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KAALO ANNUAL REPORT 2025

"A Year of Building Resilient Communities and Sustainable Future"



Published by **Kaalo Aid & Development**
Department of **Communication**

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Book Title: Annual Report 2025.
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The content of this Report was compiled from KAALO's 2025 programme achievements.

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Installed greenhouses with drip irrigation systems in **Dharjaale village under Iskushuban district**, strengthening women's livelihoods through smart agricultural farming.

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Acronyms

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

Message From Executive Director

Dear Partners, Colleagues, Communities and Friends of KAALO, It is my pleasure to present KAALO Aid and Development's **2025 Annual Report,** which reflects another year of commitment, learning, partnership and service to vulnerable and marginalized communities across Somalia.

The year 2025 was both a year of significant achievement and a year of considerable challenge. Communities across Somalia continued to face the combined effects of conflict, displacement, drought, food and water insecurity, climate change, poverty and limited access to essential services. In this challenging environment, KAALO remained committed to delivering principled humanitarian assistance while investing in longer-term resilience, livelihoods, protection, governance and peacebuilding.

Throughout the year, our teams worked alongside communities, government institutions, local actors, international partners and donors to deliver programmes that responded to immediate needs while also addressing the underlying causes of vulnerability. **From emergency WASH, food and nutrition assistance to climate-smart livelihoods, women's economic empowerment, protection, human rights, social accountability and peacebuilding,** our work sought to ensure that communities are not only supported during crises but are also empowered to recover, adapt and build more resilient futures.

I am particularly proud of the dedication of KAALO's staff and field teams. Working in complex and sometimes insecure environments requires professionalism, courage, flexibility and a strong commitment to our values. Our achievements in 2025 were possible because of the collective efforts of our staff, Board of Directors, government counterparts, community leaders, partners and the communities themselves.

The year also demonstrated the importance of **locally led and integrated approaches.** Our experience confirms that sustainable change cannot be achieved through isolated interventions. Water security is connected to livelihoods; livelihoods are connected to food security and climate resilience; protection is connected to dignity and access to services; and peace and accountable governance are essential foundations for sustainable development. This understanding continues to shape how KAALO designs and implements its programmes. At the institutional level, 2025 was also an important year of strengthening.

KAALO continued to improve its **financial management, procurement, human resources, programme quality and organizational systems.** The successful completion of multiple grant audits and the unqualified audit opinion demonstrate our continued commitment to accountability, transparency and responsible stewardship of the resources entrusted to us.

Importantly, 2025 marked the conclusion of our **2022–2025 Strategic Plan** and the beginning of a new strategic chapter.



Following extensive consultation with internal and external stakeholders, **KAALO developed its 2026–2029 Strategic Plan.**

The new strategy provides a clear direction for the organization and strengthens our focus on four core programmatic priorities: **(i) Emergency and Lifesaving Response; (ii) Livelihoods and Climate Resilience; (iii) Gender Equality, Human Rights and Protection; and (iv) Inclusive Governance and Peacebuilding.** It also places greater emphasis on Civic Engagement and Organizational Effectiveness, recognizing that strong local institutions, partnerships, evidence and accountability are essential to achieving lasting impact.

As we enter this new strategic period, KAALO is committed to strengthening its position as a credible Somali humanitarian and development organization, expanding meaningful partnerships, investing in organizational capacity, improving the quality and evidence base of our programming, and amplifying the voices of communities in decisions that affect their lives.

We also recognize that the needs remain immense. Funding constraints, insecurity, climate shocks and growing humanitarian needs will continue to test our ability to respond effectively.

We therefore look forward to working even more closely with our donors, government counterparts, local and international partners, civil society organizations and communities to mobilize the resources and partnerships required to address these challenges.

On behalf of KAALO, I extend my sincere appreciation to our **Board of Directors, staff, volunteers, community representatives, government partners, donors and implementing partners** for their continued trust and collaboration. Most importantly, I thank the communities we serve for their resilience, participation and confidence in KAALO.

The journey ahead is challenging, but it is also full of opportunity. Together, we will continue to transform lives, strengthen resilience, promote dignity and rights, and contribute to a more just, peaceful and sustainable Somalia.

Mohamud Hamid Mohamed
Executive Director

Executive Summary

The year 2025 marked significant progress and strategic transformation for KAALO Aid and Development as the organization continued delivering humanitarian assistance, strengthening community resilience, promoting human rights, and advancing inclusive governance across Somalia.

Despite persistent challenges arising from conflict, climate shocks, displacement, and declining humanitarian funding, KAALO maintained its commitment to supporting vulnerable and marginalized communities through integrated, community-driven interventions.

During the reporting year, **KAALO implemented 21 projects** across three major programmatic portfolios, targeting approximately **50,568 households,** with a combined portfolio value of approximately **USD 4.28 million.** These interventions addressed urgent humanitarian needs while strengthening longer-term resilience, sustainable livelihoods, protection systems, and accountable governance.

Under **Emergency and Humanitarian Response sector,** KAALO implemented eight projects targeting **17,992 households,** with a portfolio of **USD 1.37 million.** Key achievements included improving access to safe water, sanitation and hygiene services, emergency food and nutrition assistance, school feeding, and protection services for crisis-affected communities. Emergency WASH interventions alone reached approximately 37,190 people, contributing to improved public health and reduced vulnerability.

In **the Sustainable Livelihoods Sector,** KAALO implemented seven projects targeting **19,820 households,** supported by a portfolio of **USD 2.28 million.** Through initiatives including BRCiS III, TERRA, SEIPP, and other climate adaptation programmes, KAALO strengthened climate-smart agriculture, water infrastructure, ecosystem restoration, vocational skills, women's entrepreneurship, financial inclusion, and sustainable livelihood opportunities. These investments enhanced household resilience and strengthened communities' capacity to withstand future shocks.

Under **the Human Rights and Governance,** six projects targeted approximately **12,756 beneficiaries**, with a portfolio of **USD 630,112.** Interventions strengthened gender-based violence prevention and response, refugee and asylum-seeker protection, access to justice, women's empowerment, and criminal justice rehabilitation. Complementary governance and peacebuilding initiatives promoted citizen participation, social accountability, inclusive decision-making, and peaceful coexistence.

Institutionally, KAALO continued strengthening organizational governance, financial accountability, operational efficiency, and programme quality. The organization managed an annual budget exceeding **USD 4 million,** successfully facilitated ten grant audits, and received an unqualified institutional audit opinion.

KAALO maintained eight operational field offices



and employed 111 staff members, demonstrating its sustained operational capacity and commitment to accountable programme delivery.

A major milestone was the development of **KAALO's Strategic Plan 2026–2029,** establishing a renewed organizational direction built around four programmatic priorities: **(i) Emergency and Lifesaving Response; (ii) Livelihoods and Climate Resilience; (iii) Gender Equality, Human Rights and Protection; and (iv) Inclusive Governance and Peacebuilding.** The strategy further emphasizes **civic engagement, localization, strategic partnerships, institutional effectiveness, and sustainable development**. Looking ahead, KAALO remains committed to strengthening **locally led humanitarian and development responses,** expanding strategic partnerships, mobilizing resources, and delivering sustainable, evidence-based solutions.

Building on the achievements and lessons of 2025, KAALO will continue working toward its vision of a just, peaceful, and sustainable society where all people thrive with dignity, equity, and an improved quality of life.

Introduction

KAALO Aid and Development (KAALO) is a non-profit, humanitarian, and development organization with its headquarters located in Garowe, Puntland in Somalia. The organization was established on Oct 28th, 1991, just after the collapse of the Somali central government. The organization was established by a volunteer group of intellectuals who intended to help vulnerable groups who are displaced from their homes due to the civil war that erupted with the fall of Formal Government in 1990.

The aim was to provide lifesaving and recovery interventions to vulnerable and destitute households and communities in the country. With time, KAALO has diversified its programming portfolio to encompass emergency humanitarian relief, resilience and sustainable development and human right and governance programming. Over the 31 years of its existence, KAALO has successfully implemented over 150 programs and projects in diverse regions of Puntland state and Somalia at large.

Under the **Emergency humanitarian programming,** KAALO implements projects in different sectors: education, health, WASH, food aid, and protection. In development programming, KAALO has been implementing programs in livelihoods – household and community resilience building, Village Savings and Loan Associations; Environmental Management, and Climate Change Adaptation and Mitigation; Human Rights, Democracy, and Governance with a focus on human rights, access to justice, women empowerment and protection of vulnerable communities and individuals especially IDPs, refugees, returnees, and asylum seekers.

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

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

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

The big number of projects implemented by KAALO partly reflects KAALO's competence in project and organizational management as well as KAALO ability to attract, built and sustain value building partnerships with its donors. The organization has nurtured good working relationships and collaboration with a range of stakeholders including the federal State of Puntland and its government agencies, the local communities, Local Non-State Actors, International NGOs, and Development Agencies.

The development partners/agencies that KAALO has and continues to work with include:

Diakonia, Norwegian Church Aid, UN-Habitat, UNDP Somalia, UNHCR, UNESCO, ILO, IOM, FAO, NED, DF, IRC, UNICEF, DPA Oxfam, CARE, SIDA and the Ministry of Foreign Affairs of the Netherlands. KAALO has been able to sustain its partnerships with international humanitarian and development actors as a result of continuous investments and improvements in its programmatic and financial management practices and systems as well as continuous capacity strengthening initiatives for its operational and programmatic staff.

In 2022, KAALO validated and rolled out its 3-year strategic plan covering the period 2022-2025. The 2022-2025 strategic plan was developed through and internal and external stakeholder consultative development process. Further, the 2022-2025 Strategic Plan anchors organizational efforts and initiatives towards a set path that ensures the organization continues to be responsive to the needs of the vulnerable and destitute communities in Somalia.

At the same time, the **Strategic Plan 2022-2025** provides a mechanism through which KAALO can enhance and leverage its position as a key stakeholder and contributor to Somalia's development agenda as contained in the Somalia National Development Plan.

Mission

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

Vision

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

KAALO's Achievements Dashboard 2025

Emergency and Humanitarian Response

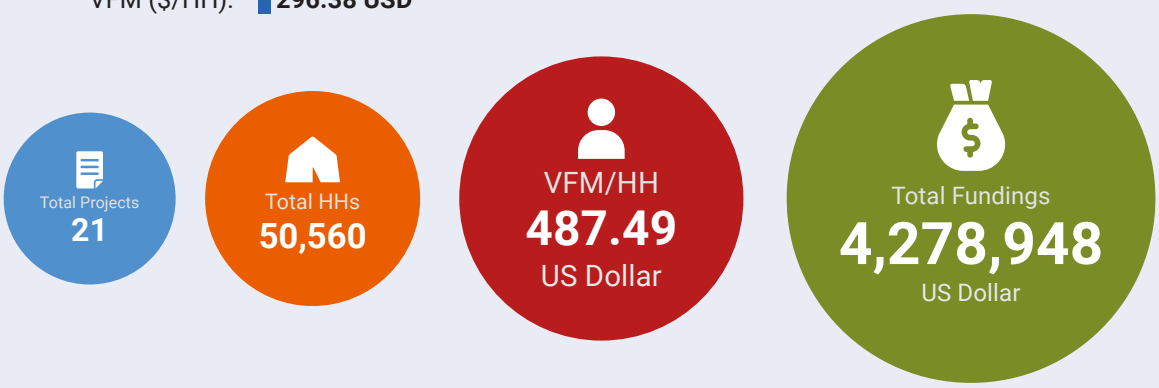
Number of Projects:	**8 Project**
Number of Households:	**17,992 HHs**
Portfolio Budget:	**1,367,026 USD**
VFM ($/HH):	**75.98 USD**

Sustainable Livelihoods

Number of Projects:	**7 Project**
Number of Households:	**19,820 HHs**
Portfolio Budget:	**2,281,810 USD**
VFM ($/HH):	**115.13 USD**

Human Rights and Governance

Number of Projects:	**6 Project**
Number of Households:	**12,756 HHs**
Portfolio Budget:	**630,112 USD**
VFM ($/HH):	**296.38 USD**



Emergency and Humanitarian Response sector



#8 Projects Implemented under **Emergency** Sector.

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

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

During the 2025 Programming year, KAALO implemented a total of 8 project interventions focused on responding to the emergency and humanitarian needs / priorities of **17,992** vulnerable disaster affected and destitute households with a total **EHR portfolio of $1,367,026** in 2024 resulting in a **VFM of $75.98** per household reached. KAALO's sector objective in Emergency and Humanitarian Response is **"To Improve the provision of timely emergency and humanitarian response services to the communities affected by human and natural disasters in our target operational areas".** This is supported by five enabling outcomes which its programming interventions seek to achieve i.e.

- 1.1 Increased availability and access to life-saving Water, Sanitation and Health assistance to reduce acute needs among most vulnerable settlements and communities **(including men, women, boys and girls)** in a dignified manner.
- 1.2 Increased availability and access to immediate **food, primary health care services, and nutrition services** including Infant Young and Child feeding services to the vulnerable communities Internally Displaced Persons, refugees and those affected by man-made and natural disasters to address suffering, misery, loss of life and property.
- 1.3 **Women, girls, and other vulnerable persons in IDPs,** refugee setting and host communities accessing safe, timely, confidential, quality Gender Based Violence and psychosocial support services through integrated referrals.
- 1.4 Increased availability, access, and utilization of **emergency basic educational services** for children in IDPs and refugee setting to achieve basic literacy and numeracy.
- 1.5 Improved the resilience capacity of vulnerable households and communities affected by both **man-made and natural disasters** so that they can mitigate, respond, and bounce back after the shocks.

Key Sectoral Achievements

KAALO successfully implemented critical WASH and livelihood interventions across multiple regions, benefiting over 90,925 individuals in various locations, including Dilin, Dudumale, Baldweyne, and Garowe.
Emergency WASH Portfolio: In 2025, KAALO implemented an emergency WASH portfolio in Garowe and Baladweyne, covering Baladweyne, Sheerbi, Kobdhexaad, Kalabayr, Tuulo-Oman and Abaarey. The portfolio combined **(i) the Somalia Joint Response (SOMJR), (ii) an emergency WASH response for disaster- and conflict-affected communities, and (iii) a civil-society action programme for improved WASH services.** Supported by **DRA, NORAD** and **DPA**, the portfolio had a reported budget of **USD 435,433** and reached **37,190 people: 11,157 women, 9,669 men, 8,926 girls and 7,438 boys.**



(i) Emergency WASH response for disaster/conflict-affected communities (Norad WASH): This project focuses on restoring access to clean water, sanitation facilities and hygiene promotion in disaster/conflict-affected communities. In 2025, KAALO trained 20 hygiene promoters (10 women, 10 men) and they reached 300 households with three-day awareness campaigns on hygiene, disease prevention and water treatment. The project supplied sanitation tools and led community clean-up campaigns and garbage collection that improved environmental cleanliness and reduced disease risks for about 900 people. It also distributed hygiene kits and NFIs to 250 vulnerable households and rehabilitated six berkeds in Sheerbi and Kobdhexaad, benefiting around 2,400 people and backed this with intensive capacity building for WASH Committees whose knowledge scores rose from 30% to 85%.

(ii) DPA WASH programme (Kalabayr, Tuulo-Oman, Abaarey): The DPA-funded WASH programme aimed to strengthen hygiene behaviour and access to safe water in **Kalabayr, Tuulo-Oman and Abaarey villages.** KAALO conducted multi-day hygiene promotion and training for **60 participants,** including leaders, women's groups, youth and teachers, followed by house-to-house visits that reached **100 households** and improved adoption of handwashing and safe hygiene practices. The project organized four-day mobilization cycles in each location, combining group awareness with door-to-door engagement to reduce waterborne disease risks and encourage latrine use. Additional activities included distributing sanitation tools, running clean-up campaigns and strengthening local capacity to sustain improved hygiene behaviours.

(iii) Civil society action for improved WASH services: This multi-country programme (Uganda, Tanzania, Kenya, Zambia and Somalia) aims to enhance civil society's role in planning, managing and overseeing WASH services so that government-delivered services become more accessible and equitable. In Somalia, KAALO carried out community mobilization and WASH rights training for **60 participants** across three villages, including men, women, youth, elders and IDP representatives, to strengthen voice, transparency and accountability. CSOs and community actors were equipped to participate in WASH planning, implementation, monitoring and advocacy, and communities were informed about project objectives, activities and feedback mechanisms. The programme also rehabilitated three berkeds in Kalabayr and Tuulo-Oman **(benefiting 1,200 people)** and delivered WASH priorities training for **20 participants** (village reps, district officials and CSOs) to improve budgeting, social accountability and resource management for WASH services in Garowe District.

Value for money was delivered through an integrated approach that combined resilient water infrastructure, household hygiene support, community sanitation and local governance. Rehabilitating and solarising water sources provides durable water access, while hygiene kits, trained promoters and community campaigns maximise the health value of water investments by reducing waterborne-disease risks. Community-led selection, mobilisation and feedback mechanisms helped direct assistance to vulnerable households and strengthen transparency.



(iv) Improving access to food nutrition and prevention of Hunger and malnutrition for children both School going-children and Under 5 children for Poor rural Households and IDPs in Nugal Region Puntland Somalia:

In 2025, KAALO, in partnership with Danish People's Aid, implemented a 24-month emergency food and nutrition project in Garowe and Dangoroyo districts, Nugal Region. The project aims to improve food security, nutrition and wellbeing among poor rural households, IDPs, school-going children and children under five through food assistance, Infant and Young Child Feeding (IYCF) counselling, school feeding, nutrition awareness and child-protection activities. Against a two-year target of 18,000 people, the project reported reaching 10,430 beneficiaries—5,423 females and 4,798 males—under a USD 400,012 budget.

Targeted food assistance reached 200 vulnerable households: 135 in Shabelle IDP, 40 in Budunbuto and 25 in Qabaal. Beneficiaries included 78 malnourished children in Shabelle IDP—31 with severe acute malnutrition and 47 with moderate acute malnutrition—alongside pregnant and lactating women and infants in Budunbuto and Qabaal.

IYCF counselling reached 250 mothers and caregivers, with follow-up support for 135 mothers, including 57 pregnant and 78 lactating women. The programme reported improved MUAC measurements among 75.6% of children aged 0–24 months, while 11 severe malnutrition cases were referred for specialised treatment.

School feeding reached 790 children in Budunbuto, Qabaal, Somali Autism School and Shabelle IDP, with girls representing about 48% and boys 52%. The programme rehabilitated or constructed three school kitchens and distributed 802 cooking utensils, improving meal preparation and safety. Nutrition and dietary-awareness training reached 30 teachers and Community Education Committee members—23 women and 7 men. Budunbuto School's greenhouse kitchen garden produced two harvests totalling 217 kg of tomatoes, 25 kg of okra and 13 kg of peppers, contributing to school meals and community food security.

The project also integrated health, education and protection. Eye screening reached 150 children, with 100 receiving prescription or protective eyeglasses. Child-safeguarding sessions reached 80 teachers, parents, Community Education Committee members and Koranic teachers, while autism-awareness events engaged more than 100 stakeholders and community members. Thirty children with autism participated in recreational activities designed to support psychosocial, physical and social wellbeing.

Value for money was achieved through a multi-sectoral model that connected short-term food support with longer-term nutrition knowledge, school attendance, child protection and household resilience. Food baskets addressed immediate dietary needs, while IYCF counselling, cooking demonstrations, referrals and follow-up strengthened caregivers' ability to sustain improved feeding practices. The reported improvement in MUAC among 75.6% of children aged 0–24 months receiving follow-up suggests that this combination of assistance and behaviour-change support is more valuable than food distributions alone.

School feeding was reinforced by kitchen rehabilitation, cooking equipment and a school greenhouse, creating assets that can support future meal provision and nutrition education. Integrating vision screening, autism support, safeguarding and recreational activities enhanced the benefit of school-based nutrition programming by addressing wider barriers to attendance, learning and wellbeing. A formal cost-per-beneficiary analysis should be completed after confirming actual expenditure, period-specific spending and unique beneficiary records, as several beneficiaries may have received multiple services.

(v) Somalia Joint Response (SOMJR) – WASH component: SOMJR aims to improve immediate and sustainable access to safe water, sanitation and hygiene for 46,853 vulnerable people in IDP camps and rural communities of Baledweyne District. In 2025, KAALO rehabilitated and solarized shallow wells, constructed flood-proof emergency latrines and solid waste pits, and distributed 500 hygiene kits to vulnerable households. Trained hygiene promoters delivered door-to-door and community hygiene sessions to around 300 households, supported by IEC materials to improve practices on handwashing, safe water, food hygiene and waste management. Community members received sanitation tools and led clean-up campaigns that improved environmental sanitation for about 900 people, while WASH Committees were established and strengthened to manage water points and ensure sustainability.

Sustainable Livelihoods (SL) Sector



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

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

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

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

- 2.1 Improved availability of diversified and nutritious food stuffs among the most vulnerable agro pastoral, pastoral and fisher-households to address hunger, starvation, and malnutrition.
- 2.2 Increased and diversified incomes among the most vulnerable agro pastoral, pastoral and fisher-households and communities to increase their disposable income and purchasing power.
- 2.3 Increased employability of the youth and women to access dignified and meaningful jobs and incomes.
- 2.4 Improved availability, access and utilization of sustainable health nutrition and WASH services in rural and IDPs communities to address the high rates of malnutrition and prevalence of Water Borne Diseases.

In 2025, KAALO implemented 7 SL interventions in which KAALO targeted **19,820 households** distributed across **10 districts** using a funding portfolio of **USD 2,281,810.** As such, KAALO has managed to achieved to achieve a VFM of **115.13 USD/Household**.

Key Sectoral Achievements

(i) Towards Regenerative Resilience and Climate Adaptation for Displacement-Affected Communities in Somalia (TERRA): In 2025, KAALO, Concern Worldwide and the Norwegian Refugee Council implemented the SIDA-funded Towards Regenerative Resilience and Climate Adaptation for Displacement-Affected Communities in Somalia (TERRA) project in Galkacyo and Jariiban districts. The two-year project supports food security, climate adaptation and livelihood resilience among displacement-affected communities by linking urban and peri-urban IDP-hosting communities with rural communities affected by climate shocks and environmental degradation. The project uses a regenerative, community-led approach that combines ecosystem restoration, climate-smart food production, water access, financial inclusion, health and nutrition awareness, and rural–urban economic linkages.

Key activities included a joint rural–urban planning workshop; permaculture-garden training; rehabilitation of boreholes in Gobsho; construction of elevated water-storage tanks in Afari Dood and Gobashe; rangeland rehabilitation and tree planting in Jariiban and Tawakal IDP settlements; and self-help group training, mentoring and coaching. The project also implemented combined health and nutrition community-engagement campaigns in Galkacyo and Jariiban, reaching 1,116 people—75 men and 1,041 women—through dietary education, hygiene promotion, nutrition screening, referrals and behaviour-change messaging.



Key achievements included training 88 urban-resilience stakeholders and rural Community Resilience Committee members (60 men and 28 women); 40 public and private extension workers on regenerative design and agroecology; 52 urban residents in permagarden practices; and 240 smallholder food producers in climate-resilient production practices, including 160 women. Ecosystem-restoration cash-for-work activities engaged 100 people (59 men and 41 women), while rehabilitated and constructed climate-resilient water sources reportedly served 5,280 people—2,112 men and 3,168 women—year-round. Business-skills training reached 140 food producers, including 101 women and 39 men, and 140 producers participated in rural–urban trade expos, comprising 77 women and 63 men.

Value for money is reflected in TERRA's integrated and mutually reinforcing design. Investments in water infrastructure, rangeland restoration, permagardens and climate-smart farming address immediate water and food-security constraints while strengthening productive assets and longer-term adaptation capacity. The same communities also receive support through self-help groups, mentoring, business skills and trade exposure, enabling households to translate environmental and agricultural gains into more sustainable livelihoods.

The programme leverages coordination among consortium partners, government authorities, UNOCHA-led area coordination platforms and existing BRCiS III interventions—particularly fodder-production support for the milk value chain. This reduces duplication, strengthens continuity across interventions and supports locally led implementation. The reported TERRA budget is **17,447,413,** but the currency and unique beneficiary total are not specified in the project highlights sheet; therefore, a formal cost-per-beneficiary analysis should follow verification of the budget currency, actual expenditure and deduplicated reach.

(ii) Building Resilient Communities in Somalia – Phase III (BRCiS III): In 2025, the Building Resilient Communities in Somalia Phase III (BRCiS III) programme advanced integrated resilience-building interventions in Galkacyo and Jarriban districts, Mudug Region. The 57-month programme, running from July 2023 to March 2028, seeks to reduce humanitarian needs and displacement by strengthening the social, financial and environmental assets of marginalised, disaster-prone communities. The 2025 programme reported reaching 22,180 people, comprising 12,010 men and 10,166 women, through sustainable livelihoods, water access, ecosystem restoration, community governance and protection-related interventions.



Key investments included construction and equipping of four fodder centres in **Balibusle, Gacnafale, Gobsho and Bayra;** formation and training of five farmer groups or cooperatives involving 75 people (35 men and 40 women); and establishment of 140 permagarden households, of which 109 were women-led or female participants. Twenty self-help groups, comprising 317 women, were trained and linked to microfinance institutions, with seed grants planned for early 2026. The project also upgraded, rehabilitated or constructed six water points—including five boreholes and one earth dam—reportedly benefiting 20,525 people: 11,368 men and 9,157 women. **Environmental and community-resilience activities** included three restoration exercises involving 160 people, Resilience Design ecosystem-restoration training for 112 participants, and awareness sessions on ecosystem restoration and rangeland protection reaching 655 people, including 396 women. In addition, Gender Equality, Equity and Social Inclusion refresher training reached 76 Community Resilience Committee members; referral support reached 86 people; and dispute-resolution training engaged 30 participants. Government and stakeholder engagement was reinforced through a joint Memorandum of Understanding among consortium members, downstream partners and government authorities, engagement with line ministries during Community Resilience Committee formation and Community Action Plan development, and a Letter of Agreement with MOPIED to support monitoring and coordination.

Value for money was generated through an area-based, integrated delivery model that combined large-scale community assets with targeted household and institutional support. Water-system investments alone reportedly reached 20,525 people, while fodder centres, permagardens, farmer cooperatives, women's self-help groups and rangeland restoration interventions collectively strengthened livelihoods, food production and climate resilience. Combining these interventions within the same locations reduces duplication, creates links between water, livestock, agriculture, finance and natural-resource management, and supports more durable resilience outcomes than stand-alone assistance.

The **programme also invested** in local systems that can sustain benefits beyond direct funding: Community Resilience Committees, women's self-help groups linked to microfinance institutions, government-led coordination, community action planning and locally available services through CREWs. These mechanisms support local ownership, facilitate referral pathways and help communities identify, manage and advocate for their own priorities. The BRCiS III project budget is reported as £6,116,871 under FCDO, alongside a SIDA sector contribution of SEK 17,447,413; because interventions and reach figures may overlap, a precise cost-per-beneficiary figure should only be calculated after validating unique beneficiaries, attributable expenditure and currency treatment.



©Credit:Garowe-Nugal/Daud-Yusuf/KAALO

(iii) Promotion of Socio- Economic Inclusion (SEIPP): In 2025, KAALO implemented the GIZ/BMZ-funded Promotion of Socio-Economic Inclusion Project (SEIPP) in Garowe, Puntland. The project aimed to improve resilience and livelihoods among highly vulnerable IDP and host-community households through skills development, assets, mentoring, financial inclusion and targeted livelihood support. It reached 496 households—381 female and 115 male beneficiaries—including 263 IDP and 232 host-community households.

SEIPP trained 62 beneficiaries in entrepreneurship (57 women, 5 men, 46 youth, 19 IDPs and 43 host-community members) and 52 in vocational skills (42 women, 10 men, 40 youth, 13 IDPs and 39 host-community members). Productive assets were distributed to 114 trained youth and women, including 99 women, 86 youth, 33 IDPs and 82 host-community members. Mentoring, coaching and counselling reached 493 households, comprising 380 women, 113 men, 261 IDPs and 232 host-community members. Literacy, numeracy and women's empowerment training reached 100 women, including 56 IDPs and 44 host-community members. The project also offered internships to 59 beneficiaries, top-up assets to 50 households—including 5 persons with disabilities—and reactivated five VSLA groups involving 106 members, 85 of whom were women.

Value for money: SEIPP combined complementary interventions around the same vulnerable households rather than providing short-term assistance alone. Training was linked to productive assets, then reinforced through mentoring, internships, literacy support and VSLAs—an approach designed to convert skills and assets into more sustainable income-generating activities.

Strong targeting of women, youth, IDPs, persons with disabilities and economically constrained households enhanced equity and directed resources towards groups facing the greatest barriers to economic inclusion. Re-activating VSLAs further leverages project investment by promoting continued savings, recordkeeping and peer support after project activities end.
Implementation was affected by **water shortages in Jilab Two,** household relocation and evictions, difficulties maintaining beneficiary follow-up, and drought-related fodder constraints; however, ongoing coaching and coordination with government and community leaders supported continuity and local ownership.

(iv) Economic Development and Food Security: In 2025, KAALO implemented the NORAD-through-NCA funded Economic Development and Food Security (EDFS) project in Ballay and Caana-yaskax villages, Garowe District. With an approved budget of USD 57,292, the project aims to help small-scale producers and service providers earn sustainable incomes while promoting climate-resilient local food production. It targets 2,142 households and reports reach across priority groups of 863 women, 583 men, 520 youth, 143 girls, 15 persons with disabilities, 375 IDPs and 40 minority-clan members; these categories may overlap and should not be summed as a unique beneficiary total.



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The project strengthened women's economic inclusion by training 50 women-led SMEs in financial literacy, business management, budgeting, savings, marketing, customer relations and record keeping. It also formed three Village Savings and Loan Association groups—two in Caana-yaskax and one in Ballay—bringing together 50 women entrepreneurs. Members save USD 5 per share monthly, up to three shares, under a nine-month savings cycle. In-kind, needs-based business materials were distributed to the same 50 women-led enterprises, followed by practical mentoring and coaching on business planning, income and expenditure tracking, responsible borrowing and access to finance. Educational forums also connected the women entrepreneurs with microfinance institutions and other financial-service providers.
Climate-resilient food production was supported through training for 40 agro-pastoralists—28 women and 12 men—on climate-smart irrigation, water-efficient practices, irrigation-equipment management and soil-moisture monitoring. The same group received training in organic fertiliser production and indigenous botanical pesticides, promoting lower-cost, environmentally sustainable farming. Forty households received seeds, fertiliser, crop-protection products and farm tools. Early production results from Ballay cooperative farmers included 4,480 kg of tomatoes, 200 kg of sweet pepper and 150 kg of hot pepper, with some produce consumed by households and surplus sold to generate income.

Value for money was achieved through an integrated pathway that linked women's entrepreneurship training, savings groups, business materials, mentoring and financial-service linkages. This sequencing helps ensure that training is translated into operational businesses, rather than remaining a stand-alone capacity-building activity. The VSLA model also mobilises local savings and can continue providing internal lending after project support ends.

In agriculture, the project combined climate-smart irrigation and organic-input training with productive farm inputs for the same **40 agro-pastoral households**. This strengthened both technical capacity and the ability to apply new practices immediately. The early crop output and household consumption demonstrate the dual contribution to income generation and dietary diversity. Targeting women entrepreneurs and women agro-pastoralists also directs support toward groups facing barriers to finance, assets and market participation.

(v) Promoting Resilience and Peaceful Co-Existence for Climate Crisis Affected Communities in Somalia: In 2025, KAALO implemented the BFW-through-Diakonia-funded Promoting Resilience and Peaceful Co-existence for Climate Crisis Affected Communities in Somalia project in Iskushuban District, Puntland. The project applies a humanitarian–development–peace nexus approach to improve living conditions for climate-affected communities through education protection, climate-friendly livelihoods, WASH services and reduced resource-based conflict. It has an approved budget of USD 86,784 and targets 2,000 households, with planned reach including 1,000 women, 500 youth, 400 men, 50 girls, 15 persons with disabilities and 50 people from minority communities. During the reporting period, the project rehabilitated and solarised two shallow wells in Dharoor village, installing climate-resilient well structures, solar pumps, panels and associated infrastructure. The wells were formally handed over to the community in June 2025 in the presence of Diakonia and government officials.



The intervention improved reliable water access for domestic use, hygiene and irrigation, benefiting more than 500 people, including 84 farming households. Solarisation reduced reliance on diesel fuel, lowered operating costs and enabled more consistent water access, particularly benefiting women and children by reducing time spent collecting water.

The project also procured a **Massey Ferguson 385 2WD tractor** to support land preparation and tillage for **50 farmers in Dharoor.** The tractor was technically inspected by the Puntland Ministry of Agriculture and Irrigation and found to be operational; it was awaiting formal community and government handover at the time of reporting. By improving the timeliness and affordability of land preparation, the asset is expected to reduce labour costs, support optimal planting periods, improve crop yields and contribute to household food security and incomes.

Value for money was evident in the project's investment in durable, community-level productive assets. Solar-powered water systems provide continuing domestic and agricultural water services without recurrent diesel costs, while resilient well construction is designed to protect infrastructure and sustain access during drought and climate variability. The two wells simultaneously support drinking water, hygiene, irrigation, crop diversification and income generation for more than 500 people.

The community tractor is a shared asset intended to serve 50 farmers through affordable tillage services, extending the benefit of a single capital investment across multiple planting seasons. Joint consultation with the community and Ministry of Agriculture informed the choice of a durable, locally appropriate tractor model, while government technical inspection and planned handover support accountability and long-term ownership. A formal cost-per-beneficiary calculation should be completed after confirming actual expenditure, the final beneficiary register and the operational arrangements for both water systems and tractor services.



(vi) Increased Climate Resilience, Food and Livelihood Security for Agro-Pastoralists in Somaliland and Puntland: In 2025, KAALO implemented the Darwin Initiative-funded project, Increased Climate Resilience, Food and Livelihood Security for Agro-Pastoralists in Somaliland and Puntland, in Cuun and Dulcadale villages within Garowe and Ufeyn districts. **The 2022–2027** project aims to improve climate resilience, food security and livelihoods among agro-pastoral households by strengthening community seed systems, water management, irrigation and farmer capacity. The project trained **80 small holder farmers** in rainwater conservation and use, including 45 men and 35 women. Participants learned practical water-harvesting, storage, soil-moisture conservation and small-scale irrigation techniques, with average test scores rising from 41% before the training to 87% afterward. The project also distributed 12 HDPE irrigation pipes, each 100 metres long, to 12 farming households in Dulcadale, and provided 14 water-storage bladders to 14 agro-pastoral households through the Community Adaptation and Vulnerability contingency plan. These investments improved irrigation efficiency, reduced water losses and helped farmers sustain crop production during dry periods. Community seed-system strengthening included training **40 seed-bank staff,** lead farmers and youth representatives—25 men and 15 women—on seed packaging, quality control, labelling and marketing. Knowledge scores increased from 43% to 81%, and 35 participants developed seed-marketing and value-addition action plans. A further 25 Community Seed Bank committee members and farmers—15 men and 10 women—received training in seed handling, harvesting, drying, treatment, storage and record keeping; their average assessment scores rose from 41% to 82%. Collaboration with the Puntland Ministry of Agriculture and Irrigation, farmer groups, NGOs, academic actors and Community Seed Bank committees reinforced inclusive decision-making, institutional recognition and links between indigenous seed preservation and government systems.

Value for money was achieved through a practical package that linked farmer knowledge with productive assets and community institutions. Training was supported by irrigation pipes and water-storage bladders, allowing households to apply water-conservation practices directly and protect agricultural production during drought. The durable HDPE pipes reduce water losses and can extend irrigation networks over several production seasons, while water bladders provide flexible household-level storage where permanent infrastructure is limited. Strengthening Community Seed Banks creates a sustainable local mechanism for conserving indigenous seed, improving seed quality and supporting future seed marketing. The project's participatory, field-based training model produced substantial learning gains across rainwater conservation, seed packaging and seed management.



(vii) Darwin Initiative: Climate Resilience, Food and Livelihood Security: In 2025, KAALO implemented the Darwin Initiative-funded project, Increased Climate Resilience, Food and Livelihood Security for Agro-Pastoralists in Somaliland and Puntland, in Cuun and Dulcadale villages within Garowe and Ufeyn districts. The 2022–2027 project aims to improve climate resilience, food security and livelihoods among agro-pastoral households by strengthening community seed systems, water management, irrigation and farmer capacity. The annual highlights report records 157 direct beneficiaries—95 men and 62 women—although the project narrative also refers to more than 180 people reached across activities; this discrepancy should be reconciled in the final report.
The project trained 80 smallholder farmers in rainwater conservation and use, including 45 men and 35 women. Participants learned practical water-harvesting, storage, soil-moisture conservation and small-scale irrigation techniques, with average test scores rising from 41% before the training to 87% afterward. The project also distributed 12 HDPE irrigation pipes, each 100 metres long, to 12 farming households in Dulcadale, and provided 14 water-storage bladders to 14 agro-pastoral households through the Community Adaptation and Vulnerability contingency plan. These investments improved irrigation efficiency, reduced water losses and helped farmers sustain crop production during dry periods.
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Strengthening Community Seed Banks creates a sustainable local mechanism for conserving indigenous seed, improving seed quality and supporting future seed marketing. The project's participatory, field-based training model produced substantial learning gains across rainwater conservation, seed packaging and seed management. With a reported annual budget of USD 123,529, the project should verify the final number of unique beneficiaries and activity-level expenditure before calculating a formal cost-per-beneficiary ratio.



(viii) Building Local Resilience and Adaptation to Climate Change (BRAC): In 2025, KAALO implemented the NORAD-funded Building Local Resilience and Adaptation to Climate Change (BRAC) project in Cuun and Caana-yaskax villages, Garowe District. The project strengthened climate resilience among vulnerable agropastoral households through Climate-Smart Agriculture (CSA), livestock nutrition, water-resource management and flood-risk reduction. It reached 360 direct beneficiaries, comprising 240 men and 120 women, under a reported project budget of 109,416.

Key achievements included an eight-day CSA training for 200 farmers—120 men and 80 women—covering drought-resistant crops, crop diversification, composting, water conservation, agroforestry, efficient irrigation and integrated pest management. A further 100 agropastoralists were trained in livestock nutrition, feed conservation, pasture management, water management and low-cost feeding practices. Eighty community members—56 men and 24 women—received practical training on rainwater harvesting, water conservation and community water governance.

The project improved productive infrastructure by rehabilitating two shallow wells and solarising four additional wells across the two villages, supporting more reliable irrigation while reducing fuel costs. It also constructed 120 metres of flood-control gabions in Caana-yaskax to control runoff, reduce soil erosion and protect farms, water points and settlements from recurring flash floods.

Stakeholder engagement involved the Ministries of Agriculture, Livestock and Environment, Garowe Municipality and the Puntland Information Management Center, alongside inclusive participation of women, youth, elders and persons with disabilities in planning, delivery and monitoring.
Value for money was achieved through an integrated resilience model that combined capacity building with durable, climate-resilient infrastructure. Training farmers in CSA and livestock nutrition creates knowledge that can be applied across production seasons, while rehabilitated and solar-powered wells reduce recurring fuel and operating costs and improve access to irrigation water. Flood-control gabions safeguard agricultural land and water infrastructure, helping avoid repeated losses caused by flood damage.
The project also targeted multiple climate risks—drought, erratic rainfall, water scarcity, land degradation and flooding—through complementary investments rather than isolated activities. Coordination with public institutions, use of existing community committees and inclusion-based targeting strengthened ownership, technical oversight and prospects for sustained operation of the infrastructure. As the currency and expenditure status of the reported 109,416 budget are not specified, a formal cost-per-beneficiary calculation should be prepared only after confirming the currency, actual expenditure and unique beneficiary count.

(ix) CIVSAM -Youth Employment and Community Resilience: From January to July 2025, KAALO implemented the Diakonia-supported CIVSAM project, Building Resilience of Poor Urban Youth and Rural Agro-Pastoral Communities, in Bargal and Armo districts of Bari Region, Puntland. The project strengthened youth employability, women's economic empowerment, civil-society capacity and community resilience through an integrated approach linking employment policy, digital skills, enterprise support and institutional strengthening. Implementation occurred amid insecurity related to counter-insurgency operations in Bari, which occasionally constrained movement and monitoring in rural areas, although no KAALO activities were directly targeted.
A central achievement was support to the rollout of the Puntland Internship Policy. KAALO collaborated with the Ministry of Labour and Social Affairs to launch and disseminate the policy in Bosaso, engaging 50 representatives from government, universities, the private sector, financial institutions and civil society. The policy, previously approved by the Puntland Cabinet, establishes a standardised, inclusive and rights-based framework for internships. Under the programme, 37 graduates obtained paid internship placements, of whom 33 completed four months of practical experience—19 men and 14 women—in administration, finance, project management and social services.

The **project expanded youth access to the digital economy by training 25 unemployed young people** in Garowe on online marketing, social-media influencing, e-commerce and use of AI tools, including ChatGPT, to support productivity and income generation. In Bargal and Armo, 24 women-led small businesses received customised in-kind grants worth **USD 400 each, totalling USD 9,600.** The supported enterprises included small restaurants, tailoring shops, market stalls and street-vending businesses. Beneficiary selection was based on enterprise assessments and consultations with local leaders, helping ensure relevance, transparency and conflict sensitivity.
Value for money was achieved by combining systems-level and direct-beneficiary interventions. Support for the Puntland Internship Policy creates a framework that can benefit successive cohorts of graduates beyond the project period, while the internship placements supplied immediate work experience, professional networks and labour-market skills. The digital-skills training opened additional, relatively low-cost pathways to employment and enterprise in the online economy.
The USD 400 tailored grants addressed specific constraints of women-led enterprises rather than providing uniform packages. By supporting existing businesses with relevant materials, the intervention increased the likelihood of immediate use, income generation and reinvestment. Capacity development of 10 KAALO operational staff—7 men and 3 women—in advanced Microsoft Excel and digitalised operational systems also strengthened the organisation's data management, budgeting, reporting and operational efficiency. Documentation through a programme booklet and video created reusable evidence and learning products for accountability and future resource mobilisation.

Human Rights and Governance Sector



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

Beneficiaries Total No.**12,756 HHs.**

Total Funding **630,112 USD.**

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

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

In this sector, KAALO has implemented a total of 6 HRG interventions targeting **2,126 HH** i.e. **12,756 direct beneficiaries** at a total HRG portfolio budget of **$ 630,112 (VFM - 296.38 USD per beneficiary household).**

Key Sectoral Achievements

(i) Centering Women and Girls in SGBV Response and Mitigation (GAC project): This multi-year project in Buhoodle and Las'anood improved access to lifesaving, gender-responsive SGBV and SRH services and strengthens community-based protection mechanisms for conflict-affected populations. In 2025 it assessed and upgraded health facilities, trained 144 health providers (123 women, 21 men) on survivor-centred care, and equipped facilities with essential SRH/SGBV supplies. The project provided comprehensive case management to 195 SGBV survivors and vulnerable women, distributed 480 MHM kits and emergency cash to 88 people, and integrated WASH actions, including safety audits, construction of gender- and disability-sensitive latrines, and distribution of WASH NFIs to 600 households. Community health workers were trained to promote hygiene, and intensive community engagement underpinned safer access to services for women, men, boys and girls.

(ii) Enhancing the protection environment for RAS communities through targeted assistance (Puntland and Banadir): This UNHCR-supported project strengthens the protection environment for refugees and asylum seekers in Puntland and Banadir through GBV, child protection, legal aid, community-based protection, well-being and basic needs support. In 2025, 70 GBV survivors (66 women, 4 men) received case management, medical and psychosocial support and livelihood assistance, while GBV/CP awareness sessions reached about 350 participants and 400 sanitary kits were distributed to vulnerable women and girls. Child protection services reached 190 children and caregivers, including 50 at-risk children receiving case management, and 115 children/caregivers receiving individual protection assistance. Legal protection officers supported 572 people with legal aid (including 419 cases in Bossaso) and partners and law enforcement were trained on international protection. Overall, 5,460 individuals received protection services and more than 5,336 RAS community members were reached through community engagement and women's empowerment activities, surpassing annual targets.


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(iii) Joint NCA/SC FGM–CEFM Programme (Nugal): This NORAD/Oxfam-supported programme in Nugal aims to eliminate FGM/C and child, early and forced marriage by promoting gender equality, changing social norms and expanding access to services for women and girls at risk or affected. In 2025 the project sensitized 100 adults (85 women, 15 men) on the Choices model, established five school clubs with equal participation of boys and girls, and delivered a 10-week Choices cycle for 100 adolescents (51 girls, 49 boys) to challenge harmful practices.

It trained 30 women and girls in leadership and life skills, 30 influential community members in gender equality and rights advocacy, and 80 community actors on FGM/CEFM prevention, while eight community conversation cycles engaged 400 participants to shift norms. Economic empowerment included VSLA and entrepreneurship training and grants for nine small businesses, and male engagement training reached 30 men and boys. The programme also expanded access to survivor-centred services and safe spaces, with 30 survivors receiving specialized support and 400 dignity kits distributed, alongside wide-reaching media and IEC campaigns on available protection services.

(iv) Promoting Human Rights Delivery in Somalia's Criminal Justice and Rehabilitation System Project: In 2025, KAALO implemented the EU-funded Promoting Human Rights Delivery in Somalia's Criminal Justice and Rehabilitation System Project in Mogadishu, Kismayo and Baidoa. The 36-month project seeks to strengthen an effective, responsive criminal justice system that safeguards detainees' rights while improving rehabilitation and reintegration. The project reports 500 direct beneficiaries—310 men and 190 women—with a budget of 300,000. The project developed and validated human-rights awareness training manuals with 120 stakeholders—71 men and 49 women—from justice institutions and partner organisations. These manuals were then used to train 105 frontline criminal-justice staff—60 men and 45 women—in Baidoa, Kismayo and Mogadishu through a Training of Trainers approach. This strengthened the capacity of duty bearers to apply constitutional and international human-rights standards in criminal-justice delivery. KAALO also conducted detention and correctional-facility infrastructure mapping across the three locations, identifying priority gaps in basic services, rehabilitation facilities and Technical and Vocational Education and Training equipment. The assessment informed the policy brief, Trapped After Time Served – Prolonged Detention and Human Rights in Mogadishu Prisons, which highlighted overcrowding, prolonged detention linked to unpaid compensation, inadequate legal aid and weak rehabilitation services.



©Credit:Mogadishu/Communication/KAALO

To improve rehabilitation opportunities, KAALO constructed a TVET centre at Kismayo New Prison after identifying the absence of dedicated learning spaces. The project enrolled 75 prisoners in its first vocational-training cohort: 50 in literacy and numeracy classes and 15 in tailoring. It also consulted 120 stakeholders—75 men and 45 women—from justice ministries, attorneys general offices, police, custodial services and civil-society organisations to develop a Detention Monitoring and Accreditation Framework for Local Non-State Actors. The framework provides a structured mechanism for civil-society monitoring of detention facilities and closer government–civil-society collaboration.

Value for money was achieved through investments that build lasting institutional capacity rather than relying solely on one-off training. The Training of Trainers model leaves trained justice personnel able to transfer human-rights knowledge within their institutions, reducing future training costs and extending reach. Likewise, stakeholder-validated manuals and the detention-monitoring framework establish reusable national resources for consistent human-rights training, monitoring and accountability.

The TVET centre in Kismayo is a durable rehabilitation asset that can support successive cohorts of detainees, while literacy, numeracy and tailoring courses provide practical foundations for reintegration and reduced reoffending risk. The infrastructure mapping and policy brief also directed project attention towards evidence-based priorities, helping stakeholders focus future investments on the most critical gaps in detention conditions, legal aid and rehabilitation services.



(v) Promoting Inclusive, Cohesive, and Peaceful Somali Communities: In 2025, KAALO implemented the NORAD-through-NCA funded Promoting Inclusive, Cohesive and Peaceful Somali Communities project in Garowe and Eyl districts. The project aims to strengthen social cohesion and psychosocial well-being, enable non-violent conflict resolution, and ensure that women, youth and excluded groups participate meaningfully in peace processes. It targets 2,700 households, with reported reach across priority groups including 1,000 women, 584 youth, 116 girls, 100 men, 135 persons with disabilities, 375 IDPs and 40 minority-clan members. These categories may overlap and should not be treated as a unique beneficiary total.

The project advanced social cohesion through **three peace-message billboards in Kalabayr, Birta-dheer and Sheerbi,** carrying messages on dialogue, unity and peaceful coexistence. The billboards are expected to reach approximately 21,000 people monthly through high-traffic community and transport locations. KAALO also supported a peace-awareness campaign in Sheerbi, reaching **120 people—90 men and 30 women** and a trauma-healing and symbolic reconciliation event involving 100 participants, including 25 women, 30 youth and 17 members of marginalised groups. In December, two Community Peace Centres, known as Guriga Nabadda, were handed over in Kalabayr and Birta-dheer to provide neutral spaces for dialogue, mediation, reconciliation and conflict prevention.

Conflict-resolution capacity was strengthened through a two-day training for **20 Local Peace Structure members**, Ministry of Interior representatives and youth peace champions. A further 100 people participated in dialogue and peace campaigns in Kalabayr and Birta-dheer, with 22 women represented. Local Peace Structures reportedly handled 45 conflict cases across Sheerbi, Birta-dheer and Kalabayr, although the narrative separately refers to 10 resolved cases; this discrepancy should be reconciled in final reporting.

The project promoted inclusive peace processes through advocacy with duty bearers in Waaciye, attended by 60 people—40 men and 20 women—including government officials, traditional leaders, youth, women's groups and marginalised groups. A separate mobilisation and capacity-building training reached 50 community actors, including 18 women, to strengthen skills in conflict analysis, early warning and response, mediation, negotiation, trauma healing, reconciliation and conflict-sensitive planning.

Value for money was achieved by combining durable peace infrastructure, local-capacity strengthening and high-reach public messaging. The two Community Peace Centres provide a sustained operational base for Local Peace Structures, reducing the need for repeated temporary venues and enabling community-led mediation, dialogue and reconciliation beyond the project period. The three advocacy billboards offer a relatively low-cost channel for continual public outreach, with an estimated monthly reach of 21,000 people.

The project also builds on existing community institutions—Local Peace Structures, traditional elders, religious leaders, women's groups, youth networks and local authorities—rather than creating parallel mechanisms. Training and dialogue interventions strengthened local capability to prevent, mediate and resolve disputes, while advocacy promoted more inclusive decision-making. The approved budget is USD 57,292; a formal cost-per-beneficiary or cost-per-conflict-resolved analysis should be undertaken only after validating unique beneficiary data, actual expenditure and the number of cases resolved.



(vi) Inclusive Governance and Peacebuilding – Democratization and Local Governance Enhancement:

In 2025, KAALO implemented the SSF-funded Democratization and Local Governance Enhancement project across Badhan, Dangorayo, Dhahar, Iskushuban, Ufeyn and Bargaal in Puntland's Nugal Region. The project strengthened local-government administration, fiscal decentralisation, inclusive social accountability and citizen engagement with elected councils. It reached **1,097 youth, 678 women, 23 persons with disabilities, 73 IDPs and 30 minority-clan members.**

The programme delivered two governance expos reaching **500 people (299 men, 201 women, 459 youth and 34 IDPs);** six monthly citizen–government dialogue forums reaching 212 participants; six youth-led dialogue forums reaching 221; and six digital and media-hub forums reaching 300 participants, including 157 women and 235 youth. It also supported 14 participants through cross-learning visits, trained 23 duty bearers and 23 rights holders on ISA processes, and established and trained Local Development Committees involving 72 people. Six tax-compliance and revenue-awareness workshops further reached 210 participants across all six districts.

Value for money: The project used a cost-effective, systems-strengthening approach by delivering multiple linked interventions through existing local-government and community structures.

Group-based forums, Local Development Committees, youth networks and state-level coordination mechanisms enabled broad participation while building local capacity that can continue beyond direct project support. Investments in local revenue mapping, revenue-enhancement planning and tax-compliance awareness also offer potential longer-term returns by helping districts improve their own-source revenue and reduce reliance on external financing. The reported project budget is **USD 300,** while the sector portfolio is recorded as **USD 400;** these figures should be validated before undertaking a formal cost-per-beneficiary calculation.

The **programme demonstrated that structured representation,** disability inclusion and sustained citizen–authority dialogue can improve trust and accountability. Key constraints included overlapping taxation mandates, limited capacity in Category **C districts,** inadequate provision for participant transport, and community preference for infrastructure investments over governance and capacity-building activities.

Highlights of Programming Challenges

Security & Conflict
- Clan-based conflicts and revenge cycles in Mudug region persist, disrupting project activities.
- Post-election violence in Jarriban exacerbates instability and limits community access.

Environmental & Climate
- Prolonged droughts reduce water availability, pasture, and agricultural productivity across northern Galkayo.
- Food and water insecurity drives family migration and school dropouts due to unpaid fees.

Funding & Resources
- Donor funding volatility, including cuts in funding forced activity reprioritization and scope reduction.
- Insufficient funding leads to community exits and limits reach to vulnerable groups.
- Health facilities lack basic medical/emergency supplies for SGBV/SRH services.

Health & Protection (SGBV/GBV)
- Under-resourced health centers hinder effective SGBV and SRH care delivery.
- Cultural stigma, especially in Yemeni communities, causes GBV underreporting despite engagement efforts.

FGM/CEFM Programming
- Survivor stigma leads to social ostracism and low psychosocial support uptake.
- Health providers need training on FGM/CEFM psychological links.
- Low facilitator pay ($30 since 2018) risks motivation and retention.

WASH Interventions
- No standardized manuals for committees, promoters, and campaigns reduce training consistency.
- Low literacy limits printed material use in awareness sessions.
- Cultural norms block women's WASH decision-making participation.
- Entrenched open defecation resists behavior change efforts.

Nutrition & Education
- Limited school feeding covers only 17/198 Nugal schools (14 WFP, 3 public).
- Scarce feeding spaces constrain IYCF sessions and programs.

Capacity & Demand
- Prisons demand expanded training/rehabilitation beyond project scope.
- Ongoing need for water trucking, food aid, and child protection services.

An Overview of KAALO's Lessons Learnt

Community engagement and ownership

- Deep and continuous engagement with communities, including community leadership structures, opinion leaders and special interest groups is essential for effectiveness, participation, and sustainability across sectors.
- Community involvement in the design of interventions (e.g. barked rehabilitation, school feeding, kitchen gardens) increases satisfaction, ownership, and the relevance of technical solutions.
- Strong community engagement also enhances resilience and social cohesion, for example by encouraging formation of cooperatives and knowledge sharing.
- Underreporting of GBV among some groups (e.g. Yemeni communities) shows the need for ongoing trust-building and open communication between social workers and communities to encourage disclosure and access to services.

Multi-sectoral and holistic approaches

- Multi-sectoral programming that links protection/GBV, health, psychosocial support, livelihoods and cash assistance produces better outcomes and survivor empowerment than siloed interventions.
- Holistic support packages that combine medical, psychosocial and livelihood services, delivered through safe spaces and clear referral pathways, are critical to address survivors' multifaceted needs.
- Integrated nutrition interventions that combine food assistance, IYCF counselling, food demonstrations and referrals work best in improving food security, feeding practices and child nutrition.
- Complementary health and wellbeing activities (eye check-ups, eyeglasses provision, recreational support for children with autism) reinforce learning, psychosocial development and protection outcomes.

Government, coordination and systems strengthening

- Regular area-level coordination among consortium members and partners, and joint MoUs with government, strengthen relationships and ensure clearer roles and mechanisms for collaboration.
- Engaging key line ministries during community structures' formation and local planning processes improves government ownership and involvement in project activities.
- Effective coordination with technical ministries (e.g. livestock ministry and local authorities) facilitates smooth implementation of value chain activities and allows different projects (e.g. BRCiS-III and TERRA) to complement each other.
- Systems-based, output-level interventions and area-based approaches, including use of CREWs, help bring services closer to communities and make implementation more coherent at field level.

Targeting, selection and equity

- Applying clear, appropriate selection criteria for individual cash protection assistance is crucial for timely, targeted and impactful support that addresses immediate protection risks and vulnerabilities.
- Targeted support to high-risk groups—malnourished children, pregnant and lactating women, and out-of-school adolescents—enhances effectiveness of nutrition and protection programming.
- Safe spaces, functioning referral pathways and mapped services help ensure survivors and other vulnerable groups receive the specific services they need without unnecessary barriers.

Gender, social norms and role of leaders

- Persistent gaps in detainee human rights and limited understanding of constitutional and human rights among justice actors highlight the need for ongoing rights-based capacity building.
- Community engagement to address harmful practices such as FGM and CEFM works best when it brings together community leaders, teachers and parents, challenging norms and encouraging open dialogue.
- Religious leaders' support and buy-in are vital in shifting community attitudes and legitimizing messages that promote abandonment of harmful practices and advance gender equality.
- Women are particularly effective in hygiene promotion because they are primary managers of household hygiene and sanitation tasks, which makes them natural agents of change at community level.

Capacity, infrastructure and resource constraints

- Trained hygiene promoters are critical for reaching all community segments and for ensuring that people both participate in and understand the rationale behind hygiene interventions.
- Infrastructure and resource gaps, such as lack of feeding spaces, inadequate kitchens, limited water, and insufficient venues for IYCF sessions, significantly constrain programme reach and call for continued investment and resource mobilisation.
- Existing interventions (e.g. fodder production under BRCiS-III) can be leveraged to support value chain projects (e.g. milk production) when planning is coordinated and synergies are intentionally pursued.

Operational Achievements

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

01. Finance Department

KAALO has a comprehensive Finance Policy in place, which governs the operations, responsibilities, and scope of work within the Finance Department. The department is structured with a Finance Manager at the helm, supported by Senior Finance Officers, Finance Officers, and Finance Assistants. The team managed an annual organizational budget of no less than USD 4 million, ensuring the effective use of resources in line with donor requirements and internal policies.

In 2025, the Finance Department successfully supported the financial operations of KAALO's eight field offices,located **in Kismayo, Mogadishu, Baidoa, Beletweyne, Galkayo, Gardo, Bosaso, and Las'anod as well as the Head Office in Garowe**, which serves as the central hub for most organizational activities.

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

02. Procurement Department

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

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

To date, the department has successfully managed procurements exceeding **USD 3 million**. These procurements primarily involved construction and rehabilitation projects, followed by the acquisition of goods and supplies. Throughout these processes, the team has ensured strict adherence to donor regulations and requirements, maintaining regular coordination with donor representatives to guarantee compliance.

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

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

Human Resources:Overview of KAALO's HR and Administration Department

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

As of 2025, KAALO employs 111 staff members across its programs and offices. Of these, 73 are permanent staff while 38 serve under temporary contracts. The current gender distribution is **68% male and 32% female.**

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

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

Board of Directors

According to the organization's statutes, the highest governing body of KAALO is the **Board of Directors (BoD)**. The Board is composed of seven members, five males and two females, who play a critical role in setting the overall strategic direction of the organization. In line with their governance policy, the **BoD** convenes biannually to assess progress, provide oversight, and guide senior management on key organizational priorities. During their regular meetings, the Board discusses important issues such as identifying new donor opportunities, strengthening institutional compliance, and ensuring adherence to organizational policies and best practices. The BoD is particularly committed to expanding KAALO's reach and services to all 18 regions of Somalia.

In line with this vision, KAALO successfully managed to fully operate eight regional offices in 2025. The Board has instructed the management team to prioritize outreach to vulnerable and underserved communities across all regions of the country, reinforcing KAALO's mission of inclusive and equitable development.

Senior Management & Staffing

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

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

In 2025, the SMT successfully oversaw a project portfolio valued at over USD 4 million, spanning more than 20 projects implemented across ten regions of Somalia. Throughout this period, the team ensured full compliance with donor regulations and contractual obligations, while also promoting high standards of program quality and operational excellence.

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

Statement of Financial Position 31 December 2025

Summary Audited Financial Statements

	Note	2025 USD	2024 USD
ASSETS			
Non- Current Assets			
Property and Equipment	9 (a)	471,157	486,528
Current Assets			
Cash and Cash Equivalents	10	308,911	702,707
Receivables	11	6,353,369	8,121,456
TOTAL ASSETS		**7,133,437**	**9,310,691**
FUNDS AND LIABILITIES			
Funds			
Fund Balance	15	6,762,315	9,047,722
		6,762,315	**9,047,722**
Current Liabilities			
Payables and Accruals	13	371,122	262,969
		371,122	**262,969**
TOTAL FUNDS AND LIABILITIES		**7,133,437**	**9,310,691**

These financial statements were approved by the Board on 4th Day of April 2026 and signed on their behalf by :

Luul Mohamed Warsame
(Chairperson)

Mohamud Hamid Mohamed
(Executive Director)

KAALO AID & DEVELOPMENT ORGANIZATION
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KAALO

Donor and Partners

KAALO maintains strong partnerships with a wide range of stakeholders at national and international levels, including: **United Nations agencies, European Union (EU), Foreign, Commonwealth and Development Office (FCDO), International NGOs (INGOs), Local universities, Local civil society organizations (CSOs), and Government institutions.**

Also, KAALO actively participates in humanitarian and development coordination mechanisms to strengthen collaboration, learning, and joint action. This includes engagement with: **Humanitarian Country Team (HCT), UN Cluster coordination mechanisms, NGO consortium, BRCIS consortium, NEXUS Consortium, GDRR, Somali CSO platforms, and Local advocacy and thematic working groups.**

Published by **Kaalo Aid & Development**
Department of **MEAL ~ Communications**

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https://kaalo.org/annual-narrative-report/

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