Interest Groups</li> </ul>	FMS states and Banadir region

# Cross-cutting Priorities

## 9.1 Gender Equality and Social Inclusion

Gender equality and social inclusion are central to KAALO's vision of a just, peaceful and sustainable society and are therefore treated both as a dedicated programming pillar and as cross-cutting priorities across all interventions. Through its Gender Equality, Human Rights and Protection (**GEHRP**) pillar, KAALO works to prevent and respond to gender-based violence and harmful traditional practices such as **FGMC** and early and forced marriage, while promoting the rights, dignity and wellbeing of women and girls, youth, IDPs, minority clans, persons with disabilities and other marginalised groups. This includes community-based prevention and behaviour-change initiatives, strengthening of referral pathways and services for survivors of violence, psychosocial support, and enhancing women's and girls' access to justice, education, protection and economic opportunities. In parallel, KAALO's Inclusive Governance and Peacebuilding pillar seeks to increase the representation and meaningful participation of women, youth and other excluded groups in leadership, decision-making and peace structures at household, community and institutional levels, with indicators tracking women's participation in politics, public offices and community governance bodies.

**Beyond the dedicated pillar**, gender equality and social inclusion are explicitly defined as mainstreaming priorities in the Strategic Plan, to be integrated into the design, implementation, monitoring and evaluation of all programmes. KAALO recognises that structural power imbalances between men and women and the exclusion of groups such as persons with disabilities, minority clans and extremely poor households are key drivers of poverty and vulnerability, shaping who can access, control and benefit from resources and services. As such, all projects are expected to apply gender- and inclusion-sensitive targeting and selection criteria, to demonstrate equitable participation and benefit for women and men, and to deliberately reach the most marginalised within communities.

**Gender audits** and assessments are highlighted as integral components of MEAL processes, keeping gender and inclusion concerns **"in the spotlight"** and informing adaptive management. KAALO will also ensure that specific groups with heightened vulnerability—such as children at risk of abuse, people with disabilities, and people living with HIV—are not only included in programme reach but protected through dedicated policies and safeguards, including a child-protection policy to which all staff must commit and proactive efforts to reduce stigma and discrimination.

To operationalise this commitment, KAALO will strengthen staff and partner capacity on gender analysis, inclusive programme design and rights-based, conflict-sensitive approaches, and will embed gender and inclusion indicators within its strategic results framework, aligned with national and partner priorities. This dual approach—combining a stand-alone GEHRP pillar with systematic mainstreaming across emergency response, livelihoods, governance and organisational effectiveness—positions KAALO to contribute meaningfully to national and global commitments on gender equality, protection and "leave no one behind" in the Somali and wider Horn of Africa context.

## 9.2 Youth Empowerment

Youth empowerment is a strategic priority for KAALO because Somalia is one of the youngest countries in the world, with adolescents and youth (**10–35 years**) making up about **50.8%** of the population and roughly **21–29%** in the **15–29** age bracket alone. The Somali “**youth bulge**” is unfolding in a context where youth unemployment among **15–24-year-olds is around 34%**; more than double the global average. Furthermore, Somalia has the highest share of NEET youth in Africa, with approximately **43.9%** of young people not in employment, education or training. **KAALO’s 2026–2029 Strategic Plan** therefore treats young women and men simultaneously as a group at heightened risk of exclusion, illegal emigration and human trafficking, unemployment and recruitment into armed or criminal networks. This in itself can be leveraged as a programming opportunity whereby they youth crisis transforms the youth into drivers of peace, resilience and accountable governance **across all the four programme pillars**.

As a cross-cutting commitment, youth empowerment is intentionally integrated into **Emergency and Lifesaving Response, Livelihoods and Climate Resilience, Inclusive Governance and Peacebuilding, and Gender Equality, Human Rights and Protection**, rather than confined to a single project or sector. Under governance and peacebuilding, KAALO promotes meaningful youth participation in local governance structures, peace committees, civic forums and social-accountability processes, backed by civic-education and rights-awareness initiatives that equip youth with knowledge, voice and non-violent avenues to influence public policy. Under livelihoods and climate resilience, youth are an explicit target group for climate-smart agriculture, vocational and market-relevant skills, entrepreneurship support and access to saving and loan mechanisms, designed to expand decent work opportunities and reduce structural unemployment and negative coping strategies. These efforts are closely linked to the **GEHRP pillar**, which tackles harmful practices such as FGMC and early and forced marriage and strengthens GBV prevention and response, ensuring that adolescent girls and young women can participate safely and benefit equitably.

**Across all pillars**, KAALO’s mainstreaming agenda covering gender and social inclusion, disability inclusion, conflict sensitivity and child protection requires programmes to use youth-sensitive analysis, targeting and monitoring, and to report on youth-specific results where relevant. Through its civic-engagement pillar and partnerships with youth-led and youth-serving CSOs, KAALO will mentor and support emerging youth actors, helping to build a cadre of local leaders who can sustain community-level change and contribute to regional learning on youth, peace and resilience in the wider Horn of Africa.

## 9.4 Accountability and Safeguarding

Accountability and safeguarding are positioned as foundational obligations across KAALO’s 2026–2029 Strategic Plan, anchored in its core values of dignity, rights, integrity and equity. Monitoring, evaluation, accountability and learning (MEAL), knowledge management and public communication are treated as core functions to ensure transparency to communities, government and donors, with the Organizational Effectiveness pillar tracking governance quality, stakeholder satisfaction and grant compliance.

KAALO deliberately links accountability to both formal governance structures (district councils, line ministries, statutory committees) and informal authorities (clan elders, religious leaders, customary dispute-resolution bodies, women’s and youth groups).

To achieve this, KAALO will leverage inclusive social-accountability tools e.g. community score-cards, public dialogues and feedback mechanisms, to open space for citizens, especially women, youth, IDPs, minority clans and persons with disabilities, to question and influence decisions. Safeguarding, including PSEA and child protection, is mainstreamed through a dedicated child-protection policy, staff training and community sensitisation, with emphasis on safe, confidential referral pathways for survivors.

**Internally**, strengthened SOPs, ERP-supported financial and procurement controls, regular audits and clear HR performance systems are designed to minimise **fraud and misconduct**, while participatory MEAL and localisation efforts embed accountability norms and safeguarding standards within **local CSOs and CBOs**, reinforcing trust and more accountable governance across KAALO's areas of operation.

## 9.5 Conflict Sensitivity

KAALO mainstreams conflict sensitivity across its **2026–2029 Strategic Plan** in recognition of the sharp escalation and persistence of violence in Somalia between 2022 and 2025. Over this period, inter-clan conflicts over land, water and political power have worsened: **between January 2024 and February 2025** alone, clan clashes displaced more than **250,000 people** and killed over **600**, with reported incidents rising from **90 in 2023 to 168 in 2024**, especially in Gedo, Lower Juba and Shabelle regions. These dynamics sit alongside large-scale conflict-related displacement—about **711,000** people displaced by violence between **April 2023 and March 2025**, out of roughly **2.8 million** newly displaced in that period—highlighting how violence, climate shocks and governance deficits intersect.

**Against this backdrop**, KAALO commits to applying conflict sensitivity and the **“do no harm”** principle across all pillars and locations, drawing on global best practice (**e.g. CDA's Do No Harm framework and OECD/DAC guidance**) and its own governance and peacebuilding experience. Practically, this involves three interlinked commitments: **(i) first**, to understand context by conducting and regularly updating conflict and political-economy analyses that map Al-Shabaab and other armed actors, clan and sub-clan dynamics, resource and climate-related tensions, protection risks and displacement trends in each area of operation. **(ii) Second**, to understand programme context interaction by systematically examining who benefits or loses from targeting, transfers, employment and partnerships, and how KAALO's presence may affect relations between clans, IDPs and hosts, state and non-state actors, and formal and informal authorities. **(iii) Third**, to adapt programmes accordingly, ensuring inclusive and transparent targeting; balanced geographical and clan coverage where feasible; integration of dialogue, mediation and joint planning; and use of community structures (**elders, religious leaders, youth and women's groups, CBOs**) in ways that enhance inclusion rather than elite capture.

Conflict sensitivity is operationalized through KAALO's Inclusive Governance and Peacebuilding and civic-engagement pillars, and embedded as a cross-cutting standard for all sectors, including emergency response, livelihoods, WASH and protection. KAALO supports and works with community peace committees, customary and religious leaders, local authorities, women and youth groups to manage disputes non-violently and to strengthen accountability around how resources and services are allocated.





Social-accountability tools such as community scorecards, public barazas, joint monitoring visits, and accessible feedback and complaints mechanisms are used to surface early signs of tension, perceived bias or politicization, and to enable timely adjustment. Staff and partners receive training on conflict-sensitive and rights-based approaches, and conflict-sensitivity checks are embedded in needs assessments, proposal design, MEAL tools, and KAALO's strategic and operational risk registers, with conflict-related indicators **(e.g., spikes in security incidents, displacement, or conflict-linked complaints)** monitored as part of routine risk management.

Through an integrated approach that combines robust context analysis, inclusive and adaptive programming, and shared accountability with both formal and informal governance structures, KAALO seeks not only to avoid exacerbating conflict but, wherever possible, to contribute to social cohesion and more peaceful, accountable local governance in Somalia and the broader Horn of Africa.

# Results Framework





## 10.1 Strategic Results Matrix

**Table 2:** KAAALO’s Strategic Results Matrix for 2026 – 2029.

Programming Theme	Strategic Objective (2026–2029)	Strategic Outcome
<b>1. Emergency and Lifesaving Response</b> 	To ensure crisis-affected and vulnerable populations have equitable, timely, and sustained access to lifesaving, quality basic services that safeguard health, nutrition, education, and dignity during humanitarian crises and early recovery phases.	Crisis-affected communities, including IDPs, pastoralists, and host populations, experience improved health, nutrition, and learning outcomes through reliable access to WASH, food, health, and education services.
<b>2. Livelihoods and Climate Resilience</b> 	To enhance the resilience and self-reliance of agro-pastoral, pastoral, and vulnerable communities by promoting sustainable livelihoods, inclusive economic opportunities, and climate-adaptive practices.	Households and communities achieve improved income security and food stability through diversified, climate-smart livelihoods, strengthened resource management, and inclusive access to markets and finance.
<b>3. Inclusive Governance and Peacebuilding</b> 	To strengthen inclusive, accountable, and participatory governance systems that promote social cohesion, peace, and citizen trust in public institutions across the Horn of Africa.	Communities and governance institutions collaboratively promote inclusive decision-making, transparency, and peaceful coexistence through enhanced civic engagement, accountable leadership, and effective local conflict resolution mechanisms.
<b>4. Gender Equality, Human Rights, and Protection (GEHRP)</b> 	To promote gender equality, uphold human rights, and strengthen protection systems that enable women, girls, and vulnerable groups to live free from violence, discrimination, and social exclusion.	Communities, government institutions, and civil society actors work collectively to prevent and respond to GBV, promote inclusive participation, and ensure equitable access to protection services.

## 10.2 Key Performance Indicators

**Table 3:** KAALO Strategic Thematic Programming KPIs.

Thematic Programming Area (TPA)	Indicators
<b>1. Emergency and Lifesaving Response</b> 	<ul style="list-style-type: none"> <li>• % of citizens reporting trust in local governance mechanisms.</li> <li>• # of community dialogue forums established and functional.</li> <li>• # of government-CSO joint planning or accountability processes conducted annually.</li> </ul>
<b>2. Livelihoods and Climate Resilience</b> 	<ul style="list-style-type: none"> <li>• % reduction in reported GBV incidents in targeted communities.</li> <li>• # of survivors accessing psychosocial and legal support.</li> <li>• % of women in leadership and decision-making structures.</li> </ul>
<b>3. Inclusive Governance and Peacebuilding</b> 	<ul style="list-style-type: none"> <li>• # of people with sustained access to safe water and sanitation.</li> <li>• % reduction in acute malnutrition rates among children under 5.</li> <li>• % of children with continued access to education in crisis settings.</li> </ul>
<b>4. Gender Equality, Human Rights, and Protection (GEHRP)</b> 	<ul style="list-style-type: none"> <li>• % of households reporting increased and diversified income.</li> <li>• # of communities with active natural resource management committees.</li> <li>• % reduction in households adopting negative coping strategies.</li> </ul>

## Implementation and Governance Framework

**KAALO's governance and implementation framework** is anchored in clear roles, accountability, and alignment with existing institutional policies. The Board of Directors provides strategic leadership, approves plans, policies, and budgets, and oversees performance, risk, and financial sustainability. It uses evidence from **MEAL systems** to guide decision-making and ensure accountability.

**The Executive Director leads day-to-day operations** on behalf of the Board, supported by the **Senior Management Team (SMT)**, which translates strategy into annual plans, budgets, and results. The SMT ensures coordination across programme pillars and operational functions, oversees compliance and risk management, and drives performance through evidence-based decision-making.

**Programme implementation** is structured around KAALO's strategic pillars, with Programme Managers responsible for delivery, quality, and budgets, supported by technical teams and field coordinators. Cross-cutting functions such as **MEAL, safeguarding, and civic engagement ensure accountability, learning, and localisation**.

**Partnerships are central** to delivery and resource mobilisation. KAALO works with **government, donors, UN agencies, INGOs, private sector actors**, and local **CSOs/CBOs**. A structured approach ensures alignment with national priorities, meaningful participation in consortia, and strengthened localisation through capacity building and **"hub-and-spoke"** models.

## Resource Mobilisation and Sustainability

KAALO's **resource mobilization approach** focuses on diversification, sustainability, and strategic partnerships in a constrained funding environment. The organization will reduce reliance on short-term grants by expanding access to multi-year funding from **UN agencies, bilateral donors, and pooled funds**, while engaging strategically in consortia.

The **Resource Mobilization Strategy** guides proactive donor engagement, including structured donor mapping, relationship management, and alignment with national and donor priorities. KAALO will strengthen its visibility, evidence base, and communication to position itself as a credible localization partner.

**New funding streams** will be explored through **social enterprise, private sector partnerships, and innovative financing, including diaspora engagement and public-private partnerships**. **Local partnerships** will be strengthened through structured frameworks for CSOs and CBOs, promoting co-implementation and gradual transition to direct funding.

**Sustainability will be reinforced** through diversified funding, strong internal systems, investment in human resources, and deepened localization and partnerships, ensuring long-term organizational resilience.

## Risk Management

KAALO operates in a **high-risk environment** characterized by **insecurity, climate shocks, funding uncertainty, and operational challenges**. Key risks include access constraints, environmental crises, reliance on short-term funding, organizational capacity limitations, compliance pressures, and partnership-related risks.

Risk management is guided by KAALO's existing **Risk Management Policy**, with all risks systematically captured and monitored through an organizational risk register. This register defines mitigation measures, responsibilities, and review timelines, and is regularly updated by Senior Management and overseen by the Board.


Mitigation measures are implemented through existing institutional frameworks. **The Resource Mobilization Strategy** addresses financial risks through diversification and sustainability measures, while the **MEAL Policy** mitigates risks related to performance, evidence, and accountability. Operational risks are managed through established SOPs in finance, procurement, HR, logistics, and safeguarding.

**Risk management** is embedded across all functions, with cross-cutting priorities—such as conflict sensitivity, climate resilience, gender and social inclusion, and safeguarding—integrated into programme design and delivery.

By **aligning risk management** with existing policies and systems, KAALO ensures a coherent, efficient, and proactive approach that strengthens resilience, supports informed decision-making, and enables effective delivery of the Strategic Plan.

# Annexes 1

## Annex 1. Detailed Results Framework.

 <b>Theme 1: Inclusive Governance and Peacebuilding</b>						
LEVEL	RESULT STATEMENT	INDICATORS	BASELINE	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS /RISKS
Impact / Goal	More peaceful, cohesive, and well-governed communities enjoying inclusive and accountable public institutions across KAALO target areas.	% of population reporting that conflicts are largely resolved peacefully % of people expressing trust in local and regional institutions.	50%	70%	Perception surveys, national/local surveys, conflict assessments, evaluation reports.	Political context remains relatively stable; no large-scale escalation of violence.
Strategic Objective	To strengthen inclusive, accountable, and participatory governance systems that promote social cohesion, peace, and citizen trust in public institutions across the Horn of Africa.	% of citizens reporting satisfaction with opportunities to participate in local decision-making # of local governance and peace structures that are functional and inclusive (youth, women, elders, religious, minority).	40%	65%	Governance scorecards, project M&E data, meeting minutes, partner reports Somalia Country Opinion Survey (2023/2024).	Government and community leaders are willing to engage in inclusive processes.
Strategic Output 1	Communities, including youth, women, elders, and religious leaders, actively participate in inclusive local governance, decision-making, and peacebuilding processes.	– # of community dialogue and peace forums held with representation of youth, women, elders, religious leaders. – % of participants (disaggregated by sex, age, disability, group) who report they can influence local decisions.	40%	75%	Attendance records, minutes, M&E reports, perception surveys.	Cultural norms do not significantly restrict participation; security allows community meetings.
SO 1	Promote inclusive participation of youth, women, elders, and religious leaders in local governance and peacebuilding processes.	– # of inclusive governance/peace committees established or strengthened. – # of participants trained on inclusive governance and peacebuilding (sex/age disaggregated).	51%	80%	Training reports, partner reports, capacity assessments.	Target groups are available and willing to participate in trainings and forums.

Strategic Output 2	Government institutions and CSOs demonstrate improved accountability, transparency, and service delivery.	<ul style="list-style-type: none"> <li>- # of social accountability mechanisms established (public hearings, scorecards, citizen charters).</li> <li>- % of agreed action points from accountability forums implemented by authorities.</li> </ul>	50%	70%	Action plans, follow-up reports, service quality assessments.	Authorities are willing to respond to citizen feedback and publish information.
SO 2	Enhance accountability, transparency, and service delivery capacity of local government institutions and CSOs.	<ul style="list-style-type: none"> <li>- # of government/CSO staff trained on inclusive governance, PFM, and accountability.</li> <li>- # of institutions adopting participatory planning and budgeting tools.</li> </ul>	100	200	Training reports, institutional assessments, policy and budget documents.	Staff turnover does not undermine capacity; political interference is limited.
Strategic Output 3	Citizens are empowered through civic and voter education to engage meaningfully in democratic processes.	<ul style="list-style-type: none"> <li>- # of citizens reached with civic and voter education (sex/age disaggregated).</li> <li>- % of citizens demonstrating improved knowledge of rights, duties, and democratic processes.</li> </ul>	500,000	1.2 Million	Pre/post tests, survey data, campaign reports.	Electoral cycles and legal frameworks allow civic engagement; information is not censored.
SO 3	Empower citizens with knowledge and skills to participate effectively in civic and democratic processes.	<ul style="list-style-type: none"> <li>- # of civic education campaigns conducted (radio, community, digital).</li> <li>- # of citizen-led initiatives (petitions, dialogues, monitoring) supported.</li> </ul>	20	200	Campaign reports, partner reports, media monitoring.	Citizens feel safe to participate and express views.
Strategic Output 4	Community-led governance structures effectively manage local disputes and conflicts.	<ul style="list-style-type: none"> <li>- #/% of local conflicts resolved through community/traditional mechanisms supported by KAALO.</li> <li>- # of early warning/response mechanisms established and functional.</li> </ul>	20	100	Conflict-tracking tools, committee reports, case documentation.	Local leaders commit to non-violent dispute resolution; conflicts remain at manageable scale.
SO 4	Strengthen community-led governance and traditional conflict resolution structures.	<ul style="list-style-type: none"> <li>- # of mediators, elders, and youth leaders trained in conflict resolution.</li> <li>- # of conflict resolution guidelines/protocols developed and used.</li> </ul>	100	500	Training reports, protocols, case studies.	Customary and statutory actors cooperate rather than compete.



## Theme 2: Gender Equality, Human Rights and Protection (GEHRP).

LEVEL	RESULT STATEMENT	INDICATORS	BASELINE	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS /RISKS
Strategic Objective	To promote gender equality, uphold human rights, and strengthen protection systems that enable women, girls, and vulnerable groups to live free from violence, discrimination, and social exclusion.	<ul style="list-style-type: none"> <li>- % of women and girls who feel safe in their community</li> <li>- % of community members expressing non-discriminatory attitudes toward women and marginalized groups.</li> </ul>	45%	70%	KAP surveys, GBV/protection assessments, evaluation reports.	Social and religious leaders are open to dialogue; legal frameworks remain supportive or neutral.
Strategic Output 1	Women, girls, and vulnerable groups are protected from GBV and abuse through strengthened community-based protection mechanisms and services.	<ul style="list-style-type: none"> <li>- # of reported GBV cases receiving timely, quality support.</li> <li>- # of functional community protection committees or focal points.</li> <li>- % of community members aware of GBV referral pathways.</li> </ul>	500	2000	GBV IMS (where available), partner service records, community surveys.	Survivors feel safe to report; services remain accessible; data protection is maintained.
SO 1	Strengthen community-based protection systems and social services to prevent and respond to GBV and other abuse.	<ul style="list-style-type: none"> <li>- # of community protection structures established/strengthened.</li> <li>- # of service providers trained on GBV case management and survivor-centred approach.</li> </ul>	50	200	raining reports, supervision reports, quality assessments	Service providers adhere to ethical standards and confidentiality.
Strategic Output 2	Community norms and leadership structures uphold human rights, gender equality, and inclusive participation.	<ul style="list-style-type: none"> <li>- % of leaders publicly condemning harmful practices (FGM/C, forced marriage).</li> <li>- % of respondents rejecting harmful practices in KAP surveys.</li> </ul>	60%	80%	KAP surveys, qualitative studies, community dialogue reports.	Backlash from conservative groups is manageable; leaders remain engaged.
SO 2	Promote positive social norms and leadership practices on human rights and gender equality.	<ul style="list-style-type: none"> <li>- # of community dialogues, religious sermons, and campaigns conducted on gender equality and human rights</li> <li>- # of male champions and religious/ clan leaders engaged.</li> </ul>	30	100	Activity reports, media monitoring, testimonies.	Champions continue engagement despite potential social pressure.

<b>Strategic Output 3</b>	Survivors of violence and discrimination access comprehensive psychosocial support and referral services.	<ul style="list-style-type: none"> <li>- # of survivors receiving psychosocial support, legal aid, and other services.</li> <li>- % of survivors reporting satisfaction with services received.</li> </ul>	100	300	Case management records, client feedback tools, partner reports	Referral systems remain functional; staff capacity and funding are sustained.
<b>SO 3</b>	Expand access to quality psychosocial support, legal aid, and referral services for survivors.	<ul style="list-style-type: none"> <li>- # of safe spaces, helpdesks, or protection desks established</li> <li>- # of functional referral pathways mapped and disseminated.</li> </ul>	1	6	Mapping reports, service directories, partner MoUs.	Survivors are aware of services and can physically access them.
<b>Strategic Output 4</b>	Government and CSOs demonstrate capacity and commitment to implement gender-responsive policies and protection legislation.	<ul style="list-style-type: none"> <li>- # of gender/GBV-related policies, strategies, or action plans developed or implemented.</li> <li>- # of institutions with gender-responsive budgeting or protection SOPs.</li> </ul>	2	5	Policy documents, institutional assessments, government reports	Political will persists; turnover in institutions is manageable.
<b>SO 4</b>	Build capacity and accountability of government and CSOs on gender-responsive policies, human rights, and protection.	<ul style="list-style-type: none"> <li>- # of staff trained on gender, GBV, and human rights.</li> <li>- # of coordination meetings/working groups on GBV/protection held annually.</li> </ul>	10	50	Training reports, GBV/protection coordination minutes.	Coordination remains functional and inclusive.

**+** **Theme 3: Emergency and Lifesaving Response**

LEVEL	RESULT STATEMENT	INDICATORS	BASELINE	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS / RISKS
<b>Strategic Objective</b>	To ensure crisis-affected and vulnerable populations have equitable, timely, and sustained access to lifesaving, quality basic services that safeguard health, nutrition, education, and dignity during emergencies and recovery phases.	<ul style="list-style-type: none"> <li>- % of crisis-affected people reached with lifesaving assistance (disaggregated)</li> <li>- % of targeted communities reporting improved access to essential services</li> </ul>	40%	70%	4Ws (Who-What-Where-When), cluster reports, household surveys	Humanitarian access is maintained; funding is adequate for scale.

<b>Strategic Output 1</b>	Crisis-affected populations have sustained access to safe water, adequate sanitation, hygiene, and essential health and nutrition services.	of people with access to minimum emergency WASH standards – of target population accessing primary health and nutrition services. – Incidence of WASH-related diseases in target areas.	<b>1.2 Million</b>	<b>2.1 Million</b>	WASH and health facility records, cluster reports, surveillance data.	Supplies and staff can be maintained; outbreak or access risks are manageable.
<b>SO 1</b>	Ensure crisis-affected and vulnerable populations have equitable and sustained access to safe water, sanitation, hygiene promotion, and essential health and nutrition services.	– # of water points rehabilitated/constructed. – # of health/nutrition outreach campaigns conducted – # of hygiene promotion sessions conducted.	<b>50</b>	<b>200</b>	Activity records, infrastructure mapping, partner reports.	Infrastructure is secure; communities accept interventions.
<b>Strategic Output 2</b>	Food-insecure households improve nutritional status and food consumption.	– % of households reporting acceptable Food Consumption Score (FCS). – % of GAM among U5 children in target areas.	<b>35%</b>	<b>66%</b>	Nutrition surveys, food security assessments, distribution reports	Markets remain functional; pipeline breaks are minimal.
<b>SO 2</b>	Reduce food insecurity and malnutrition through lifesaving food assistance, nutrition interventions, and cash-based support.	– # of households receiving food or cash assistance. – # of children and PLWs enrolled in nutrition programmes.	<b>2700 HH</b>	<b>5000 HH</b>	Distribution and programme records, cluster reports.	Transfer values keep pace with inflation; security allows distributions.
<b>Strategic Output 3</b>	Children affected by displacement and emergencies access safe, inclusive, quality education.	– #/% of crisis-affected children enrolled and attending learning spaces. – # of safe, child-friendly temporary learning spaces established.	<b>2000</b>	<b>5000</b>	Education cluster data, school records, attendance registers.	Parents value education in crisis; facilities remain safe.
<b>SO 3</b>	Improve access to safe, inclusive, and quality education for crisis-affected children.	– # of teachers trained in EiE and psychosocial support. – # of learning kits and materials distributed.	<b>100</b>	<b>300</b>	Training reports, distribution lists, classroom observations.	Teachers and volunteers remain available; schools not targeted by conflict.

Strategic Output 4	Government health centers, schools, and service structures are strengthened to respond effectively to emergencies.	<ul style="list-style-type: none"> <li>- # of facilities with emergency preparedness and response plans.</li> <li>- # of joint coordination meetings held at district/ regional level.</li> </ul>	5	10	Facility assessments, minutes, contingency plans.	Authorities engage in coordination; other actors cooperate.
SO 4	Strengthen local service delivery systems to deliver lifesaving assistance in an equitable, timely, and accountable manner.	<ul style="list-style-type: none"> <li>- # of staff trained in emergency preparedness and response.</li> <li>- # of contingency stocks pre-positioned.</li> </ul>	10	30	Training and logistics reports, partner and government reports.	Pre-positioned stocks are not looted and remain accessible.



### Theme 4: Livelihoods and Climate Resilience

LEVEL	RESULT STATEMENT	INDICATORS	BASELINE	TARGET	MEANS OF VERIFICATION	ASSUMPTIONS /RISKS
Strategic Objective	To enhance the resilience and self-reliance of agro-pastoral, pastoral, and vulnerable communities by promoting sustainable livelihoods, inclusive economic opportunities, and climate-adaptive practices.	<ul style="list-style-type: none"> <li>- % of households reporting increased, diversified income sources.</li> <li>- % of households reporting improved resilience to climate/ economic shocks.</li> </ul>	50%	80%	Household surveys, resilience assessments, evaluations.	Climatic shocks remain within manageable bounds; markets remain accessible.
Strategic Output 1	Agro-pastoral and pastoral households improve income security and food production through climate-smart practices.	<ul style="list-style-type: none"> <li>- #of households applying at least two climate-smart agriculture/livestock practices.</li> <li>- % change in agricultural or livestock productivity among targeted households.</li> </ul>	1000 / 30%	5000 / 70%	Farmer records, extension reports, seasonal assessments.	Inputs and extension support are available; no extreme conflict over land.
SO 1	Increase income security and food production via climate-smart agricultural and livestock practices.	<ul style="list-style-type: none"> <li>- # of farmers/pastoralists trained in CSA/climate-resilient practices.</li> <li>- # of demonstration plots/pasture restoration sites established.</li> </ul>	300 / 3	1000 / 10	Training reports, field monitoring, photos/GIS.	Communities adopt practices; land and water access are secured.

Strategic Output 2	Youth, women, and vulnerable groups access sustainable livelihood and employment opportunities.	<ul style="list-style-type: none"> <li>- # of youth and women who gain or start employment/enterprise after support.</li> <li>- % increase in average income of supported groups.</li> </ul>	10 / 20%	1000 / 50%	Tracer studies, business records, VSLA data.	Markets absorb new labour / enterprises; macroeconomic shocks limited.
SO 2	Expand livelihood and employment opportunities through skills training, entrepreneurship, and SME support.	<ul style="list-style-type: none"> <li>- # of people completing vocational/business training (disaggregated)</li> <li>- # of start-ups/SMEs supported with grants, inputs, or mentoring.</li> </ul>	300 / 200	1000 / 2000	Training reports, grant records, follow-up surveys	Beneficiaries can invest and operate businesses safely.
Strategic Output 3	Community-based natural resource management systems are strengthened.	<ul style="list-style-type: none"> <li>- # of functional NRM committees with inclusive membership</li> <li>- # of hectares of rangeland/watersheds rehabilitated or protected.</li> </ul>	20 / 40 Ha	60 / 300 Ha	NRM committee records, GIS/remote sensing, field reports.	Local agreements on land/water use are respected.
SO 3	Strengthen community-based NRM systems that reduce degradation and support ecosystem restoration.	<ul style="list-style-type: none"> <li>- # of NRM plans developed and endorsed</li> <li>- # of community by-laws or agreements on grazing, water use, and forest use adopted.</li> </ul>	20 / 20	60 / 60	By-laws, community meeting minutes, partner reports	Authorities support local NRM decisions; climate extremes manageable.
Strategic Output 4	Market systems and savings groups are revitalized, improving access to finance and economic inclusion.	<ul style="list-style-type: none"> <li>- # of active savings groups/VSLAs with regular meetings</li> <li>- Total value of savings and loans disbursed through groups &amp; MFIs</li> <li>- # of producers linked to formal/semi-formal value chains.</li> </ul>	100 / 300	100 / 300	VSLA records, MFI partner data, market linkage reports.	Financial institutions remain solvent; inflation and insecurity do not severely disrupt markets.
SO 4	Revitalize local market systems and saving groups through improved access to finance and stronger value chains.	<ul style="list-style-type: none"> <li>- # of VSLAs and producer groups formed/strengthened</li> <li>- # of market linkage or trade fairs facilitated.</li> </ul>	300	1000	Group registers, partner reports, market event reports.	Producers can travel safely; traders continue to operate in target areas.

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**HQ. Address:** Abdiyare Street, Opposite Spaghetti House  
HLG-ZA-353, Garowe, Somalia.

**Contact:** info@kaalo.org, www.kaalo.org

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