



## **STRATEGIC PLAN 2024-2028**

**“Empowering people and  
enhancing lives through  
community-driven initiatives.”**

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## **ABBREVIATIONS AND ACRONYMS**

AIDS	Virus/Acquired Immunodeficiency Syndrome
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CPCs	Child Protection Committees
CRC	Convention on the Rights of the Child
CSO	Civil Society Organizations
GBV	Gender Based Violence
GDP	Gross Domestic Product
GEWE	Gender Equality and Women Empowerment
HIV	Human Immunodeficiency
IDP	Internally Displaced People
M&E	Monitoring and Evaluation
MEAL	Research, Monitoring, Evaluation and Learning
MESAF	Ministry of Employment, Social Affairs and Family
NDPIII	National Development Plan III
NGOs	Non-Governmental Organizations
PCM	Program/Project Cycle Management
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TVET	Technical Vocational Education and Training
UNCRC	UN Convention on the Rights of the Child
UNICEF	United Nations Children's Fund
UNSF	UN Strategic Framework
USD	United States Dollar
WASH	Water, Sanitation and Hygiene
YOVENCO	Youth Volunteers for Development and Environmental Conservation

# WORD FROM THE EXECUTIVE DIRECTOR

## Word from the Executive Director

**Dear Partners, Stakeholders, and Community Changemakers,**

As Somaliland faces multiple challenges, including instability, environmental degradation, and alarming social inequalities, we are proud to unveil **YOVENCO's Five-Year Strategic Plan (2024–2028)**. This plan is our renewed commitment to the most affected and vulnerable, including: women, children, young people, persons with disabilities, and displaced families. Many of these groups continue to struggle with limited access to services, violence, and loss of income, compounded with three decades of hardship.

### **Why This Plan, Why Now**

For over 23 years, YOVENCO has worked closely with vulnerable communities across Somaliland. Today, the situation is getting worse. Many families are falling deeper into poverty due to depleting food systems. Basic rights still seem privileges. Access to healthcare and education is still out of reach for many. This strategy is, therefore, our way of responding to these urgent needs.

### **Our Commitment: Reaching All Regions**

From **Sahil to Sool**, our work will focus on seven key areas:

- 1. Protection** for children,
- 2. Food Security & Sustainable Livelihoods** for displaced and rural families,
- 3. Climate Change & Environmental Sustainability**, to build climate-resilient communities and promote sustainable natural resource use,
- 4. Inclusive and Quality Education for all**
- 5. Youth Empowerment & Skills Development** for youth and women
- 6. Good Governance** within communities,
- 7. Integrated Community Health, Nutrition and WASH Services and Life-Saving Interventions** for the most vulnerable.

### **How We Work: Partnership, Accountability, and Local Action**

Our approach is based on humanitarian values and strong principles. We combine **accountability systems (MEAL)** with **joined-up humanitarian, and development activities**. Our interventions support Somaliland's National Development Plans (NDP II & III) and the Sustainable Development Goals (SDGs), making sure our work aligns and fits into broader national and global efforts.

### **Together We Planned, Together We Will Deliver**

This strategy came into being as a result of a deliberate input by over 200 voices, including IDP camp

representatives, youth leaders, YOVENCO field teams, government bodies like MESAF, and strategic partners like **UNICEF, Plan International, Save the Children, ISF -Finland and GIZ.**

This strategic plan aligns with Somaliland National Development Plans (NDP III) and Sustainable Development Goals ((SDGs) 1, 2, 3, 4, 5, 6, 10, and 13). Ultimately, the strategy positions YOVENCO to significantly contribute to a more equitable, peaceful, and prosperous future for the target communities and Somaliland at large. YOVENCO welcomes partnerships and collaboration with stakeholders to achieve its goals. We believe that this strategy promoted Humanitarian, Development and Peace (HDP) nexus approaches.

To bring this plan to life, we are looking forward to working closely with the following strategic partners:

- **Donors & International Partners** who believe in local-led solutions,
- **Line Government Institutions** which we share the demanding duty of serving our people,
- **Community groups and networks;** not just as benefit recipients, but as active partners in driving change

Looking ahead, **we (YOVENCO)** anticipate our collective efforts will support and significantly contribute toward addressing all causes of human suffering in Somaliland.

**Abdulaziz Saed Salah**  
*Executive Director, YOVENCO*

Abdulaziz Saed Salah  
Executive Director



**YOVENCO**

# ANALYSIS

## THE CONTEXT OF SOMALILAND

Somaliland is one of the low-income nations in the world. According to the National Bureau of Statistics of Somalia, Somalia's GDP per capita (under which Somaliland falls) was reported to be below \$600 USD in 2023 and 2022<sup>1</sup>. The low GDP per capita signifies low household income levels, with a significant portion of the population living in poverty and remittances make up an estimated 25 percent of household income. Livestock is the leading source of livelihood, followed by agriculture but both are vulnerable to low production due to climate change issues of droughts and erratic rainfall patterns. These have threatened food security and have made families vulnerable and children at risk of malnutrition and exploitation. The current age structure of the population is typical of a society with a young population. According to the 2022 Somalia Integrated Household Budget Survey, the largest population age group aged eighteen years and below, most of which 5-9 years. This possesses a threat to the young people's vulnerability to limited access to basic services such as health and education, as well as unemployment as they grow into the working age group. The survey indicated that the dependency ratio is highest in rural and nomadic areas reaching 131 percent and 121 respectively. This further possess a threat on poor service delivery for the people in rural and nomadic areas of Somaliland. Although youth literacy rate stands at 70.3 percent (2022), just over half of the population (53.7 percent) is literate, higher among males (63.6 percent) than females (45.3 percent) This leaves the female youth more vulnerable than the males. The oldest people (80 years and above) are most affected for almost all types of disability, with mobility disabilities being the most prevalent type of disability. This makes disability inclusion a key component in humanitarian and development programming. Regarding access to health service, the survey revealed that lack of affordability is the main barrier (48.5 percent) as to why people do not seek healthcare services in the available health facilities. By gender, there is a higher percentage of females who cannot afford medical services (52.4 percent) than males (43.6 percent).

## KEY SOCIO-ECONOMIC VULNERABILITY FACTORS

- Somaliland continues to face serious child protection challenges, many of which are exacerbated by prolonged drought, displacement, poverty, and weakened protective systems. The key issues affecting children, especially in IDP settings where vulnerabilities are heightened due to limited access to services and protective mechanisms.
  - Child Labor: 13.2 percent of children aged 5–14 are engaged in child labor—primarily in construction, domestic work, and transport-related activities (United States Department of Labor (USDOL), 2020)<sup>2</sup>.

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<sup>1</sup> <https://nbs.gov.so/wp-content/uploads/2024/07/Gross-Domestic-Product-GDP-2023.pdf>

<sup>2</sup> U.S. Department of Labor. 2020. Findings on the Worst Forms of Child Labor – Somalia ([https://www.dol.gov/sites/dolgov/files/ILAB/child\\_labor\\_reports/tda2020/somalia.pdf](https://www.dol.gov/sites/dolgov/files/ILAB/child_labor_reports/tda2020/somalia.pdf))

- SGBV: Reports indicate a sharp increase in rape, assault, and harassment cases—especially among children in displacement-affected communities (United Nations Population Fund (UNFPA), 2022)<sup>3</sup>.
- Child Marriage and Female Genital Mutilation/Cutting (FGM/C): 34 percent of women aged 20–49 were married before age 18; 16 percent of girls in project areas were married before age 15; 98 percent of women aged 15–49 have undergone FGM/C; 61 percent of these underwent the pharaonic type, which is the most severe form (Somaliland Health and Demographic Survey (SHDS), 2020<sup>4</sup>.
- Poverty and food insecurity: Somaliland has a low Gross Domestic Product per capita, with a significant portion of the population living below the national poverty line, particularly in rural areas. Droughts and erratic rainfall patterns further threaten food security, making families vulnerable and children at risk of malnutrition and exploitation. Limited access to education, skills training, and economic resources creates challenges for generating income and achieving sustainable livelihoods.
- Limited infrastructure and basic services: Decades of conflict have left Somaliland's infrastructure underdeveloped. Access to clean water, sanitation, and reliable healthcare is limited, particularly in rural areas. This lack of basic services creates health risks and hinders efforts to improve child well-being and education.
- High unemployment: The formal job market in Somaliland is small and as such Somaliland faces a high rate of youth unemployment, which can contribute to social unrest and instability. This economic hardship limits opportunities for families to lift themselves out of poverty and can contribute to child labor. Equipping youth with relevant skills and creating job opportunities are crucial for economic growth and stability.
- IDP: Conflicts between different clans within Somaliland and displacement caused by drought natural calamities such as prolonged drought have caused continuously displacement of people who now reside in different parts of Somaliland. IDPs often live in overcrowded camps with limited access to basic necessities and struggle to integrate into the local economy. In addition, rural-urban migration has led to increasing number of people in urban and semi-urban areas, and this has also resulted in an increase in the number of IDPs.
- Gender inequality: Women in Somaliland face significant challenges related to limited access to education, limited employment opportunities, and low women participation in governance and decision-making processes. Thus, promoting gender equality is essential for inclusive development. In addition, women also face harmful practices like early marriage and FGM/C.
- Climate change vulnerability: Somaliland is highly vulnerable to climate change impacts like droughts, floods, and resource scarcity. Building resilience and promoting sustainable practices are critical for long-term development.

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<sup>3</sup> UNFPA Somalia. 2022. GBV Advocacy Brief – Overview of Gender-Based Violence  
(<https://somalia.unfpa.org/en/publications/overview-gender-based-violence-situation-somalia-advocacy-brief-2022>)

<sup>4</sup> <https://www.somalilandcsd.org/somaliland-health-and-demography-survey-slhd2020/>

## KEY POLITICAL VULNERABILITY FACTORS

- **Unrecognized status:** Somaliland has self-declared independence from Somalia but is not yet internationally recognized. This uncertain political situation can hinder access to resources and investment, impacting development efforts.
- **Clan system:** Somaliland's social structure is heavily influenced by the clan system. While offering a sense of community, clan dynamics can sometimes create divisions and complicate service delivery.
- **Limited government capacity:** The Somaliland government is still developing its institutions and capacity to deliver services effectively.
- **Security concerns:** While generally considered safer than southern Somalia, Somaliland still faces occasional security threats, including clan conflicts and piracy among others. Such security threats disrupt development initiatives and create an unstable environment.
- **Limited infrastructure and service delivery:** The lack of adequate infrastructure and essential services like healthcare and education creates challenges for improving the well-being of communities.

## SWOT ANALYSIS

Despite the internal weakness faced by YOVENCO as revealed by the SWOT analysis (such as financial and human resource constraints; limited technological integration in data management, communication, and fundraising; and lack of strategy for knowledge transfer and staff development), the analysis revealed critical internal areas of strength, including the presence of skilled staff; established reputation and credibility of the organization; presence of strong community relationship; and strong monitoring and evaluation systems. The analysis revealed external opportunities that YOVENCO takes advantage of including: the general increase in advocacy efforts on critical social justice issues; room to collaborate with other Non-Governmental Organizations (NGOs), government agencies, and private sector partners; evolution of new funding opportunities; emerging technologies that YOVENCO can use such as mobile data collection and remote learning platforms; increased focus on sustainable development can enhance partnerships for promoting environmentally friendly practices; potential for replicating YOVENCO's programs in new regions or new social groups; emerging new challenges like climate change and economic instability. The analysis revealed external threats that YOVENCO Has to response to including political instability, increased competition for funding, shifting donor priorities, climate change impact, and economic downturns and inflation.



## IMPLICATION

The highlighted socio-economic and political factors significantly have implication on YOVENCO and its strategy.

- Limited funding due to Somaliland's unrecognized status restricts YOVENCO's ability to expand its programs and reach more beneficiaries.
- Geographically dispersed populations, IDPs living in camps, and communities in remote areas may be difficult to reach due to infrastructure limitations and security concerns.
- YOVENCO's reliance on external funding can make it challenging to ensure the long-term sustainability of its programs.
- Working with the government and navigating clan dynamics requires careful planning and sensitivity to build trust and ensure effective collaboration.
- Limited resources available for social programs and infrastructure development, impacting YOVENCO's ability to secure funding and expand its reach.
- YOVENCO may need to navigate clan sensitivities to ensure its programs are inclusive and reach all communities.
- Security concerns can limit access to certain areas and create an environment of unease, potentially impacting YOVENCO's ability to operate freely.

## VISION

“A society where every citizen enjoys access to better livelihood with dignified life, human rights and social justice promoted and climate change vulnerability reduced.”

## MISSION

“YOVENCO commits to work with people in poverty and exclusion to improve their socio-economic status, protect their rights, promote gender equality and well-being and reduce climate change vulnerability through service delivery, empowerment, and policy advocacy.”

## CORE VALUES

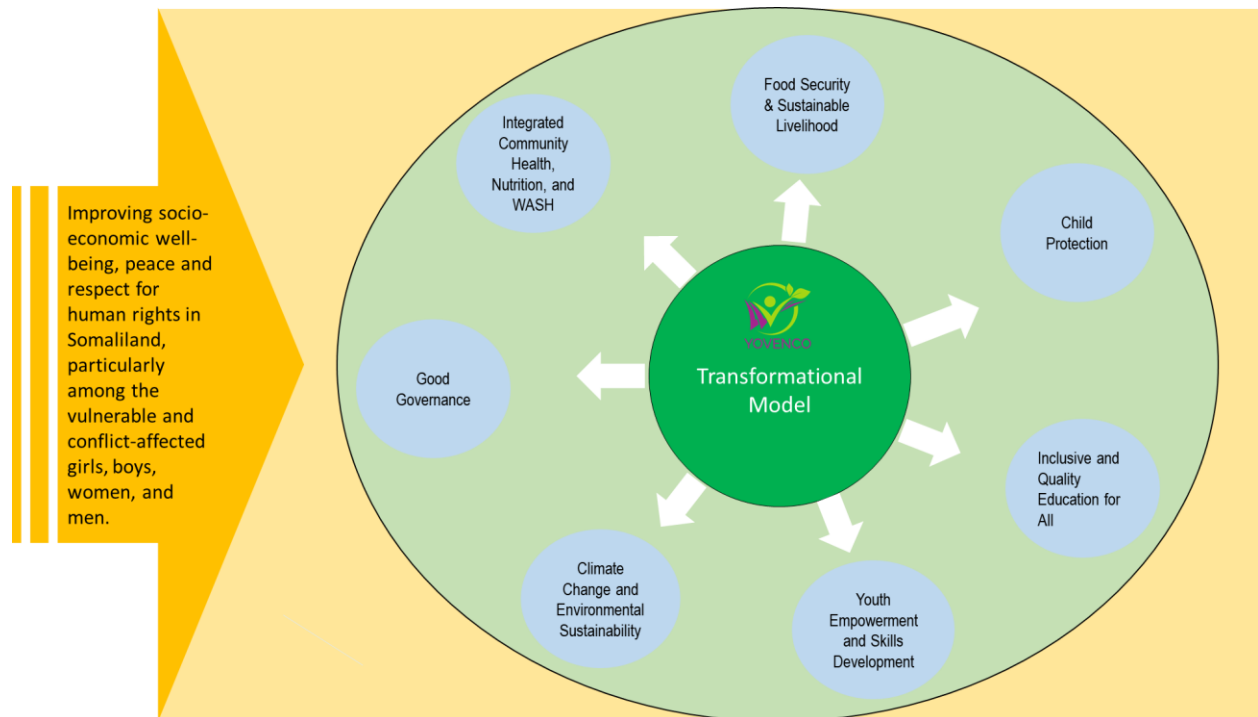
YOVENCO’s organizational values are the fundamental principles and beliefs that guide its operations, shape its culture and employee behavior, and interactions with stakeholders. These four values are: Humanity, Integrity, Transparency and Accountability, and Diversity.

## STRATEGIC GOAL

Improved socio-economic well-being, safety and protection of vulnerable and conflict-affected girls, boys, women, and men.

# TRANSFORMATIONAL MODEL

YOVENCO priority programs are summarized in the transformational model illustrated below.



The Five-Year Transformation Model will focus on seven thematic areas. Within this model, projects will be developed towards the realization of the strategic results framework. The thematic areas are presented under the section for strategic results: [STRATEGIC RESULTS AND STRATEGIES](#)

# ORGANIZATIONAL DEVELOPMENT MODEL



**While capitalizing on its internal strengths, YOVENCO will address its internal weaknesses through actions that aim to enhance the following:**

- Leveraging the organization's established reputation and strong community relationships to secure partnerships with new donors interested in social justice initiatives.
- Investing in technological and digitalization infrastructure to improve the MEAL systems and communication.
- Human resource development through effective human resource planning and finetuning organizational structure and staff roles and responsibilities in order to match with the demand of the strategy. Developing and utilizing experienced, committed, and motivated staff teams and/or volunteers.
- Establishment of a documented Program/Project Cycle Management (PCM) framework involving putting in place a program/project's lifecycle into explained phases to ensure a systematic approach to identification, planning, implementation, monitoring, and evaluation within the required quality standards. The PCM framework will complement YOVENCO's MEAL systems.
- Developing and ensuring adherence to organizational policy framework.
- Advocacy and communications, with practical advocacy and communications plans.
- Resource mobilization with aid of a fundraising strategy.

- Continuous organizational capacity development informed by finding and recommendations from organizational capacity assessments.
- Organizational program performance and impact reporting, with a focus on communicating results.

**Similarly, while capitalizing on the external opportunities, YOVENCO will respond/mitigate the threats through actions that aim to enhance the following:**

- Continuously adapting programs to align with shifting donor priorities and ensuring continued relevance. This will include developing programs that address emerging needs like climate change and economic instability.
- Building strategic partnerships with other NGOs, government agencies, and private sector partners to leverage resources and expertise for greater impact.
- Maintaining strong relationships with government agencies to navigate potential political instability and ensure program continuity.
- Diversifying funding sources to reduce dependence on any single donor and maintaining financial sustainability.

# PROGRAMMING AND MANAGEMENT APPROACHES

To achieve its objectives, YOVENCO adopts the following approaches throughout the program cycle and all organizational activities.



## **Human Rights Based:**

Promoting human rights with focus on children, women, youth, and people living with disability through empowerment strategies that make the socially excluded groups aware of their rights and hold duty bearers responsive and accountable.

## **Humanitarian, Development and Peace Nexus:**

YOVENCO will develop and implement projects within the Humanitarian-Development-Peace Nexus (Triple Nexus). By this approach, the organization will stress the interrelation of its humanitarian, sustainable development, and peacebuilding interventions.

## **Gender equality, Social Inclusion, and Participation:**

Gender equality, social inclusion, and meaningful participation in all the stages of the program cycle management will apply. Priority will be given to children, women, youth, people living with disability, IDPs, people infected and affected by HIV and AIDS, and fishing, pastoral and agro-pastoral communities. YOVENCO's programs can promote women's economic empowerment and participation in decision-making processes.

**Child and Adult Safeguarding**

YOVENCO considers child and adult safeguarding as a very critical aspect of its program and organizational growth and reputation. Driven by carefully developed policies, procedures, values and culture, safeguarding will be mainstreamed in all organizational and program activities with the aim of protecting people (especially those who come into contact with YOVENCO) from harm, abuse, and neglect, while promoting their recovery, well-being, and human rights. Our safeguarding activities will promote ethical practice, making sure that the organization is ethical and accountable to all its actions.

**Needs Based:**

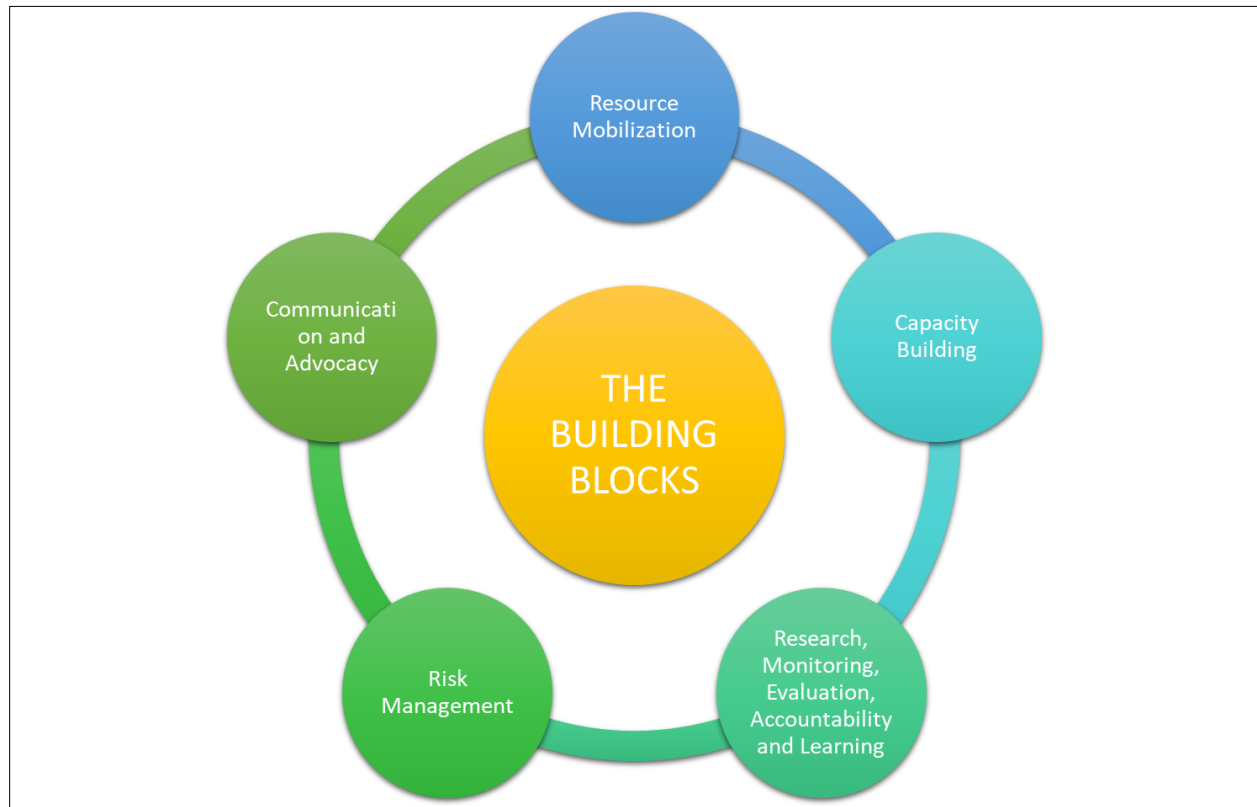
YOVENCO will focus on unmet needs by prioritizing interventions that address the most pressing needs of children, youth, women, and vulnerable populations.

**Community Based:**

YOVENCO will work closely with communities to identify needs, design programs, and ensure local ownership for sustainability.

# THE BUILDING BLOCKS

To effectively execute its strategy, YOVENCO has specified key building blocks



## RESOURCE MOBILIZATION

YOVENCO is implementing a comprehensive resource mobilization strategy to secure funding for its programs and achieve its strategic objectives. The organization will diversify its funding sources, focusing on the United Nations, government-led grants, International Organizations, and private-sector partnerships. To develop winning proposals, YOVENCO will conduct thorough donor research, highlight the impact, use strong proposal writing, and build strong relationships with relevant teams and decision-makers. In addition to traditional grant applications, YOVENCO will explore innovative fundraising methods, such as social enterprise, crowdfunding, and individual giving. Social enterprise could involve producing and selling products made in vocational centers, while crowdfunding will use online platforms to raise funds for specific projects or initiatives. Individual giving strategies will be developed to encourage donations through online platforms, events, and direct mail campaigns. YOVENCO will establish a system to track and evaluate the effectiveness of its resource mobilization efforts, including monitoring funding trends, evaluating donor relationships, and reporting on fundraising results. This comprehensive strategy will enable YOVENCO to deliver its programs effectively and empower communities for a brighter future. By implementing this comprehensive resource mobilization



strategy, YOVENCO will secure the necessary funding to deliver its programs effectively and empower communities for a brighter future.

## **CAPACITY BUILDING**

YOVENCO is committed to empowering communities through a strong organizational foundation. To achieve this, the organization has implemented several strategies to enhance its capacity to deliver programs effectively. These include staff training and development, which includes skill-building programs in areas such as project management, fundraising, and communication. Additionally, leadership development opportunities are provided, and knowledge sharing is encouraged through internal workshops and project collaboration. To strengthen its monitoring and evaluation systems, a clear M&E framework is established, and staff are trained in M&E methodologies for data collection, analysis, and reporting. Regular monitoring is conducted to track progress toward goals and identify areas for improvement. Periodic evaluations are scheduled to assess the overall effectiveness, impact, and sustainability of the programs. Technology adoption is also crucial for improved communication and data management. Implementing communication tools like project management software, online collaboration platforms, and communication apps can improve collaboration between staff, beneficiaries, and partners. Investing in a robust data management system and training staff on using these technologies ensures optimal integration into YOVENCO's work. Additionally, resource mobilization strategies are developed to secure funding for capacity-building initiatives and create a knowledge management system to document best practices and successful program models for future reference.

## **RESEARCH, MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING**

YOVENCO is implementing a robust Research, Monitoring, Evaluation, accountability and learning (RMEAL) system to track progress toward its strategic goals and ensure program effectiveness. The framework will include defining success, identifying key performance indicators (KPIs), determining appropriate data collection methods, outlining a data analysis plan, and setting a regular reporting schedule. KPIs will be developed for each program within the strategic plan, which will be SMART, outcome-oriented, and feasible within YOVENCO's resource constraints. YOVENCO will use various data collection methods, including baseline, regular, qualitative, and quantitative analysis. These methods will help measure change over time, identify areas for improvement, inform decision-making, and promote accountability to donors, stakeholders and the affected populations. M&E findings and feedback and complaints data will be critical in demonstrating impact as well as improving program quality and accountability. By establishing a robust MEAL system, YOVENCO can ensure its programs are effective, efficient, and continuously adapting to achieve the greatest possible impact for the communities it serves. By utilizing these findings, YOVENCO can ensure its programs are effective, efficient, and continuously adapting to achieve the greatest possible impact for the communities they serve.

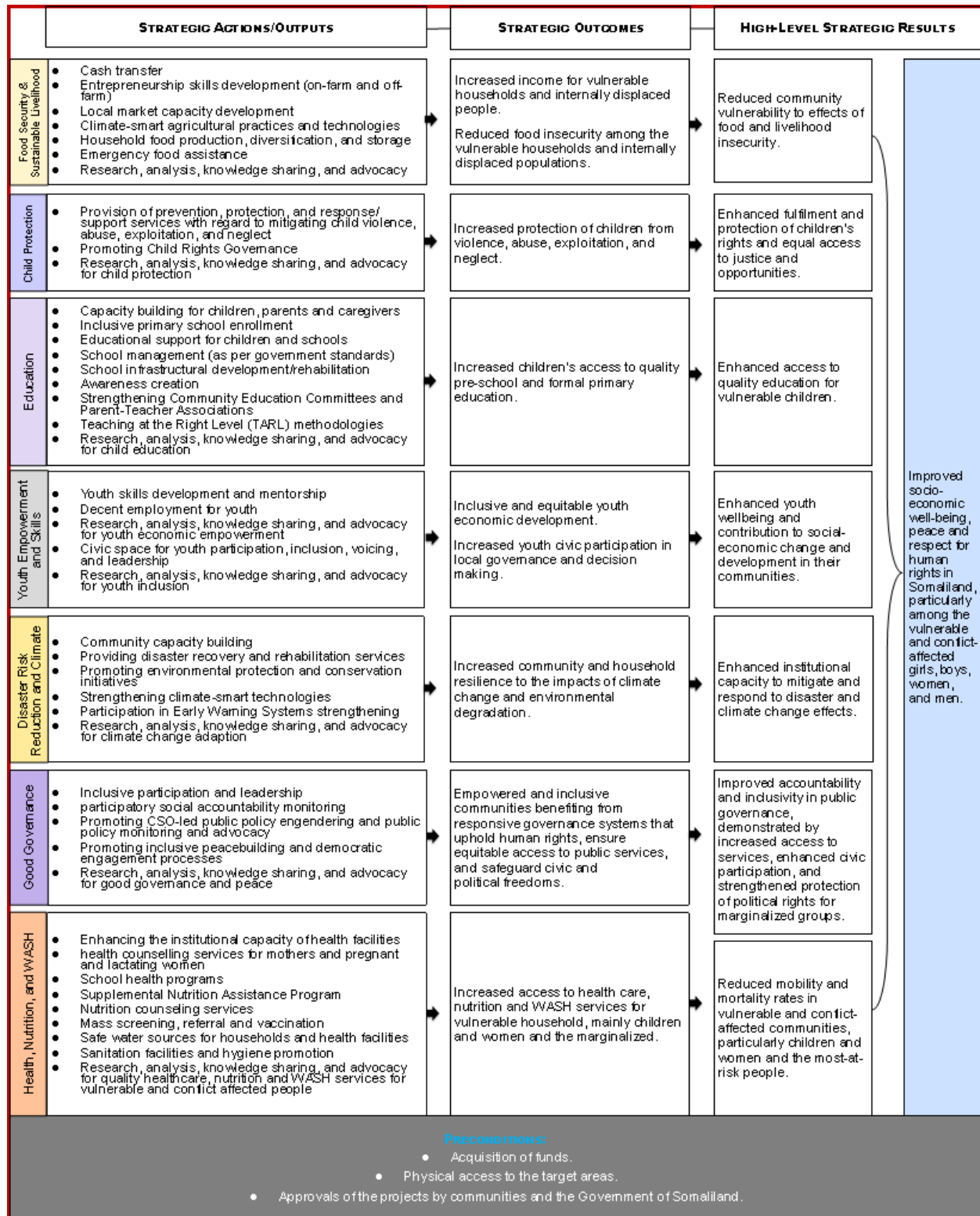
## **RISK MANAGEMENT**

The strategic plan identifies potential risks and assumptions to mitigate them. The first risk is the shrinking global CSO space, which could impact program implementation. To mitigate this, YOVENCO should diversify funding sources, strengthen fundraising efforts, and promote its impact through compelling reports, case studies, and social media engagement. The second risk is political instability due to delayed elections in Somaliland, which could disrupt program implementation. To mitigate this, YOVENCO should develop contingency plans and foster strong relationships with local stakeholders. The third risk is natural disasters, such as droughts or cyclones, which could disrupt program activities and require emergency response efforts. To mitigate this risk, YOVENCO should integrate disaster risk reduction into program design, maintain partnerships with emergency response organizations, and develop emergency preparedness plans. Lastly, the fourth risk is clan-based conflicts, which could disrupt program implementation or limit access to certain areas. To mitigate this risk, YOVENCO should implement conflict sensitivity training for staff, develop a conflict response plan, and foster dialogue and collaboration between clans. By incorporating these suggestions, YOVENCO can develop more robust mitigation strategies to address potential risks and ensure the smooth implementation of its strategic plan.

## **COMMUNICATION AND ADVOCACY**

YOVENCO is committed to raising awareness about its critical work, securing resources necessary to implement impactful programs, and fostering a deeper public understanding of the issues it addresses. This comprehensive communication and advocacy strategy targets key audiences, including donors, beneficiaries, policymakers, and the general public. YOVENCO will leverage a multifaceted communication approach to reach its diverse audience.

# THEORY OF CHANGE



## STRATEGIC RESULTS AND STRATEGIES

YOVENCO's program is cross-sectoral in way that it will comprise of multiple sectoral interventions within its transformational model for 2024-2028 comprising of the following: Food Security and Sustainable Livelihood; Child Protection; Inclusive and Quality Education for All; Youth Empowerment and Skills Development; Climate Change and Environmental Sustainability; Good Governance; and Integrated Community Health, Nutrition, and WASH.

### THEMATIC AREA 1: FOOD SECURITY AND SUSTAINABLE LIVELIHOOD

Strategic Objective	Intended Strategic Outcomes	Strategic Actions	Alignment
SO 1: To reduce community vulnerability to effects of food and livelihood insecurity.	Outcome 1.1 Increased income for vulnerable households and internally displaced people.	<ol style="list-style-type: none"> <li>1. Implementing a cash transfer program (CTP) targeting IDPs and vulnerable and very low-income households, including interventions such as unconditional cash transfers, conditional cash transfers, vouchers/coupons distribution, and cash-for-work</li> <li>2. Promoting entrepreneurship skills development (on-farm and off-farm) for vulnerable households and IDPs</li> <li>3. Monitoring and developing capacity of local market and advocating for inclusive access to fair markets by small producers to consumers, especially for marginalized groups like IDPs, women, youth, and people living with disabilities to participate in and benefit from local market systems. We will strategize to make the market conditions better for small producers to consumers.</li> </ol>	<ul style="list-style-type: none"> <li>• NDP III (Pillar 1)</li> <li>• SDGs (1, 2)</li> </ul>

	<p>Outcome 1.2 Reduced food insecurity among the vulnerable households and internally displaced populations.</p>	<ol style="list-style-type: none"> <li>1. Promoting climate-smart agricultural practices and technologies</li> <li>2. Enhancing household food production, diversification, and storage</li> <li>3. Providing emergency food assistance to affected populations facing crisis, such as natural disaster, conflict, or other crises</li> <li>4. Research, analysis, knowledge sharing, and advocacy</li> </ol>	
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## THEMATIC AREA 2: CHILD PROTECTION

Strategic Objective	Intended Strategic Outcomes	Strategic Actions	Alignment
SO 2: To enhance fulfilment and protection of children's rights and equal access to justice and opportunities.	Outcome 3: Increased protection of children from violence, abuse, exploitation, and neglect.	<p>1. Providing Prevention, Protection, and Response/Support Services.</p> <p>Prevention Interventions:</p> <ul style="list-style-type: none"> <li>○ Advocating laws and legislation prohibiting child violence, abuse, exploitation, and neglect</li> <li>○ Addressing societal norms as well as values that disregard child violence, abuse, exploitation, and neglect</li> <li>○ Mitigating harmful traditional practices</li> <li>○ Establishing/supporting safe spaces for children</li> <li>○ Promoting good Parenting and Caregiver Support</li> <li>○ Mainstreaming child poverty mitigation and equality in income and economic opportunities, humanitarian and peacebuilding</li> </ul> <p>Protection and Response Interventions:</p> <ul style="list-style-type: none"> <li>○ Awareness creation and training</li> <li>○ Promoting Child Rights Governance (CRG) focusing on government policies (policy advocacy); household, community and government child protection systems development; advocacy for enforcement laws and</li> </ul>	<ul style="list-style-type: none"> <li>• NDP III</li> <li>• SDGs (1, 5, 8)</li> <li>• Convention on the Rights of the Child (CRC)</li> <li>• Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)</li> </ul>

		<p>legal support; promoting child participation in decision-making processes and voicing</p> <ul style="list-style-type: none"> <li>○ Providing Mental Health and Psychosocial Support (MHPSS)</li> <li>○ Supporting child registration</li> <li>○ Promoting Public-Private Partnerships</li> </ul> <p>2. Investing in research, analysis, knowledge sharing, and advocacy for child protection</p>	
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### THEMATIC AREA 3: INCLUSIVE AND QUALITY EDUCATION FOR ALL

Strategic Objective	Intended Strategic Outcomes	Strategic Actions	Alignment
SO 3: To enhance access to quality education for vulnerable children.	Outcome 4: Increased children's access to quality pre-school and formal primary education	<ol style="list-style-type: none"> <li>1. Providing capacity building for children, adolescents and parents and caregivers on early child development and children's life skills development</li> <li>2. Enhancing inclusive primary school enrollment, particularly vulnerable girls and children living with disability</li> <li>3. Educational support for children and schools</li> <li>4. Enhancing school management (as per government standards) and school infrastructural development/rehabilitation</li> <li>5. Awareness creation and promotion for change in knowledge, attitudes, and practices towards child education.</li> <li>6. Strengthening Community Education Committees (CECs) and Parent-Teacher Associations (PTAs)</li> <li>7. Implementing teacher trainings on Teaching at the Right Level (TARL) methodologies</li> <li>8. Investing in research, analysis, knowledge sharing, and advocacy for child education</li> </ol>	<ul style="list-style-type: none"> <li>• NDP III (Pillar 4)</li> <li>• SDGs (4)</li> </ul>



#### THEMATIC AREA 4: YOUTH EMPOWERMENT AND SKILLS DEVELOPMENT

Strategic Objective	Strategic Outcomes	Strategic Actions	Alignment
SO 4: To enhance youth wellbeing and contribution to social-economic change and development in their communities.	Outcome 5: Inclusive and equitable youth economic development	<ol style="list-style-type: none"> <li>1. Providing skills development and mentorship</li> <li>2. Enhancing decent employment for youth (entrepreneurship skills development, TVET (Technical and Vocational Education and Training)</li> <li>3. Research, analysis, knowledge sharing, and advocacy for youth economic empowerment</li> </ol>	<ul style="list-style-type: none"> <li>• NDP III (Pillar 4)</li> <li>• SDGs (4, 5, 8)</li> </ul>
	Outcome 6: Increased youth civic participation in local governance and decision making	<ol style="list-style-type: none"> <li>1. Strengthening civic space for youth participation, inclusion, voicing, and leadership</li> <li>2. Investing in research, analysis, knowledge sharing, and advocacy for youth inclusion</li> </ol>	

## THEMATIC AREA 5: CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY

Strategic Objective	Intended Strategic Outcomes	Strategic Actions	Alignment
SO 5: To strengthen institutional capacity to mitigate and respond to disaster and climate change effects.	Outcome 7: Increased community and household resilience to the impacts of climate change and environmental degradation	<ol style="list-style-type: none"> <li>1. Community capacity building in sustainable natural resource management, environmental protection and conservation, and disaster preparedness (including contingency planning) and response</li> <li>2. Providing disaster recovery and rehabilitation services</li> <li>3. Promoting environmental protection and conservation through (tree planting campaigns and community reforestation, prevention of rangeland degradation, support to rotational grazing practices, community-led clean-up campaigns, waste management, and plastic pollution reduction)</li> <li>4. Strengthening climate-smart technologies</li> <li>5. Participation in Early Warning Systems (EWS) strengthening</li> <li>6. Investing in research, analysis, knowledge sharing, and advocacy for climate change adaption</li> </ol>	<ul style="list-style-type: none"> <li>• NDP III (Pillar 3)</li> <li>• SDGs (13)</li> </ul>

## THEMATIC AREA 6: GOOD GOVERNANCE

Strategic Objective	Intended Strategic Outcomes	Strategic Actions	Alignment
SO 6: To strengthen institutional capacity to mitigate and respond to disaster and climate change effects.	Outcome 8: Empowered and inclusive communities benefiting from responsive governance systems that uphold human rights, ensure equitable access to public services, and safeguard civic and political freedoms.	<ol style="list-style-type: none"> <li>1. Strengthening inclusive participation and leadership at household, community, local governance and national level, especially targeting women and youth</li> <li>2. Strengthening participatory social accountability monitoring in the education, agricultural and health sectors</li> <li>3. Promoting CSO-led public policy engendering and public policy monitoring and advocacy for transparency and accountability in the local government</li> <li>4. Promoting inclusive peacebuilding and democratic engagement processes at local, regional and national governance level</li> <li>5. Investing in research, analysis, knowledge sharing, and advocacy for good governance and peace</li> </ol>	<ul style="list-style-type: none"> <li>• NDP III</li> <li>• SDGs (16)</li> <li>• UN Security Council Resolution 1325 on Women, Peace and Security (UNSCR 1325)</li> </ul>

## THEMATIC AREA 7: INTEGRATED COMMUNITY HEALTH, NUTRITION, AND WASH

Strategic Objective	Intended Strategic Outcomes	Strategic Actions	Alignment
SO 8: To reduce mobility and mortality rates in vulnerable and conflict-affected communities, particularly children and women and the most-at-risk people.	Outcome 9: Increased access to health care, nutrition and water, sanitation, and hygiene services for vulnerable households, mainly children and women and the marginalized.	<p>Health:</p> <ol style="list-style-type: none"> <li>1. Enhancing the institutional capacity of health facilities through training and facilitation</li> <li>2. Developing and implementing health counselling services for mothers and pregnant and lactating women</li> <li>3. Developing and implementing school health programs</li> </ol> <p>Nutrition:</p> <ol style="list-style-type: none"> <li>4. Implementing Supplemental Nutrition Assistance Program (SNAP) through provision of food assistance to low-income individuals and families.</li> <li>5. Developing and implementing nutrition counseling services</li> <li>6. Promoting mass screening, referral and vaccination</li> </ol> <p>Water, Sanitation, and Hygiene (WASH):</p>	<ul style="list-style-type: none"> <li>• NDP III (Pillar 4)</li> <li>• SDGs (3, 4, 6)</li> </ul>

		<p>7. Developing and investing in safe water sources for households and health facilities</p> <p>8. Providing sanitation facilities and hygiene promotion and commodities in households, health facilities and schools: Implementing School-Led Total Sanitation (SLTS), Implementing Community-Led Total Sanitation (CLTS), and Implementing Participatory Hygiene and Sanitation Transformation (PHAST)</p> <p>Research and Knowledge Sharing:</p> <p>9. Investing in research, analysis, knowledge sharing, and advocacy for quality healthcare, nutrition and WASH services for vulnerable and conflict affected people</p>	
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