



KAALO
Aid and Development Org.



STRATEGIC PLAN

2022 - 2025

February 2022



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i. Message from the Executive Director

On Behalf of the Board of Directors, it is my pleasure to present KAALO's strategic Plan from 2022 – 2025. We would like to thank all of you – KAALO staff, Community members, partners, and donors for participating and supporting our strategic planning process.

This Strategic Plan is important in that it articulates our Mission and Core Values as an organization as well as our Vision for the next four years. It also outlines the strategic directions that are key to guiding us to realize our Vision and achieve our Mission. As we pursue our strategic directions, services will be developed, programs will be added and partnerships will be nurtured, with the intent to strive towards a just and sustainable Somali Society; one where every Somali enjoys the fruits of improved standards of living and equitable development. This will only be achieved through strategic transformation of the lives of the most vulnerable communities in Somalia using sustainable approaches in humanitarian and development interventions.

KAALO is excited as it embarks on new journey over the next four years during which it will implement its new strategic plan. With your help, we are confident that we will be successful in our Mission and continue to be an organization that we can each take pride in.

Thank you for your significant input, as well as your continued support and enthusiasm as we engage in this exciting journey and watch our plan unfold.

Mohamoud Sheikh Hamid,

Executive Director, KAALO.

ii. Acknowledgements

The process of developing this strategic plan was highly interactive and participatory as it involved different stakeholders at various levels. Without the support and generous contributions of our stakeholders, the task of developing this plan would not have been a success. To this end, KAALO appreciates all its stakeholders!

Appreciations go to the Board of Directors, Executive Director, and the entire technical staff at KAALO that provided material and intellectual support toward the entire strategic plan development process.

The KAALO is thankful and takes great recognition of Diakonia for their unwavering financial support towards developing this strategic plan.

During the development of KAALO's new Strategic Plan, Literature and intellectual property from different organizations within and outside the KAALO were utilized. We appreciate and recognize all organizations whose materials have been quoted and referred to.

“
... To this end, KAALO appreciates all its stakeholders!”



iii. Executive Summary

“
... vision is to see a
just and sustainable
Somali Society enjoying
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KAALO Aid and Development (KAALO) is a non-profit, humanitarian, and development organization with its headquarters located in Garowe, Puntland State of Somalia. The organization was established in March 1991 by a volunteer group of intellectuals just after the collapse of the Somali central government with the aim of helping vulnerable, conflict affected and displaced groups due to the civil war that erupted with the fall of the Formal Government in 1990. The aim was to provide lifesaving and recovery interventions. 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 as well as human rights and governance programming whilst continuing to respond to humanitarian crisis in Somalia.

KAALO's vision is to see a just and sustainable Somali Society enjoying the fruits of improved standards of living and equitable development. KAALO seeks to achieve this by transforming the lives of the most vulnerable communities in Somalia using evidence-based sustainable humanitarian and development programming. KAALO's New Strategic Objectives were identified and developed through a multi-stakeholder participatory approach; they are as follows:

1 To improve timely access to emergency and humanitarian response services to the communities affected by human and natural disasters in our target operational areas.

2 To promote nutrition, food security, income security, and resilience among the most vulnerable household and communities in our target operational areas.

3 To enhance the delivery of human rights, democracy, and effective governance in our target operational areas.

This new strategic plan is a product of a highly participatory and consultative process representing different stakeholders from the government, development partners, the community, and the KAALO's staff. It reflects the strategic choices and priority thematic areas for the KAALO Aid organization for the next 4 years (2022-2025). Based on the lessons learned from the previous strategy, KAALO found it important to redefine her thematic scope based on her expertise, the felt needs within the communities, the priority areas in the National Development Plan (2020-2022), and the mission of the organization. In line with this, the organization has identified 2 strategic pillars i.e., the Programming and Operations pillars with two cross-cutting enabling priority focus areas i.e. (i) Fundraising, Donor and Stakeholder relations; and, (ii) Monitoring, Evaluation, Learning, and Knowledge Management.

Under the Programmes Pillar, three key sectoral programming areas have been identified i.e. (i) Emergency and Humanitarian Response; (ii) Sustainable Livelihoods; and (iii) Human Rights and Governance. From the 3 key sectoral programming areas, a total of 10 thematic programs will be implemented by KAALO going forward. KAALO is cognizant of the dynamic and multifaceted nature of programming in the horn of Africa, and in Somalia and Puntland in particular, KAALO approaches its programming as an interplay between Emergency relief and humanitarian response, and development programming for sustainability. All these occur in the context of human rights deficiencies and governance capacity gaps at the household, community, and government levels

Under each of these sectors, core strategic interventions were identified as being critical to causing the desired change reflected in the outcomes statements. These outcomes define the focus and the nature of projects and programs that will be used as vehicles to drive the strategy. Areas to address under the organizational effectiveness pillar have also been profiled. For instance, performance management, diversifying the resource envelope, setting up an emergency response fund, strengthening program management, and M&E featured prominently.

The strategic plan has also identified some key cross-cutting issues that will be addressed at the implementation level. The cross-cutting issues highlighted here have a big bearing on achieving progress in the respective sectors. HIV/AIDS, KHAT, covid 19 environmental management, persons with disability, peace, and conflict mitigation have been included as the key cross-cutting issues.

To implement this strategic plan, broad strategies have been proposed. These will include; capacity building, advocacy, partnership and collaboration, and the application of ICT in programs and projects. The monitoring and evaluation function will play a critical role in tracking progress, providing accountability, providing feedback, and identifying emerging lessons and best practices to further inform decision-making both at an operational and strategic level.



1.0 Introduction.

1.1 Organizational Description.

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 in March 1991 by a volunteer group of intellectuals just after the collapse of the Somali central government for helping vulnerable groups who are displaced from their homes due to the civil war that erupted with the fall of the Formal Government in 1990. The aim was to provide lifesaving and recovery interventions. 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 32 years with a successful record in implementing more than a hundred programs and projects in both the emergency and the development sectors in 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 – house-

hold 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. This structure has positions that are aligned with the current strategic themes of KAALO.

KAALO has established administration processes and systems in place including the financial management system, procurement and asset management, and human resources management. The organization conducts annual and project audits as required

under sound financial management principles and standards. 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.

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 is taking steps to address it. However, like other local NGOs, KAALO experiences challenges in the retention of good and talented staff once projects end and some gaps in staff performance management. This is primarily due to the lack of assured and consistent organizational funding which would ensure / guarantee that the organization can maintain a motivated and performing workforce. There is a need to improve the capacity of staff in writing competitive grant proposals targeting donors. It is also important to recruit a focal person in charge of fundraising and resource mobilization. This person will lead or coordinate the resource mobilization efforts within the organization.

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 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 worked with in the past include: Diakonia, Norwegian Church Aid, UN-Habitat, UNPD Somalia, UNHCR, UNESCO, ILO, IOM, FAO, NED, DF, IRC, UNICEF, DPA Oxfam, CARE, SIDA 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.

1.2 Strategic Planning rationale.

One of the key initial steps in the formulation of this strategic plans involved a review of previous strategic plans and their implementation as well as an inclusive and participatory SWOR Analysis with a view to informing the strategic planning process and rationale. Under weaknesses, it was noticed that KAALO does not have an emergency response fund to respond to the different emergencies that occur in the communities from time to time. This means fundraising and resource mobilization must be undertaken to ensure the organization is well-positioned and prepared to respond in time in case of emergency arises. Setting up an emergency response fund is a good step toward enhancing the response rate and support for the affected communities in time.

Presently, KAALO has a small resource envelope to finance core organizational development activities and programs. In addition to this, a lot of the funding is majorly got through grants from donors and other development partners thus undermining the financial sustainability and viability of the organization hence putting both her programs and continuity of the organization in balance in the event where donors' funding ceases. This also affects her capacity to provide for staff amenities such as work allowances. Investing quality resources to grow and diversify the resource base is one of the most urgent priorities.

Over time, KAALO has built vibrant partnerships with key humanitarian and development stakeholders including government, donors, and other like-minded organizations. During the key informant interview with officials from the ministry of finance, planning, and international cooperation, the ministry recognized KAALO as a respected LNGO due to its good work and clean record of accountability. This points to good capital that KAALO should further build and continuously harness to further strengthen its program delivery. However, stakeholders expressed the need for KAALO to further strengthen and put in place clear mechanisms for engaging different partners and keeping them informed about their programs and their contribution to transforming the communities.

The area of humanitarian programming is not well developed yet it takes a lot of resources and time. There is a need to grow this area into a fully-fledged sector so that it is given the attention it deserves including hiring competent staff with the requisite knowledge and skills.

2.0

NEW STRATEGIC PLANNING PROCESS



2.1 Description of Methodology.

The strategic plan development process was largely participatory involving both external and internal stakeholders. Among the external stakeholders, the government, partners, donors, and like-minded organizations were involved in a one-day strategic consultative meeting conducted at Martisoor hotel in Garowe. The consultative meeting focused on the lessons learned from the implementation of the preceding strategic plan, emerging areas of focus, and the priority program focus areas for KAALO in 2022-2025. Another reflection meeting was conducted with staff and technical specialists to further internalize the priority program areas, and develop strategic objectives, indicators, and the models to utilize in the different programs.

Key informant interviews were also conducted focusing on key government officials responsible for technical supervision and oversight for some of the program areas KAALO has been implementing. These included the Minister of Planning, Economic Development, and International Cooperation, Director of Planning and Economic Development, Economic Advisor, and Director of Planning. The Directorate of Water was also consulted to appreciate their perspective regarding the strengths, weaknesses, opportunities, and risks of KAALO. KAALO BoD and staff members were also interviewed in a Key Informant Interview Format.

The Executive Director, Programmes Director, and operation Director were also interviewed to obtain information on the key milestones, strengths, weaknesses, and opportunities KAALO must harness in the next strategic period including the strategic choices.

The information obtained from the interviews and in-depth discussions was later used during the two-day strategic plan development workshop convened at KAALO's Training Hall and officially opened by the Minister of Emergency Response. Focus group discussions were the main approach adopted to conduct the SWOR analysis and determine the key strategic choices for KAALO. The purpose of the workshop was to enable collective thinking and a balanced assessment of the internal and external environments to map a clear direction for the organization. Guided Discovery was also utilized to enable the teams to identify and set realistic simple, measurable, achievable, Relevant, and Time-bound objectives. This method was also used to facilitate the identification of strategic objectives and the corresponding outcomes. The SWOR analysis tool was utilized to undertake a performance and landscape assessment for the organization.

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 National Development Plan (2020-2024), the revised Puntland State Five Year Development Plan (2020-2024) Somali High-Frequency Survey by World Bank 2017, Somali Humanitarian Response by UN-OCHA 2020, UNHCR

Strategy on Sexual and Gender-Based Violence 2011. Several internal documents were also reviewed; these include 2018, 2017, and 2016 Annual Program review reports and the KAALO 2014-2018 Strategic plan.

2.2 Landscape Assessment.

Puntland State of Somalia is located in the north-eastern part of Somalia: it borders the Indian Ocean to the east; the Gulf of Aden to the north; the northwest region of Somalia (Somaliland) to the west; Ethiopia to the southwest; and the central regions of Somalia to the south. It is made up of nine regions of Cayn, Bari, Karkaar, Haylaan, Mudug, Nugal, Sanaag, Sool and Gardafuu. Puntland occupies a landmass of 212,510 km² which is roughly a third of Somalia's landmass. Puntland is semi-arid and has a warm climate with average daily temperatures ranging from 27° C to 37 ° C. These climatic conditions are favorable for pastoralism as the most effective land use in most parts of the State. Therefore, it is no surprise that livestock dominates the economy with livestock products contributing to the livelihood of the nomads as well as a substantial portion of the daily food intake of the population living in rural and urban areas.

Puntland's economy is predominantly dependent on livestock exports which contribute approximately 80% of foreign exchange earnings; constitute 40% of GDP. and provides 60% of employment opportunities. Despite the economic importance of the sector, pastoralists survive in very difficult and fragile conditions characterized by the prevailing dry season and recurrent drought every five years. The fragility of pastoralism is further exacerbated by increasing climate variability and unpredictability. Further, pastoralism is facing additional challenges with increasing urbanization which has often led to interference with traditional nomadic pastoralism routes leading to increasing resource-based conflicts.

Geographically, Puntland like the rest of Somalia is strategically located with access to international sea routes that offer great potential for growth. Puntland has a significant livestock economy with huge potential for value addition in the livestock value chain; an extensive coastline (1,600 km) rich in marine resources and a large Exclusive

Economic Zone (EEZ) to exploit the blue economy. At the same time, Puntland enjoys relative stability, peace and security compared to other regions of Somalia; has a vibrant and youthful population - including those in the diaspora - known for its skills in trade and entrepreneurship; has low trade barriers and a vibrant private sector; and, has an emerging and deepening democratization culture. These potentials inform the policy and strategic interventions that are planned for implementation in the five-year plan period.

At Puntland level, a window of opportunity opened with the adoption of the new Constitution which recognizes local autonomy. It provides a good foundation for an effective local authorities' system. Consequently, the success of Puntland Five-Year Development Plan (2020-2024) partly depends on the implementation of the plan itself. This can be perceived as an indicator for the existence of political goodwill from the part of the government. However, looking back and given the challenges Puntland is dealing with, there have been some remarkable achievements. Basic service sectors particularly education, health and water have shown a remarkable improvement. The sectors under governance and institutions have shown some improvement and the security and Judiciary sectors have indicated a reasonable improvement as well.

The Puntland Development Plan #3 2020 – 2024 builds on gains registered and lessons learnt from past development plans. The 2020-24 PDP considers the current economic, social, and political development needs of Puntland as well as the evolving local, regional and global operating environments. It ensures development priorities at the lowest levels of administration (the districts) are taken on board through a decentralization framework. It further recognizes that Puntland is part of a national, regional, and international ecosystem that affects its political, social, and economic development. In this regard the plan is deliberately aligned with the relevant pillars of the Somali National Development Plan 2020-2024, the African Agenda 2063 goals, and aspirations as well as the Global United Nations Sustainable Development Goals (SDGs) 2030. The 2020 – 2024 SNDP and PDP sets out development plans, policies, programmers, and projects for five years with

three key objectives: (i) improving household welfare; (ii) accelerating economic development and sustainable growth; and, (iii) ensuring inclusive social-economic development and political transformation. The plan is based on four thematic sectors: (i) Economic Development Sector; (ii) Social Development Sector; (iii) Security, Rule of Law and Justice Sector; and (iv) Political Decentralization and Democratization Sector.

The achievements, challenges, and lessons learned in implementing the RPDP 2017-2019 provided the necessary background and informed the priorities that are in this development plan (2020-2024). However, there are still several challenges at the varying levels of management and administration that the federal state of Puntland must address to attain transformed quality of lives for its people. In pursuit of this objective, the 2020-2024 PDP has identified the key thematic Areas as: Economic Development, Social, Rule of Law and Security, Political Decentralization and Democratization. It also considered capacity development, disability, human rights, gender, HIV/AIDs, environment, climate change and disaster management as key cross cutting issues. These plans cover the sectors: governance, justice, security, livelihoods, social and infrastructure. Therefore, it's necessary for Puntland government to have a strong institutional building in terms of having the combination of the right institutions, policies, and the human resource capable of confidently carrying out the effective and efficient public services badly needed by all Puntlanders in general and the most marginalized groups. This requires possession of the right skills, experience, and human resources capacity of all actors - both governmental and non-governmental.

KAALO will contribute towards realizing this transformation within specific components under its strategic priority programme sectors under; Sustainable Livelihoods, Emergency and Humanitarian Response, and Human Rights and Governance that are in line with her mandate and experience. Over the years KAALO has been implementing projects in almost all sectors however, based on the lessons learnt from the previous strategy, KAALO, finds it important to realign her thematic scope based on her expertise, the felt needs within communities, priority areas in the

Revised Puntland Development Plan (2020-2024) and its mission statement. Therefore, going forward, for all KAALO projects to be implemented, they will have to be aligned to its thematic areas under this strategic plan. This implies that fundraising will be executed in line with these sector areas to enable the organization (KAALO) focus on achieving more impact.

Cross cutting issues continue to inform the policy and strategic interventions due to their pivotal role in success of the State development efforts. The four main ones to be addressed and mainstreamed in the four sectors are Human Rights, Public Health, Climate Change and Disaster Management. The plan is also intended to ensure that there is institutional ownership at all levels in the central government through Ministries, Departments and Agencies (MDAs) and at local government levels through the district councils and committees. This plan therefore places district led development at its core by linking top-down (strategic) and bottom-up (district priorities) planning frameworks. It ensures strong linkages between State level plans, Sector Strategic plans, subsector development plans, individual ministries, departments and agencies strategic plans and district development plans. Further still, the federal state of Puntland recognizes the importance of a multi-stakeholder approach involving different stakeholders including the civil society in transforming the lives of the people. This is where KAALO draws her mandate to intervene and contributes to addressing some of the challenges that people are facing. The intervention areas selected, and the thematic areas of focus resonate with the Sustainable Development Goals and targets. This strategic plan is premised on the fact that Somalia has continuously gained a relatively secure and politically stable environment, and Puntland is moving steadily and is in now at a development stage.

2.3 Performance Assessment

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.

Over the years, KAALO has established processes and systems in place including the financial management system, procurement and asset management, and human resources management. Annual and project audits are conducted, and the recommendations and findings are acted upon by the senior management. The organization conducts annual and project audits as required under sound financial management principles and standards. The organization has key policies and manuals such as human resource manual, procurement manual and several others to guide and regulate operations and decision making.

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. However, there is a challenge with retaining good and talented staff once projects end and some gaps in staff performance management. These two need to be addressed so that the organization can maintain a motivated and performing workforce. There is also a need to improve the capacity of staff in writing competitive grant proposals targeting donors. Therefore, this calls for the recruitment a member of staff to lead and coordinate resources mobilization efforts within KAALO.

The organization has established working relationships with a wide range of donors. They have in the recent past attracted funding from both international NGOs and other public and bilateral donors. They have attracted and obtained funding from different sources such as UNOCHA, UNHCR, Diakonia, IRC, UNICEF/GF, Oxfam, EU, FAO, UN-HABITAT, USAID, Danish

People's Aid, Caritas Belgium, Global Fund, ILO, to mention but a few. The big number of projects partly reflects not only the competence of KAALO to fundraise but also to manage projects well.

Under weaknesses, it was noticed that KAALO does not have an emergency response fund to respond to the different emergencies that occur in the communities from time to time. This means fundraising and resources mobilization must be undertaken to ensure the organization is well-positioned and prepared to respond in time in case emergencies arises. Setting up an emergency response fund is a good step towards enhancing the response rate and support towards the affected communities in time. Further, KAALO will need to further strengthen its MEAL department and further invest in mechanisms oriented towards continuous learning from its programming and organizational activities.

Presently, KAALO has a small resource envelop to finance core organizational development activities and programmes. In addition to this, KAALO primarily derives its funding through donor and development partner grants; this undermines its financial sustainability and viability of the organization hence putting both her programs and continuity of the organization in balance in the event of cessation in donor funding. This also affects her capacity to provide for staff amenities such as work allowances. As such, investing quality resources to grow and diversify KAALO's resource base is one of its most urgent priorities.



3.0 KAAALO 2022 - 2025

3.1 KAAALO's Vision, Mission, Core Values and Strategic Objectives

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

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

Objectives:

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

Our Core Values are

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

3.2 KAALO’s Revamped Programme Package 2022 – 2025.

3.2.1 KAALO 2022 – 2025 Programming Approach and Tools

Over the past 3 years; 2017 to 2020, KAALO focused on three programming clusters i.e: (i) Health, Nutrition, and Water Sanitation and Hygiene (WASH); (ii) Food Security, Livelihoods and Resilience; and (iii) Human rights, and access to justice.

Based on the lessons learnt from the previous strategy, KAALO found it important to redefine her thematic scope based on her expertise, the felt needs within the communities, the priority areas in the National Development Plan (2020-2022), and the mission of the organization. In line with this, the organization has identified 2 strategic pillars i.e., the Programming and Operations pillars with two crosscutting enabling priority focus areas i.e. (i) Fundraising, Donor and Stakeholder relations; and, Monitoring, Evaluation, Learning, and Knowledge Management.

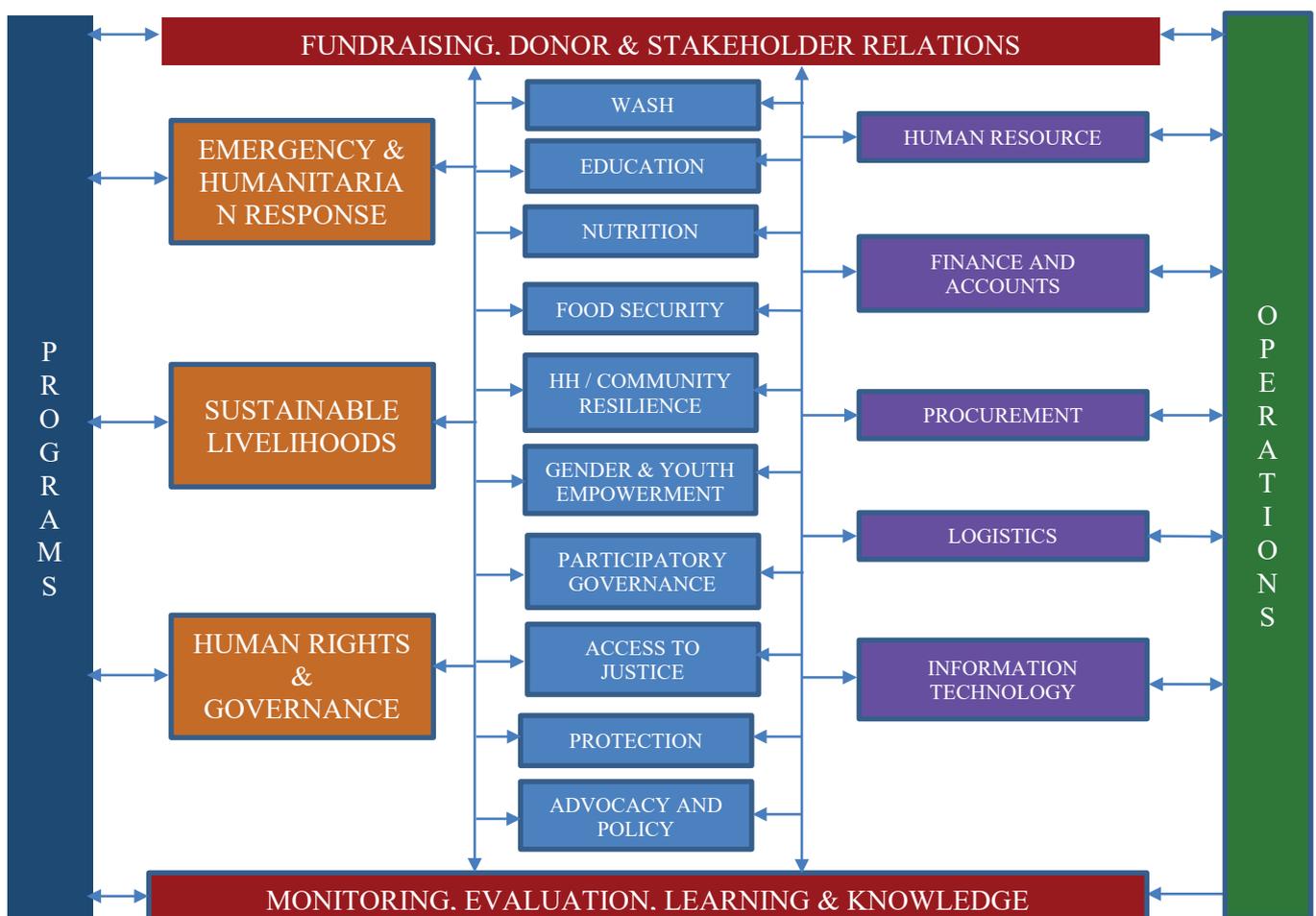


Figure 1: Organizational Theory

Under the Programmes Pillar, three key sectoral programming areas have been identified i.e. (i) Emergency and Humanitarian Response; (ii) Sustainable Livelihoods; and (iii) Human Rights and Governance. From the 3 key sectoral programming areas, a total of 9 thematic programs will be implemented by KAALO going forward. KAALO is cognizant of the dynamic and multifaceted nature of programming in the Horn

of Africa, and in Somalia and Puntland in particular, KAALO approaches its programming as an interplay between Emergency relief and humanitarian response, and development programming for sustainability. All these occur in the context of human rights deficiencies and governance capacity gaps at the household, community, and government levels.

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

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

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

Table 1. KAAALO's Thematic Areas and Programme Areas

3.2.2 KAALO’s Strategic Plan – Result Framework

Strategic Focus Area 1.0: Emergency and Humanitarian Response.

Sector Strategic Objective 1.0: Improve the provision of timely emergency and humanitarian response services to the communities affected by human and natural disasters in our target operational areas.			
Outcome	Indicator	Means of Verification	Assumption.
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.	<ul style="list-style-type: none"> • Number of women, men, girls and boys reached with emergency water services in vulnerable settlements and communities. • Number of women, men, girls and boys reached with appropriately designed and managed emergency sanitation services in vulnerable settlements and communities. • Prevalence of water borne diseases and sanitation risks. 	Baseline survey reports WFP/UNHCR reports Project M&E reports.	There is a clear procedure of identifying and reaching out to the affected communities.
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.	<ul style="list-style-type: none"> • Prevalence of stunting among children under 5 years (0–59 months) • Prevalence of underweight among children under 5 years (0–59 months) 14% 11% Prevalence of wasting among children under 5 years (0–59 months) • Prevalence of low birth weight (less than 2.5 kg) (of children whose birth weights are known) • Prevalence of anemia among children 6–59 months. • % of people accessing immediate food. • % of target population accessing basic primary health services 	Baseline survey reports WFP/UNHCR reports Project M&E reports.	There is a clear procedure of identifying and reaching out to the affected communities.
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.	<ul style="list-style-type: none"> • # of women, girls, men and boys who have accessed and benefited from age appropriate and quality services including clinical management of rape and psychosocial support in GBV one stop centers and women and girls' safe spaces that meet the minimum standards. • % of vulnerable women and girls who access age appropriate and gender responsive legal aid and support for prosecution of GBV cases. • # of women and girls who have accessed and benefited from women and girls' safe spaces (attending one cycle of recreational /psychosocial sessions). 	Baseline survey reports UNCHR reports Project M&E reports WFP reports	There is a vibrant and effective protection system in place.

	<ul style="list-style-type: none"> • # of vulnerable women and adolescent girls including GBV survivors and those living with disabilities who receive dignity protection materials (dignity and hygiene kits, solar lanterns etc.) 		
<p>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.</p>	<ul style="list-style-type: none"> • % of girls and boys accessing basic-emergency education services. • Basic literacy and numeracy rates among children in emergency settings. • % of children who can read with comprehension by P3 and P6 • % of children who acquire numeracy functions and application skills by P6 • Proportion of children (girls and boys) currently enrolled in and attending ECD centers 	<p>UNICEF Reports, WFP Reports Education Cluster Reports</p>	<p>Learning facilities are available within communities.</p> <p>Parents and caregivers are willing to participate and support reading at home.</p>
<p>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.</p>	<ul style="list-style-type: none"> • % of community with DRR Management plans, and EWEA mechanism. • Number of EWS in place and operational. • % of community awareness on the traditional and modern EWS knowledge. • % of women and men with predictive and adaptive capacity. • % of women and men that have withstood and recovered from natural and man-made shocks and disasters. 	<p>Community DRR Plans. Emergency Sector Reports</p>	<p>Communities have adequate knowledge on how to predict, mitigate and bounce back from shocks arising from natural calamities and man-made disasters.</p>

Strategic Focus Area 2.0: Sustainable Livelihoods.

Sector Strategic Objective 2: To promote nutrition, food security, income security and resilience among the most vulnerable household and communities in Somalia and Puntland.			
Outcome	Indicator	Means of Verification	Assumption.
2.1 Improved availability of diversified and nutritious food stuffs among the most vulnerable agro pastoral, pastoral and fisher-households in order to address hunger, starvation, and malnutrition.	<ul style="list-style-type: none"> • % of vulnerable communities with available basic foods. • % of malnutrition rate for under-five children and Pregnant and Lactating Women. • No of meals per household per day • No of agro pastoral, pastoral and fisher-households 	Project progress report. Monitoring and evaluation reports.	Community is willing to prioritize issues of food and nutrition.
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.	<ul style="list-style-type: none"> • Average annual HH income of individuals and households from: <ul style="list-style-type: none"> - Agriculture production - Value addition - Entrepreneurial activities. • Purchasing power parity of individuals & households. • Assets owned at individual, household, and association level. 	Household Income Survey Reports. Livelihood Assessment Report. Poverty Assessment Reports	Community members are willing and able to put to use the knowledge and skills obtained.
2.3 Increased employability of the youth and women to access dignified and meaningful jobs and incomes.	<ul style="list-style-type: none"> • % of women and youth in dignified and meaningful employment. • % of vulnerable women and youth who have accessed skills enhancement. • Proportion of SMEs started by women and youth. 	KAALO Project M&E reports Baseline survey Report. Puntland State Reports.	The women and youth are willing to participate in the different programmes geared towards improving their employability skills.
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.	<ul style="list-style-type: none"> • No of households with increased dietary diversity. • Number of women, men, girls and boys reached with improved emergency water access in vulnerable settlements and communities. • Number of women, men, girls and boys reached with appropriately designed and managed emergency sanitation services in vulnerable settlements and communities. 	Baseline survey reports WFP/UNHCR reports Project M&E reports.	There is a clear procedure of identifying and reaching out to the affected communities.

Strategic Focus Area 3.0 Human Rights and Governance.

Sector Strategic Objective 3.0: 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.			
Outcome	Indicator	Means of Verification	Assumptions
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.	<ul style="list-style-type: none"> • Proportion of girls and women who have received psychosocial, legal and medical services including multi-sectoral GBV services. • Prevalence of cases of child abuse, neglect and violence against girls and boys. • % of vulnerable girls and boys reached with protection services. • Prevalence of GBV cases. • Proportion of women, girls, IDPs, refugees and asylum seekers who feel respected. 	Police/Cluster Reports. Baseline Survey Report. UNHCR Reports.	The structures to enforce respect for the rights and freedoms of vulnerable people are in place.
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.	<ul style="list-style-type: none"> • Percentage of women actively involved in politics and decision making at household, local and national level. • % of women representation in public spheres, district councils, commissions, MPs and other government offices at all levels. • Percentage of youth actively involved in politics and decision making at household, local and national level. 	Baseline Survey Report. GBV Cluster Reports. Local Council records.	The barriers that limit women participation are addressed at community level.
3.3 Improved access to justice for women, IDPs, refugees and asylum seekers and other marginalized communities in order to guarantee their status, dignity and welfare.	<ul style="list-style-type: none"> • % of PoCs women and girls who have received free legal support. • Proportion of human rights abuses. 	Ministry of justice Annual reports UNHCR Reports. M&E reports.	There is a clear system of managing cases of abuse and injustice.
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.	<ul style="list-style-type: none"> • % of women, boys and girls enjoying improved access to their basic human rights and fundamental freedoms • Proportion of child abuse incidences reported and prosecuted. • Proportion of GBV incidences reported and prosecuted. 	KAP Surveys. GBV Cluster Reports Police Reports Baseline Survey Report	Victims of violence can be identified. Communities are sensitized on human rights and freedoms.

	<ul style="list-style-type: none"> • Proportion of FGM incidences. % of girls and women affected by different forms of violence who accessed multi-sectoral GBV services. 		
<p>3.5 Improved civic participation of citizens in the democratization and governance process to achieve good governance, accountability and transparency.</p>	<ul style="list-style-type: none"> • Proportion of free and fair elections conducted at all levels. • % of people participation in elective politics. • % of women and men involved in governance at local level. 	<p>UPRM report Citizen Score Cards.</p>	<p>There is a process of involving citizens in governance and democratization process.</p>

Strategic Focus Area 4.0: Organizational Effectiveness.

Sector Strategic Objective 5.0: Strengthen KAALO's organizational performance and effectiveness.			
Outcome	Indicators	Means of Verification	Assumption.
4.1 Improved financial stewardship, compliance, effectiveness, cost, and operational efficiency.	Proportion of queries in management letters/ proportion of timely and accurate financial reports/ Quality of financial projections.	Annual Audit reports/ Quarterly Financial and management reports /Approved Business Plan/Quarterly performance audit reports.	Competent finance management personnel and systems are in place and adhered to.
4.2 Improved responsiveness and timeliness to internal and external stakeholders.	Proportion of stakeholder queries responded / addressed within specific timeframes / turnaround times. Proportion of business transactions completed within the set standards.	Quarterly process review reports.	Standard Operating Procedures are in place and applied.
4.3 Improved risk detection and mitigation within KAALO.	Proportion of risks detected and mitigated on quarterly basis.	Updated Quarterly/annual risk register reports.	There is a risk management framework in place.
4.4 Strengthened strategic leadership and organizational oversight.	Proportion of good governance principles & practices being institutionalized.	Annual BoD performance evaluation reports.	The BoD is knowledgeable and willing to provide the oversight function.
4.5 Improved staff performance, motivation, and engagement.	Staff Turn-over rate. Proportion of staff who have achieved outstanding performance.	Staff appraisal reports and staff satisfaction survey reports.	Management has a good performance management system.
4.6 A financially viable and sustainable Organization.	Percentage increase in funds/resources generated annually, Number of grants/contracts awarded.	Signed contracts (tenancy, bank, service)/grant agreements.	KAALO has the capacity to fundraise and develop winning proposals.
4.7 Strengthen knowledge management, program accountability, learning and innovation.	The proportion of programs that have successfully achieved desired result. Number of programs managed according to the grant agreements with donors and partners.	End of project Evaluation reports, stakeholders' satisfaction survey reports.	Management appreciates the need of M&E as a management tool.
4.8 Improved visibility, recognition and collaboration with stakeholders.	No. of new engagements/partnerships sealed per annum. Proportion of stakeholder that recognizes the existence and work of KAALO.	Signed contracts, agreements and membership to professional bodies, stakeholder plan.	Staff have capacity to identify, form and sustain partnerships.

4.0 Mainstreaming and Cross Cutting Themes.

The mainstreaming / cross-cutting areas are components of programmes that shall be considered while designing and implementing the priority programmes. These components do not constitute full-fledged programmes but are given attention because they are part and parcel of the core programmes or in other instances, they affect the quality and success of the main programme. For instance, a good livelihood programme ought to focus on environmental conservation as a mainstreaming theme because environmental degradation directly affects the livelihoods of given communities. These also happen to have been profiled in the Puntland Five Year Development Plan 2020-2024 as cross-cutting. On that premise, KAALO's Strategic Plan prioritizes the following areas as the key mainstreaming areas in its programming:

4.1 Peace Building and Conflict Management.

In Somalia it can be too easy to feel overwhelmed by challenges — the threat of al-Shabaab, natural disasters (a catastrophic invasion of locusts, and deadly flooding), and political tensions between the Federal and State governments among many other life challenges. What is needed is a bottom-up approach to peace building such as: creating institutions, organizations or social groups dedicated to promoting peace and stability in the country and making employment creation a priority in the peace building agenda. While working with communities and other partners, peace building and conflict-sensitive programming approaches will be emphasized without ignoring the incredible achievements of Somali citizens and the steady work of other organizations to build a safer country so far achieved¹. KAALO staff will be continuously oriented and capacity built on Do No Harm and conflict-sensitive programming approaches thus enabling them to anticipate, mitigate and address conflicts within the target communities. Peace building efforts requires social cohesion. In this context, KAALO will strengthen bonds among citizens of Somalia, building social capital and refreshed trust between and among Somali people. The objective here is to proactively mitigate the on-set of conflicts that further reinforce misery and apathy at community level.

4.2 Gender and Social Inclusion.

KAALO is aware that among the causes of poverty; are the structural issues around relations between men and women and other marginalized groups in society. These issues influence access to, control over and utilization of resources. In this regard, we will continue to support efforts to address the gender imbalances and inequity issues. Equitable participation and benefits to men and women shall be emphasised and embedded in the partner/project beneficiary selection and evaluation criteria. Gender audits and assessments shall be a focus of concern in the M&E processes to further keep the subject in the spotlight. KAALO will also endeavour to deliberately target and involve the marginalized like the very poor and those that are a minority in nature.

4.3 Persons with Disabilities

All projects and programs targeting our communities will be encouraged. In addition, all projects will have to demonstrate how they target people with disabilities to ensure that they too benefit from projects. This is because people in this category are often ignored and neglected yet they face vulnerabilities in their settings.

4.4 Environmental Management

Environmental management is emerging as critical issue to be mainstreamed in KAALOs' work because it affects all segments of our target beneficiaries. Somalia faces severe drought conditions, with one season of good rains separating the current and 2016/2017 drought². All projects will be encouraged to support and partner with organizations and communities involved in the environmental conservations sector. A lot of evidence suggests that charcoal production and other unsustainable practices is the main environmental challenge accounting for the severe deforestation and environmental degradation across the rangelands when forests are burnt for charcoal production; further increasing / accelerating climate change impacts. Staff shall also be sensitized on how to address issues related to environment management as a cross cutting issue. This is because environments and livelihoods are intertwined.

4.5 HIV/AIDS.

Although the exact number Somalis people living with HIV/AIDS in Somalia is not known. According to most reports, less than 1% of the country's population is HIV positive. In 2015, UNAIDS estimated the number of people living with HIV in Somalia to be 30,000³. Being HIV positive in Somalia requires once to conceal the problem and stay invisible to minimize the discrimination from society at large due to the stigma associated with HIV/AIDS. Yet people with HIV/AIDS too want to live better lives and raise their children without fear and persecution. Stigma and discrimination faced by persons infected with the virus can be minimized through awareness-raising about the spread of the disease using different platforms such as religious sermons, increasing the legal protection for vulnerable groups including HIV/AIDS-positive patients, and most importantly access to free and quality treatment. In this regard, KAALO will also address issues of stigma as a cross cutting issue at implementation level.

4.6 COVID 19

The COVID 19 pandemic continues to ravage many economies and nations and the State of Puntland is no exception. Apart from the loss of human life, the lockdowns that were implemented at the height of the pandemic left big dents on economies and people's livelihoods. The COVID-19 pandemic was confirmed in April 2020 to have reached Puntland. Puntland recorded eleven cases of COVID-19 and at least one fatality due to the virus by May 2, 2020, though Puntland officials believed the actual number of COVID-19 infections to be much higher. Puntland is the region of Somalia with the second-highest number of COVID-19 cases, after Banaadir, as of May 25, 2020. Since then, there have been reported death and a lot of strife caused by the lockdown and other measures that had been put in place to curtail the continued spread of the virus. In that respect, KAALO will ensure that in all her operations, SOPs issued by the Ministry of Health and WHO will closely be observed at the office and the field level.

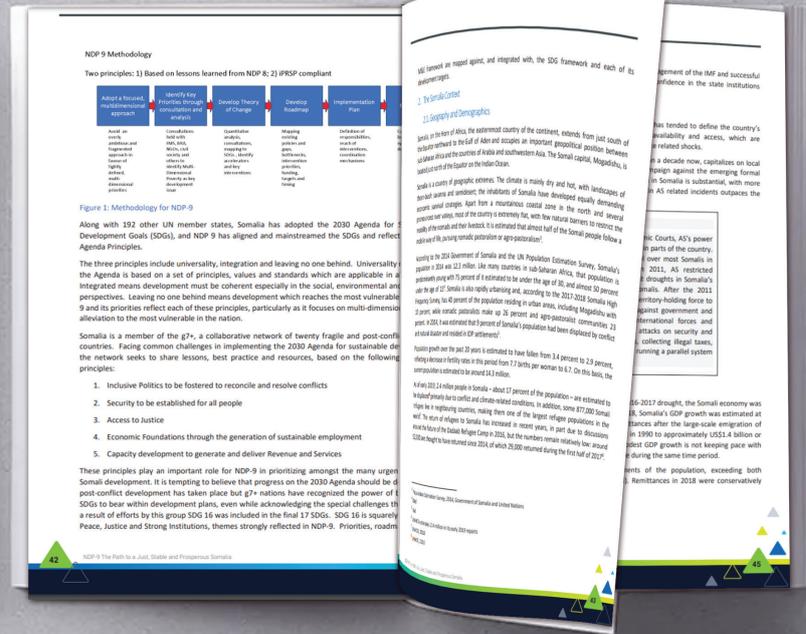
4.7 KHAT

The consumption of khat has been part of the Somali community especially among men for many years. However emerging information has indicated that the consumption of this commodity has been a significant contributing factor behind family breakdowns and income diversion as widely confessed by both the people using it and their close relatives ⁴. It has serious consequences of family cohesion; it affects the economic productivity of the men and has serious health risks. In view of these facts, KAALO will also address this social practice because it has direct effects on the livelihoods and health of individuals and households. In all our projects, this issue will be addressed as a cross-cutting issue to curb down its prevalence.

4.8 Child Protection

Information available with UNICEF Somalia indicates that Somalia is one of the least protective environments for children in the world. Children from IDP households, children from minority groups, the very poor, orphans, children with special needs, working children, children living in the streets, and children in the conflict with the law are all in special need of protection. According to the Somali High frequency Survey, about 47% of the school going age children have not attended school. In most cases these children are assigned roles taking the form of forced / child labor that is detrimental to both their health and the future. In 2015, the country task force on child abuse reported and documented 2,447 grave violations against children including forced recruitment and use of 62 girls and 749 boys ⁵. The gross abuse of the rights of children remains unchecked in most communities in Somalia and across SWS regions. It calls for immediate, focused, and resolute action from different stakeholders at all levels. KAALO will thus ensure that child protection is given prominence as a mainstreaming theme. To begin with KAALO will develop and require all staff to consent to the child protection policy. This will also require that KAALO staff are also equipped with basic skills and knowledge on how to protect and promote the rights of children in the communities where they work. The communities we work with shall also be sensitized on the importance of paying attention to child protection concerns.

1. *International Journal of Research in Humanities and Social Studies* V7 16 2020
2. *Puntland State Five Year Development Plan 2020-2024*,
3. *Puntland State Five Year Development Plan 2020-2024*
4. *Puntland State Five Year Development Plan 2020-2024*.
5. *UNICEF (2016)*



5.0 Alignment to National and State Development Strategies

This strategic plan reflects the aspiration of the Somali people and their Federal and Puntland State Governments as reflected in the Somali National Development Plan 2020-2024, Sustainable Development Goals, Puntland State of Somalia Five-year development plan 2020-2024. As such, the programme focus areas of KAALO are aligned to five out of the six sector areas and these include (i) Good governance, (ii) Justice, (iii) Security, (iv) Livelihoods and (v) Social Development. The indicators of success in this strategic plan were to the extent possible drawn directly from the results framework of the PFYDP to ensure greater consistency and harmony with the PFYDP 2020-2024 while illustrating the contribution KAALO will make towards the State of Puntland.

This strategic plan reflects a commitment by KAALO to firmly anchor and align the strategic plan with all the development policy and strategy documents of both Somalia and Puntland. Further still, given that KAALO principally operates in Puntland, it must be seen to be directly contributing to the Puntland Development plan.

6.0 Translating the Strategy into Action / Operations.

The implementation of the strategic plan is a delegated function to senior management of KAALO by the BoD. The senior management under the leadership of the Executive Director will provide overall strategic guidance and supervise the implementation of annual operational plans and budgets that will be cascaded out of this strategic plan. The programmes and projects shall be aligned with the thematic areas of focus. This process will also require KAALO to develop a detailed budget to support the annual operation plan.

The implementation of this strategy will be made possible through several methods and approaches. These have been proposed because of their relevance and guided by lessons learnt overtime. The approaches and methods will include but not limited to the following:

6.1 Harnessing ICT

In the past 10 years, the world has witnessed an increased utilization of ICT and the internet, and this is the more reason that KAALO must embrace the innovations made in this information era to enhance programme delivery and effectiveness. Technology has informed and changed many approaches especially in development work including advocacy. In the rapidly changing technological world, access to data and creative use of data is top on the agenda of many organizations and corporations. The world unlike before has turned into a global village because ICT has flattened the barriers to facilitate timely and targeted sharing of information. In the quest to promote effective programming, strategic advocacy; demonstrate the effectiveness of advocacy; promote visibility of KAALO, and information sharing; KAALO will have to inevitably make use of ICT in its work. The use of ICT in trainings and delivery of programme is critical especially at the time when COVID 19 has put serious limitations on movements and interactions with the communities.

6.2 Capacity Building.

In all our programs, capacity building will be adopted as one of the main areas that will be given attention. This is because we appreciate that positive transformation can only be achieved when the capacities of the different stakeholders are enhanced. This is an effort to make sure the people can sustain the projects and the initiatives that have been implemented in the communities. Capacity building will be pursued as a way of building local ownership of the projects and programs implement-



ed in the community. Capacity building will focus on individuals, local institutions, and other actors such as government officials whose presence in the community is guaranteed especially once KAALO completed project implementation and hands over to the community and local government. Building local capacity for community, community institutions and government staff is a means to achieving effective program delivery but also achieving sustainability of the results got from the different projects and programs. Capacity building of KAALO staff will aim at enhancing their capacity to implement programmes effectively.

6.3 Research and Documentation.

Capacity to conduct research and assemble data into utilizable information is one major pillar in pursuing effective program management and achieving lasting changes. For instance, to be able to achieve good targeting of the marginalized and vulnerable, we shall have to conduct a vulnerability assessment to ensure that our programs are well targeted. Research and documentation will be a critical element in KAALO's pursuit of evidence-based programming and thus ensuring data driven development. KAALO will gather data at all stages of its programming cycle with a view to enhancing its own and stakeholder understanding of different programming approaches and tools and how this interacts with community needs to deliver results to beneficiaries and rights holders. Research and documentation will also be applied as one of the primary MEAL tools that shall be employed by KAALO. Here, the results and findings from KAALO's MEAL and evidence gathering processes shall be used in an iterative process to inform future programming efforts.

6.4 Advocacy.

Another core area that will be given a lot of attention is advocacy focusing on policy, legislative advocacy, democracy, and governance. KAALO treats advocacy both as a program approach in implementing programs but also focuses on it as a cross cutting issue. In whatever work we do and wherever we shall be implementing projects, we shall consistently explore the underlying issues around policies and the legal framework that need to be addressed to realize positive

changes in the community. This reason, KAALO will build the capacity of her staff to undertake effective non-confrontational advocacy with a view to enhancing the accountability of duty bearers to the rights holders. In the quest to demonstrate the effectiveness and contribution of advocacy, credible and compelling evidence of success stories and contribution of the same will be captured and showcased. Without data it might be difficult to win the support and confidence of stakeholders and interested parties especially those who still have doubts about the effectiveness and contribution of advocacy in promoting human rights, democracy, and good governance. Investing in good research & documentation is one of the key tools that will support advocacy and sustained engagements with key policy and decision makers.

6.5 Partnerships, Networking & Collaboration.

In today's development work, no single organization can individually champion and conclude any development work especially advocacy related work or outcome by itself without the support of other players. This is because the scale and complexity of issues in the development realm are multi-faceted, large scale and require different skills and experience that will ordinarily not all be resident within only one organization like KAALO. Going forward with this strategy, it will be necessary for KAALO to continue mapping, identifying, and forming strategic collaboration and partnerships with like-minded entities. It is important for KAALO to develop a partnership framework or strategy will be the road map in conceptualizing, engaging, and building sustainable and viable collaborations and networks. Identification, building and managing of partnerships and collaboration initiatives will be part of the core processes for KAALO on a continuous basis. A comprehensive mapping of the key stakeholders in our priority sectors of investments was conducted during the strategy development workshop (See table 2).



7. Resourcing Strategy

The SWOT analysis has identified the shrinking donor basket coupled with increasing donor scrutiny as one of the key issues that will most likely affect fundraising especially from donors. Programs, projects, and strategic initiatives are the vehicles or the means of driving this strategy to ensure it is translated into operations. Financial & non-financial resources are needed to execute different projects and programs. Hence the need to undertake focused fundraising and resource mobilization. Therefore, KAALO will enhance the capacity of the technical staff to write competitive grant proposals in addition to hiring a full-time grant coordinator whose role will primarily be to spearhead grant acquisition.

KAALO will develop and execute funding concepts and other resources mobilization initiatives that are in line with the outcomes entailed in the results framework. Mapping of donors and identification of funding opportunities will be undertaken deliberately and more aggressively to achieve a diversified resources envelop for the organization. The strategic budget shall be developed to facilitate the identification of resource needs that should be in place to implement the strategic plan. A fundraising and resources mobilization plan will then be developed to guide focused and efficient fundraising and resources mobilization to achieve the desired funding mix reflected in the strategic budget for 2022-2025 strategic plan below.

Besides resource mobilization, KAALO is cognizant of the role of financial management and enhanced accountability and reporting measures especially for LNGOs in the attraction and retention of consistent and assured funding. To this end, KAALO will continuously invest in its financial management and administrative / operational capacity. Towards this, KAALO has adopted international best practices in its financial and accounting protocols and systems, put in place and anti-corruption policy as well as developed procurement policies and procedures as well as generally enhanced its organizational management practices and protocols with clear checks and balances with a view to ensuring value for money in the implementation of projects. This has contributed to enhanced accountability and building trust with its donors, stakeholders, and beneficiaries.

7.1 Summarized Budget in US Dollars.

Outcomes	2022	2023	2024	2025	Total
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.	\$ 500,000	\$ 450,000	\$ 350,000	\$ 520,000	\$ 1,820,000
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.	\$ 750,000.00	\$ 650,000.00	\$ 350,000.00	\$ 450,000	\$ 2,200,000
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.	\$ 650,000.00	\$ 480,000.00	\$ 620,000.00	\$ 280,000	\$ 2,030,000
1.4 Increased availability, access and utilization to emergency basic educational services for children in IDPs and refugee setting to achieve basic literacy and numeracy.	\$ 280,000.00	\$ 320,000.00	\$ 350,000.00	\$ 400,000	\$ 1,350,000
1.5 Improved resilience capacity of vulnerable households and communities affected by both manmade and natural disasters so that they can mitigate, respond and bounce back after the shocks.	\$ 180,000.00	\$ 220,000.00	\$ 260,000.00	\$ 320,000	\$ 980,000
Sub Total	\$ 2,360,000.00	\$ 2,120,000.00	\$ 1,930,000.00	\$ 1,970,000	\$ 8,380,000

28. KAALO Strategic Plan 2022-2025

2.0 SUSTAINABLE LIVELIHOODs.					
Outcomes	2022	2023	2024	2025	Total
2.1 Improved availability of diversified and nutritious food stuffs among the most vulnerable agro pastoral, pastoral and fisher-households in order to address hunger, starvation, and malnutrition.	\$ 750,000.00	\$ 820,000.00	\$ 850,000.00	\$ 920,000.00	\$ 3,340,000.00
2.2 Increased and diversified incomes among the most vulnerable agro pastoral, pastoral and fisher-households and communities in order to increase their disposable income and purchasing power.	\$ 580,000.00	\$ 62,000.00	\$ 720,000.00	\$ 780,000.00	\$ 2,142,000.00
2.3 Increased employability of the youth and women to access dignified and meaningful jobs and incomes.	\$ 420,000.00	\$ 480,000.00	\$ 500,000.00	\$ 540,000.00	\$ 1,940,000.00
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.	\$ 950,000.00	\$ 1,500,000.00	\$ 1,800,000.00	\$1,950,000.00	\$ 6,200,000.00
Sub Total	\$ 2,700,000.00	\$ 2,862,000.00	\$ 3,870,000.00	\$ 4,190,000.00	\$ 13,622,000.00

3.0 HUMAN RIGHTS AND GOVERNANCE.					
Outcome.	2022	2023	2024	2025	Total
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.	\$ 220,000.00	\$ 250,000.00	\$ 320,000.00	\$ 380,000.00	\$ 1,170,000.00
3.2 Increased participation and representation of women and youth in leadership, governance and decision making at all levels in order to promote the status and wellbeing.	\$ 340,000.00	\$ 380,000.00	\$ 450,000.00	\$ 520,000.00	\$ 1,690,000.00
3.3 Improved access to justice for women, IDPs, refugees and asylum seekers and other marginalized communities in order to guarantee their status, dignity and welfare.	\$ 420,000.00	\$ 480,000.00	\$ 520,000.00	\$ 620,000.00	\$ 2,040,000.00
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.	\$ 650,000.00	\$ 670,000.00	\$ 720,000.00	\$ 780,000.00	\$ 2,820,000.00
Subtotal	\$ 1,630,000.00	\$ 1,780,000.00	\$ 2,010,000.00	\$ 2,300,000.00	\$ 7,720,000.00

4.0 ORGANIZATIONAL EFFECTIVENESS SECTOR.					
Outcomes	2022	2023	2024	2025	Total
4.1 Improved financial stewardship, compliance, effectiveness, cost and operational efficiency.	\$ 50,000.00	\$ 60,000.00	\$ 65,000.00	\$ 68,000.00	\$ 243,000.00
4.2 Improved responsiveness and timeliness to internal and external stakeholders.	\$ 15,000.00	\$ 18,000.00	\$ 20,000.00	\$ 25,000.00	\$ 78,000.00
4.3 Improved risk detection and mitigation within KAALO.	\$ 7,800.00	\$ 12,000.00	\$ 18,000.00	\$ 19,500.00	\$ 57,300.00
4.4 Strengthened strategic leadership and organizational oversight.	\$ 8,500.00	\$ 9,500.00	\$ 10,000.00	\$ 11,000.00	\$ 39,000.00
4.5 Improved staff performance, motivation and engagement.	\$ 3,500.00	\$ 4,800.00	\$ 5,200.00	\$ 6,200.00	\$ 19,700.00
4.6 A financially viable and sustainable Organization.	\$ 6,500.00	\$ 7,200.00	\$ 7,400.00	\$ 8,000.00	\$ 29,100.0
4.7 Strengthen knowledge management, program accountability, learning and innovation.	\$ 10,000.00	\$ 12,000.00	\$ 15,000.00	\$ 16,000.00	\$ 53,000.00
4.8 Improved visibility, recognition and collaboration with stakeholders.	\$ 6,500.00	\$ 6,800.00	\$ 7,000.00	\$ 7,400.00	\$ 27,700.00
Sub Total	\$ 107,800.00	\$ 130,300.00	\$ 147,600.00	\$ 161,100.00	\$ 546,800.00
Total (USD)	\$ 6,797,800.00	\$ 6,892,300.00	\$ 7,957,600.00	\$ 8,621,100.00	\$ 30,268,800.00

8.0 Monitoring, Evaluation & Learning Plan.

8.1 Organizational arrangements for M&E

Monitoring and evaluation will be critical in documenting success, lessons, and emerging issues as a driver for effective and efficient delivery of the strategy. The M&E function will also be a vehicle for driving program implementation to achieve efficiency, effectiveness, relevance, sustainability, and impact. Going forward, the M&E function will enable us to take stock of the key implications towards our strategy, structure, systems, staff, skills, style of management and the core values.

At a strategy level, the fundamental questions to be addressed will be whether KAALO is of any strategic relevance, and whether we are making a positive impact on the lives of the communities we serve? The data to be collected and the tools to be used will target other categories of society like women, girls and others marginalized sections or populations. such as the youth, the disabled, minority clans, displaced populations etc. M&E will provide feedback to KAALO on aspects of relevance, impact, and sustainability. Lessons generated will inform the future designs of programs and projects including innovations.

A strategy baseline survey will be conducted on all the priority results (outcome) indicators. The baseline values will be compared with the mid-term review and end-term evaluation findings. The findings will be helpful in taking stock of the progress, challenges, relevance, and impact of the different program areas. At the operational level, the results framework together with the annual plans of the different projects and programs will be monitored to provide feedback on aspects of efficiency, effectiveness, learning and sustainability. Operational (Program or project) monitoring shall be undertaken on a regular basis (monthly, quarterly, bi-annual, and annual) basis to collect, collate and aggregate data from M&E processes to inform management decision making.

A lot of emphasis will be placed on measuring the achieved targets versus the planned targets to form the basis of learning and decision making at management and operational level. The M&E processes will be participatory involving different categories of stakeholders including donors, communities, government authorities. Dissemination of findings and reports will be done using the communication plan. To further enhance communication, individual projects will have to develop clear project communication plans. To make M&E for this strategic plan as practical and cost effective as possible, it is recommended that the priority outcome indicators that KAALO would wish to measure at the baseline or end of strategic period be integrated in the M&E framework for the organization. The purpose here is to ensure the measurement of the indicators happens at the time the organization is conducting a baseline for the new strategic plan.

Learning and reflection events to take stock of the effort and progress towards achieving results will be periodically organized. These events will be held on a semi-annual, and annual basis depending on the availability of time and resources.

Dissemination of findings and reports generated from the different M&E events will be made possible by using the KAALO communication plan. This tool should be able to facilitate KAALO to undertake effective and focused communication with different stakeholders taking into consideration their social, economic, and other demographic characteristics.

8.2 Inputs / Arrangements for M&E.

The following will be put in place to guide the formative and summative evaluation of the KAALO strategic plan:

- a) The priority indicators in this plan linked to the PFYDP will be integrated into the KAALO M&E system.
- b) The log frame matrix of KAALO's strategic plan including the strategic objectives and outcomes with delineated indicators.
- c) Annual and quarterly work plans and monitoring checklist will be prepared, guided by the Strategic Plan. These work plans are vital for tracking the delivery process.
- d) Monitoring and support supervision of the organizations implementing KAALO's programs and activities will take the key place in regular monitoring.
- e) M&E champion to provide technical and process support towards all M&E events.

8.3 Key Elements for formative evaluation of the strategic plan.

KAALO intends to undertake continuous monitoring and evaluation to ascertain the progress in implementing this strategic plan. This will for the most part be undertaken internally.

Formative evaluation processes will focus on the following area:

- a) Availability of expected inputs for implementation, including timing, quality, and amount,
- b) Activities implemented vis-à-vis activities planned,
- c) Timeliness of implementation of strategic initiatives,
- d) Evidence of outcomes of the strategic initiatives / activities implemented, including their timing, quality, and amount,
- e) Level of involvement of actors as planned,
- f) Beneficiaries, both targeted and unintended,
- g) Activities not implemented, or rescheduled,
- h) Changes, omissions, deletions, or additions (in activities or entire strategic plan),

8.4 Key Elements for summative Evaluation of the plan.

Evaluation and learning are critical towards achieving success obtained at a policy level because of implementing this framework. This means this strategy must be measured at the beginning, at mid-term and at the end of the implementation period. The monitoring and evaluation process shall be guided by outcomes indicators in the strategy logical framework that have been extracted from the Puntland Five Year Development Plan.

Summative Evaluation of the strategy, focus will be placed on the following areas:

- a) Effectiveness of programs of KAALO in meeting the goal and objectives set,
- b) Efficiency in attaining the objectives / targets, in terms of cost-effectiveness in program execution,
- c) Relevance, validity and coherence of designs of interventions/programs,
- d) Sustainability of programs and activities,
- e) Impact of the work undertaken by KAALO and the extent to which KAALO is making the desired change and most significant changes in the advocacy targets and or environment,
- f) Both the positive and negative intended effects,
- g) Unanticipated and anticipated effects of KAALO whether positive or negative.

8.5 Means of Verification/Instruments for M&E.

The strategic outcomes and indicators have been drawn from the results framework of the Puntland Five Year Development Plan 2020-2024. KAALO will measure the same indicators since it is only contributing towards the PFYDP plan. The information on indicators shall be generated through the following means;

- a) Baseline, surveys, and impact studies at onset, mid and end of strategy implementation,
- b) Standard M&E instruments and guidelines including report formats, standard checklists and other tools developed,
- c) Supervision and monitoring visits,
- d) Periodic review meetings,
- e) Quarterly and annual reports of KAALO.

9.0 Appendix

9.1 Table 2. KAALO’s Stakeholders in the different Sectors.

Sector	Emergency and Humanitarian Response.	Sustainable Livelihoods.	Human Rights and Protection.
Public	Ministry of humanitarian and disaster management Water Development Authority UN -OCHA	Ministry of Agriculture and Livestock Ministry of Humanitarian and Disaster management. District Mayor Director General Office. Governor of Bay office. Ministry of planning	Ministry of women and famlit affairs, Human right defenders
Civil society/N-GOs	Oxfam , NCA, DPA, Daikonia UNHCR UNICEF SHF	Development Fund of Norways Oxfam TVET centers CARE Save the children Concern FAO Financial institutions (Amal Bank, Dahabshil)	UNHRC Diakonia
Public and private donors			

9.2 KAALO SWOR Matrix.

SWOR ANALYSIS	
Strengths	Implications
<ul style="list-style-type: none"> • Good track record of performance with the community. • Mutual trust & respect from peers and donors. • We have a very competent and diversity staff • Good working relationship with existing donors, funders, implementing partners and at community level. • Expertise in the area of WASH and Livelihoods • Strong internal systems and controls. 	<ol style="list-style-type: none"> 1. Enhance the partnership and networking with stakeholders. 2. Strengthen staff engagement, satisfaction & performance. 3. Strengthen Program design, implementation and M&E.
Weaknesses	Implication
<ul style="list-style-type: none"> • Inadequate capacity to develop competitive proposals. • Absence of an emergency relief and humanitarian capacity. • Limited M&E Capacity. • Limited financial resources. • Weak performance management system. 	<ol style="list-style-type: none"> 1. Enhance research capacity to support evidence-based advocacy. 2. Establish an emergency and humanitarian department. 3. Strengthen M&E capacity and programme management. 4. Focus on improving fundraising and resource mobilization.
Opportunities	Implication
<ul style="list-style-type: none"> • Donor shift to working with local organizations especially the grand bargain. • Improved peace and security in the areas of operation. • Increasing focus from emergency to development programs by both government and donors. • Good reputation with the government and other key players. 	<ol style="list-style-type: none"> 1. Strengthen networking and collaboration with government and donors. 2. Increase engagement with donors with the aim of targeting funding to support the work of the organization. 3. Focus on emergency and humanitarian aid.
Risks	Implication
<ul style="list-style-type: none"> • High incidences of both man-made and natural disasters such as drought. • Increasing public health issues as a result of limited availability of clean water and sanitation facilities and services. • High expectations from communities and beneficiaries. • Increasing donor scrutiny and stiff competition for grants. • Reoccurrence of COVID 19 infections, Insecurity in operation areas. 	<ol style="list-style-type: none"> 1. Invest more in livelihood, resilience, WASH and emergency relief and humanitarian services. 2. Improve research to back up evidence-based advocacy. 3. Strengthen mechanisms to gather routine feedback on the satisfaction, needs and expectations of different stakeholders. 4. Improve programme management and accountability.



STRATEGIC PLAN 2022 - 2025

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