



ASAL YOUTH DEVELOPMENT ASSOCIATION

ASAL STRATEGY PLAN 2024-2026



Figure 1 Strategy Planning Meeting



Message from the Executive Director

On Behalf of Board of Directors, it is my pleasure to present ASAL strategic Plan from 2024–2026. We would like to thank all of you – ASAL staff, Community members, partners and funders for participating and supporting our 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 three years. It also outlines the strategic directions that are key to facilitate us 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 improved standards of living and equitable development by transforming the lives of the most vulnerable communities in Somaliland using sustainable approaches in humanitarian and

development interventions.

ASAL looks forward to the next three years as we implement our 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.

Khadar Abdilahi Mohamed,

ASAL Executive Director.

Acknowledgements

The process of developing this strategic plan was highly interactive and participatory which 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, they are appreciated!

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

The ASAL is thankful and takes great recognition our donors for their unwavering financial support towards developing this strategic plan.

Literature and intellectual property from different organization within and outside the ASAL was utilized.

We appreciate and recognize all organizations whose materials have been quoted and referred to.



Photo File: Somaliland Map

Executive Summary.

ASAL organization is a community-based; non-governmental organization located in Hargeisa, Somaliland and is playing an active role in transforming the lives of the Somaliland community. The organization was established in 2001, after a group of youth jointly organized their efforts to work voluntarily for the community, immediately after the collapse of the Somali government. While in its infant stages, ASAL focused so much on aspects of emergency and humanitarian response operations because the situation then required lifesaving interventions and those that alleviate suffering among the refugees and the internally displaced people. With the relative peace and security situation having returned to normal in most parts of Somaliland, ASAL is also adjusting from entirely focusing on emergency operations to focus on development interventions as well.

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 staff of ASAL. It reflects the strategic choices and priority thematic areas ASAL organization for the next 3 years (2024-2026). The priority of ASAL interventions is seven priorities: Education, Health, Water, Sanitation and Hygiene, Capacity Building, Livelihood, Resilience, Disaster Risk Reduction and Humanitarian Emergency Response, Gender and Advocacy, Democracy, Good Governance and Human Rights protection for the most vulnerable communities and individuals.

The decision to focus on a few sectors evolved from the lessons learnt during the course of implementing the previous strategy, and the desire to achieve more impact as opposed to merely having a foot-print in almost every sector. This strategic plan is also aligned to the strategic interventions outlined in the Revised Somaliland Development Plan, and as such, it is in tandem with the Somali Development Plan NDPIII and the relevant Sustainable Development Goals respectively. The alignment to these higher plans is a reflection of the fact that ASAL is conscious that it is simply making a contribution towards the development objectives of the Somali community and we are doing so for and on behalf of the Somaliland government.

Introduction

Organizational Description

ASAL Youth Development Association is non-governmental, non-profit, and humanitarian and development organization with its headquarters located in Hargeisa Somaliland. The organization was established in 2001. The organization has been in existence for 25 years with a successful record in implementing more than 42 programs and projects in both the emergency and the development sector in Somaliland. Under the development programs, ASAL has been involved in different sectors which include; recovery and livelihoods, education, health, wash, environmental management and strengthening democracy, good governance and human rights protection with a focus on promoting for the opening of civil society spaces and their legitimate influence on public issues, public dialogues and other policy processes affecting their livelihood, increasing community awareness of their civic rights and constitutional obligation; and supporting to build strong public accountable institutions that promote good governance, democracy and anti-corruption, access to justice, women empowerment and protection of the vulnerable communities and individuals especially IDPs, refugees, returnees and asylum seekers.

In the development programs, ASAL has been involved in different sectors which include; education, health, livelihood and environmental protection service carried out eastern central regions of Somaliland also ASAL working human right promotion for empowering law voice community in the country and provided capacity support, advocacy and education governance or citizenship.

Further still, the government of Somaliland 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 ASAL draws her mandate to intervene and make contribution addressing some of the problems the people are facing.

The number of rural people who have access to safe drinking water is limited. This means majority of the population especially women and children at a risk of cholera. Empowering communities to take action of their own sanitation needs as well as supporting schools and health facilities are priority water, sanitation and hygiene interventions.

ASAL has a long and well-recognized record of humanitarian relief in times of natural disaster and crisis. We are getting better, as a partnership of international organizations, at coordinating and delivering the water and sanitation, food, shelter and security that are needed in emergencies. ASAL's focus in the coming years will also include helping people to guard against future crises by becoming more resilient. Whether it is adaptation to the vicissitudes of the climate, or establishing emergency responses locally, preparation is key. Oxfam will focus on the reinforcement of people's rights to guard against the effects of disaster and to cope with emergencies, ensuring that all parts of society are part of the response.

Volatility of prices, of weather, and of access to food is particularly harmful for people living in poverty. They generally lack the social safety nets, such as insurance, that protect people in crises. Over the last decade the world's poor have experienced huge multiple shocks. The global economic crisis generated in the rich world, has had major negative impacts on rich and poor countries. Global food price crises have sparked protests and riots across the developing world. The impact of climate change is already

Wreaking havoc on vulnerable communities and the frequency of draught experienced by the people Somaliland contributed the proportion of the world's poor living in fragile

States has doubled. The organization has nurtured good working relationships and collaboration with a range of stakeholders including the Somaliland government, the local community, international NGOs, and development agencies. The development partners/agencies that ASAL has worked with in the past and present include: UN-Habitat, UNHCR, IOM, UNICEF, Africa Capacity Alliance (ACA), AAH-I, Partner Aid, and Spark, Save Somaliland Children Organization (Diaspora Swedish organization), WFP, OCHA, SHF, Somalia NGO Consortium, SONYO Umbrella and SAHAN Network and Qantara.

Part of that effort will focus squarely on food. Small-scale farming, often under the management of women, is a proven success in many countries. Property rights and policies that prevent speculative acquisition of land for biofuels and carbon markets – land grabs – will help local people to sustain their own food supplies and economy.

Vision

ASAL VISION is a society where every citizen has a better livelihood and free from diseases, Free Poverty, human rights are upheld and the environment is protected and conserved.

Mission:

To improve the lives of the poor and most vulnerable youth, women, and children of Somaliland for better livelihood and health, protecting their rights, conserving the environment through policy advocacy, awareness creation, empowerment, and mobilization of resource

Thematic Areas of Work

ASAL focuses on seven core program areas such as

1. Democracy, Good Governance and Human Rights Protection
2. Livelihood, Resilience, Disaster Risk Reduction, and Humanitarian Emergency Response
3. Culture, sports and youth career Development
4. Health and Nutrition
5. Child Protection and GBV and Advocacy
6. Environment inclusive with WASH
7. Education

Strategic Objectives

- To develop the capacity of local communities in citizenship, participatory planning and local governments decentralization of service delivery.
- To promote primary and Secondary health care through accessibility, Availability, Affordability and Quality,
- To promote human rights, inclusiveness and good governance
- To promote environmental conservation and adoption of renewable energy.
- Promote through access of clean water, sanitation and hygiene
- To Promote education and vocational & technical skills
- To foster youth and women empowerment.
- To provide livelihood for hunger reduction.

Thematic Areas and Geographical Areas

Sector	Theme	Target Beneficiaries / Stakeholders	Geographical Location
Emergency and Humanitarian Response	<p>Immediate Access to Water sanitation and hygiene</p> <p>Immediate Access to food, health, and nutrition</p> <p>Protection of women and girls and other vulnerable groups from GBV and other protection issues</p> <p>Access to basic educational services to children.</p>	<ul style="list-style-type: none"> - Vulnerable host communities - IDPs - Pastoralist - Government Health Centers - Refugees Schools 	Somaliland Regions
Sustainable Livelihoods	<ul style="list-style-type: none"> - Income Security & Food Security. - Youth employment creation. - Resilience and Adaptation to Climate Change. - Climate smart Agriculture - Saving groups and access to finance institutions. -Market System development - Natural Resource Management 	<ul style="list-style-type: none"> - Small scale farmers (Agro-pastoral) - Pastoralists - Vulnerable women and marginalized groups, - IDPS. 	Somaliland Regions

	Sustainable Agricultural Production		
Strengthening democracy, Good Governance and Human Right and Protection	<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 - Prepare and Print Manuals and Teaching materials about democracy and human rights - Strengthening legal, policy and accountability frameworks to advance good governance and anti-corruption 	Youth, Women Elders Religious Leaders Community Leaders Government officials, CSO s	Somaliland Regions

ASAL's Strategic Plan—Result Framework

Strategic Area 1. Livelihood & Resilience, Disaster Risk Reduction, and Emergency Response

Sector Strategic Objective: Improve the livelihood and resilience and emergency responded support to vulnerable and effected communities.			
Sub Objective	Outcome	Indicator	Means of Verification
To improve food productivity at the household's level while focusing on water for production concerns.	1.1 Improved capacity for WASH actors to participate in planning, management and delivery of WASH services at the community level.	% of HH with nutritious diet at an acceptable level. % of HHs with enough food. % of HH with surplus food for market.	Livelihood Assessment Report. Food Assessment Security Reports.
To strengthen community resilience and adaptation towards natural and man-made shocks and disasters.	1.2 Enhanced community knowledge, skills and practices in WASH services to reduce the public health risks.	% of communities with adaptive capacity. % of communities that have with-stood and recovered from natural and man-made shocks and disasters.	Emergency Sector Reports
To increase the income security at the individual level, household level and organized groups and associations at community level with focus on the value-chain and youth employment	1.3 Increased availability, access and utilization of clean and safe water and sanitation facilities at household and community level to reduce the incidences of public health risks	Average annual HH income of individuals and households. from: - Agriculture production	House Hold Income Survey Reports. Livelihood Assessment Report. Market Assessment Reports.

concerns.			
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Strategic Area 2. Water, Sanitation and Hygiene

Sector Strategic Objective: To increase availability, access and utilization of safe water and sanitation facilities at household and community level in the target communities			
Sub Objective	Outcome	Indicator	Means of Verification
To improve the capacity of the community and other local actors to promote WASH actors at community and household level.	1.1 Improved capacity for WASH actors to participate in planning, management and delivery of WASH services at the community level.	% of WASH actors involved in planning, management and delivery of WASH services. % of community and household who access the minimum standard of WASH services.	Baseline Survey reports. Minutes/Records of the WASH committees and structures.
To improve availability, access and utilization of clean and safe water and sanitation facilities at household and community level.	1.2 Increased availability, access and utilization of clean and safe water and sanitation facilities at household and community level to reduce the incidences of public health risks.	Prevalence of water borne diseases and sanitation risks. % of community and household who access the minimum standard of WASH services.	Baseline Reports

Strategic Area 3. Strengthening democracy, Good Governance and Human Right and Protection

Sector Strategic Objective: To Strengthening peaceful and inclusive societies for sustainable development, improve access to justice for all and build effective, accountable and inclusive institutions at all levels.			
Sub Objective	Outcome	Indicator	Means of Verification
<p>Promote Civil Society's Spaces and their legitimate influence on public issues, political dialogues and other policy-making process affecting their livelihoods.</p> <p>1.1 Establish and Coordinate effective Civil Society Platforms or Task-Forces for policy advocacy and promoting good governance and democracy issues for 3 times</p> <p>1.1. Support quarterly Coordination meeting of Civil Society to reflect and discuss democracy process, sharing information related corruptions & misuses of resource s and follow-up all policy recommendations</p> <p>1.2. Capacity building trainings for the members of CSOs Forum/Task-force on policy advocacy skills</p> <p>1.3. National awareness campaign on good governance and Human right through media</p>	<ul style="list-style-type: none"> • Citizens in general • Women and Men • Youth (boys/girls) • Elders/traditional • Religious leaders • Students & teachers • Ministry of Constitutional affairs • Ministry of Education. • Ministry of Justice 	<ul style="list-style-type: none"> • Strong Civil Society Platform or Task-Force established and trained on policy advocacy skills 210 representatives from Civil Society Platform or Task-Force • 240 Activists and influentials people trained on various topics related good governance and democracy. • coordination meetings of CSOs held at national level. 	<ul style="list-style-type: none"> • Acceptance: The agreement reached with local authorities and/ or communities on the project stands all along the project period; grass root engagement techniques will be applied • Coordination: Good co-ordination with local authorities and other humanitarian actors is ensured • Introduction of an appropriate teaching materials

		35,000 audiences got reached indirectly on messages about good governance and Human right via mass media programs	
<p>Increase community's awareness and more understanding of their civic rights and constitutional obligation as citizen.</p> <p>2.1 Visit schools and universities for awareness raising on civic and constitutional rights</p> <p>2.2 Support advocacy and development of national strategy for civic and Constitutional rights education at national level.</p> <p>2.3 Conduct outreach visit routines to the community centers, MCH and other public offices in the remote areas to improve awareness and influencing duty-bearers</p> <p>2.4 Print and distribute various Articles and IEC materials that containing information and slogans of constitutional rights (booklet, leaflets, brochures,</p>	<ul style="list-style-type: none"> • 7,000 Youth (boys/girls) • 200 students with disability. • 4,400 children at school age (students). • 400 Teachers. • Staff personnel for the Ministry of Constitutional affairs. • Citizens in general 	<ul style="list-style-type: none"> • 12,000 individuals sensitized and understood thier civic and constitutional rights. • # of awareness sessions and outreach programs conducted. • 30,000 audiences got reached indirectly on slogans and messages about civic & constitutional rights via mass media programs. 	<ul style="list-style-type: none"> • Community meeting minutes • Workshop and awareness reports • List of Participants • Workshop evaluation forms. • Photos of events • Media broadcasts • Articles • IEC materials (banners, stickers, bill-boards) • Community centres.

<p>bill-boards, stickers & banners).</p> <p>2.5 Carry-out advocacy and lobbying campaign to add Education Curriculum on civic rights and constitutional learning courses.</p> <p>2.6 National awareness campaign on civic rights and constitutional obligations through stage mass media, drama, celebration of national and international</p>		<ul style="list-style-type: none"> • 5,000 Articles of constitution printed and distributed in various community centers & schools. • # of IEC materials (stickers, leaflets, banners & bill-boards) printed. • # of staff or civil servants from ministry of Constitutional affairs trained. <p>National civic and constitutional rights education strategy developed.</p>	
<p>Support and Coordinate building strong public and private accountable institutions to promote the principles of good governance, democracy and anti-corruption at national level</p>	<ul style="list-style-type: none"> • Local and international organizations • Local authorities institutions 	<ul style="list-style-type: none"> • National democracy coordination working groups established 	<p>Courses of verification</p>

<p>3.1 Establish and support quarterly national coordination meetings of public and private institutions working in the field of good governance and democratic process (6 coordination meetings).</p> <p>3.2 Carry-out Advocacy and Consultation meetings with concerned government agencies and legislative organs to review and implement existed laws and policy for improving accountability and anti-corruption (3 times).</p> <p>3.3 Advocacy and consultative meetings to provide effective policy recommendations to the concerned actors and promote holding state institutions to be accountable and transparent</p> <p>3.4 Organize public forum dialogues on issues of governance, public policy, decentralization, elections and accountability of law enforcement institutions</p>	<ul style="list-style-type: none"> • Good governance and Anti-corruption Commission • Ministry Constitutional Affairs • Local Courts • general of the state 	<p>and introduced the TORs of the platform.</p> <ul style="list-style-type: none"> • 6 advocacy and consultative meetings on accountability and transparency conducted • Existing policies and laws related to accountability and anti-corruption improved and implemented • All stakeholders working in democracy and good governance identified 	
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Strategic Area 4. Strengthen ASAL's and MO's management systems for effective

Sector Strategic Objective: To strengthen ASAL's and MO's management systems for effective			
Sub Objective	Outcome	Indicator	Means of Verification
Strengthen ASAL's governance structures:	<p>Conduct Quarterly BOD Meetings</p> <p>Train the BOD in different governance aspects</p> <p>Review of the existing policies</p>	% 6 Members	Meetings
Strengthen ASAL's management systems	<p>Implement manuals and create systems – HR, Fin., networking, M&E etc.</p> <p>Conduct staff Performance appraisals</p> <p>Establish a Research and M&E Unit and staff it</p>	All Staff	Systems and manuals
Strengthen Gender mainstreaming in the organization	<p>Conduct gender mainstreaming training each year for ASAL</p> <p>Develop Gender Workplace Policy</p>	All Staff	Trainings.

MONITORING AND EVALUATION

PURPOSE OF THE MONITORING AND EVALUATION SYSTEM

The purpose of the monitoring system will be to monitor progress made in strategy implementation and in particular, the achievements made failures and constraints, as well as lessons learnt. The system will therefore not be restricted to end results alone i.e. the effects of interventions alone but must investigate all the main factors that cause changes. It will be undertaken to determine whether implementation of the strategy is leading to achievement of expected outcomes as well as the factors associated with them.

The M & E system contains goals, indicators and targets (showed by the outcomes and outputs), defines processes and puts in place systems to track these indicators. It will also ensure that there are institutional systems and arrangements in place to integrate collection, analysis and dissemination of data/information to promote transparent feedback from all stakeholders. The monitoring and evaluation system will enhance the establishment of effective systems and procedures to guide the implementation, monitoring and evaluation of the strategic plan. The M & E system will address the following:

- Determination of progress in the implementation of planned activities and production of outputs
- Systematic provision of information to stakeholders to enhance continuous revision of design and implementation of the strategy hence influencing decision-making
- Measurement of the outcome and impact of activities, factors associated with outcomes and lessons learnt

OBJECTIVES

The following key objectives will govern the monitoring and evaluation mechanisms for the strategy:

1. To assess progress in the implementation of planned activities and programmed products, towards realization of the objectives of the strategy.
2. To systematically provide information to stakeholders as a management information system.
3. To track changes in strategy outcomes periodically and hence inform an annual strategy review.

REPORTING

Quarterly, half yearly and annual progress reports on implementation of the strategy will be compiled by the ASAL and submitted to the ASAL BOD for review. Upon approval subject to observations,

the reports will be shared with the membership by distributing the report; hard copies and also through other communication channels including the ASAL's website. The quarterly and half yearly reports will be compiled using administrative reports from ASAL as well as monitoring visits. For the annual reports however, an annual strategy review will be organized to review all reports

compiled during the year and to solicit feedback from members on the implementation, progress, constraints and lessons learnt. A summary of all progress reports together with outcomes of the annual strategy review will constitute the annual report.

INDICATORS

A number of intermediate (inputs, activities, processes and output) and final (outcome, impact) indicators will be used to monitor progress of implementation as well as outcomes and impact made. The system identifies and puts in place procedures and processes for tracking input/output and process indicators, as well as outcome and impact indicators as shown in the log frame.

Budget Summary

Goal 1 Improve the livelihood and resilience and emergency responded support to vulnerable and effected communities.				
Outcomes	2024	2025	2026	Total
Improve the livelihood and resilience and emergency responded support to vulnerable and effected communities.	329662.88	320,000.00	380,000.00	1029662.88

Goal 2: To increase availability, access and utilization of safe water and sanitation facilities at household and community level in the target communities				
Outcome	2024	2025	2026	Total
To increase availability, access and utilization of safe water and sanitation facilities at	38500.00	16800.00	48000.00	103300.00

household and community level in the target communities				
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Objective 3: Strengthening democracy, Good Governance and Human Right and Protection				
Outcome	2024	2025	2026	Total
Strengthening democracy, Good Governance and Human Right and Protection	132,507.00	\$ 128,626.00	\$115,437.00	\$ 376,570.00

Objective 4: Strengthen ASAL's and MO's management systems for effective				
Outcome	2024	2025	2026	Total
Strengthen ASAL's and MO's management systems for effective	\$ 19500.00	\$ 9000.00	\$ 11800.00	\$ 40300.00







THE FOLLOWING GOVERNMENT INSTITUTIONS AND ORGANIZATIONS ALSO WORK WITH ASAL ORGANIZATION



 <p>Ministry Of Parliamentary Relations And Constitutional Affairs Republic of Somaliland</p>	 <p>Ministry of Planning & National Development Republic of Somaliland</p>	 <p>REPUBLIC OF SOMALILAND JUMHURIYADDA SOMALILAND PDKA</p>	 <p>SOMALILAND NATIONAL DEVELOPMENT AUTHORITY</p>	 <p>NADFOR NATIONAL AGENCIES FOR DEVELOPMENT AND RECONSTRUCTION</p>	 <p>Republic of Somaliland Consultant Federal Human Rights Commission</p>  <p>Jumhuriyadda Somaliland Kaniis Laha Xaqiqaad Aadawada Qaawan</p>
 <p>Ministry of Rural Development Republic of Somaliland</p>	 <p>Ministry of Youth and Sports Republic of Somaliland</p>	 <p>Ministry Of Justice Republic of Somaliland</p>	 <p>Ministry of Agricultural Development Republic of Somaliland</p>	 <p>Somaliland National Electoral Commission</p>	
 <p>Ministry Of Education And Science Republic of Somaliland</p>	 <p>Ministry Of Endowment And Religious Affairs Republic of Somaliland</p>	 <p>Ministry Of Interior Republic of Somaliland</p>	 <p>Ministry of Employment, Social Affairs and Family Republic of Somaliland</p>		

