

HORN NATURE CONSERVATION-SOMALIA

STRATEGIC PLAN

JANUARY 2025

Grow with Nature

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i. Executive Message

On behalf of the Board of Directors, it is my great pleasure to present Horn Nature Conservation's (HNC) Strategic Plan for the period 2025–2029. We extend our deepest appreciation to the communities, local leaders, government representatives, partners, donors, and HNC staff who actively contributed to the development of this plan. Your participation and insights have been invaluable in shaping a strategy that reflects both the urgent environmental challenges and the aspirations of the people of Somalia. This Strategic Plan is significant because it clearly sets out our Mission, Vision, and Core Values as an organisation dedicated to environmental protection, climate resilience, and sustainable livelihoods. It also defines the strategic directions that will guide us over the coming years as we work to conserve ecosystems, strengthen community resilience, and promote environmental justice. Our focus will be on translating these directions into tangible results developing services, expanding programs, and deepening partnerships that empower communities while restoring and protecting the natural environment. In doing so, HNC aims to contribute to a greener, safer, and more sustainable Somalia, one where every person, especially the most vulnerable, benefits from healthy ecosystems, resilient livelihoods, and equitable development opportunities.

We are excited to embark on this new journey over the next five years, during which we will implement this Strategic Plan with commitment and passion. With the continued support of our partners and the active participation of communities, we are confident that HNC will achieve its mission and continue to grow as an organisation that we can all take pride in.

Thank you once again for your trust, your contributions, and your steadfast support as we bring this plan to life and collectively work for the protection and conservation of Somalia's natural heritage.

Mohamed Farah Abdullahi

Executive Director Horn Nature Conservation

.....To this end, Horn Nature Conservation (HNC) values and appreciates all its stakeholders.....

ii. Acknowledgements

The development of Horn Nature Conservation's (HNC) Strategic Plan was a highly interactive and participatory process, involving contributions from a wide range of stakeholders at community, institutional, and partner levels. Without the generous support, commitment, and insights of our stakeholders, this plan would not have been possible.

We extend our heartfelt appreciation to the Board of Directors for their strategic leadership, the Executive Director for guiding the process, and the dedicated HNC technical team for their invaluable material and intellectual contributions throughout the development of this plan.

Special thanks go to the communities across Puntland and wider Somalia who actively participated in consultations and shared their experiences, challenges, and aspirations. Their voices and knowledge have been at the heart of shaping this plan to ensure it responds to real needs on the ground.

HNC also acknowledges and deeply appreciates the support of our partners, donors, and collaborators, whose encouragement and technical contributions enriched the planning process. We recognise in particular the organisations, networks, and institutions whose literature and intellectual resources informed the preparation of this strategy.

To all who contributed directly or indirectly, whether through financial support, technical expertise, or community engagement, Horn Nature Conservation expresses its sincere gratitude. Your partnership and commitment are the foundation upon which this Strategic Plan has built.

iii. Executive Summary

Horn Nature Conservation (HNC) is a Somali community-based organisation dedicated to addressing the urgent environmental and climate challenges affecting Puntland and Somalia, founded in 2018 in Galkacyo District. Horn Nature Conservation (HNC) works on climate action, environmental conservation, and sustainable livelihoods through projects like reforestation and climate-smart agriculture, which utilise both science and traditional knowledge to empower local communities. The organisation focuses on environmental justice, integrating equity, inclusion, and community leadership into its work. Horn Nature Conservation (HNC) is a community-based organisation working on the intersection of climate action, environmental conservation, and sustainable livelihoods in Somalia. Following a strategic plan review, the organisation rebranded as Horn Nature Conservation (HNC), which reflects its vision and mission. Registered under the Puntland State authorities and formally recognised by the Federal Government of Somalia, HNC has since developed into a trusted local actor advancing environmental conservation, climate change adaptation and mitigation, and sustainable food security and livelihoods.

Our work is firmly aligned with the Sustainable Development Goals (SDGs), particularly SDG 13 (Climate Action), SDG 15 (Life on Land), and SDG 2 (Zero Hunger). Guided by African environmental frameworks, Somalia's National Climate Change Policy, and the Environmental and Social Impact Assessment Regulations, HNC empowers communities to protect natural resources, restore degraded ecosystems, strengthen resilience, and improve sustainable livelihoods. Today, HNC continues to build on its strong foundation as a youth-driven organisation by mobilising communities, promoting climate-smart agriculture, fostering environmental stewardship, and advocating for sustainable development. Through its work, HNC contributes not only to Somalia's environmental resilience but also to broader global efforts to combat climate change and biodiversity loss. The local communities of Somalia are empowered to protect biodiversity, restore ecosystems, and promote climate-resilience through nature-based solutions. Climate and environmental justice principles advocate for fair distribution of benefits and burdens, recognising that historically marginalised communities disproportionately suffer from environmental harm and should lead solutions. Key principles include addressing root causes of inequality, ensuring meaningful community participation in decision-making and adopting solutions that prioritize the well-being and resilience of vulnerable groups, ensuring fairness in policies and their outcomes. Our work blends science, traditional knowledge, and grassroots participation to build a greener, more just future for generations to come. In the development plans, biodiversity conservation incorporates raising

awareness and securing funds allocated to the sector. It also ensures that economic growth is sustainable and does not cause further environmental degradation. This method involves checking economic development targets against biodiversity conservation to prevent losses, such as the degradation of ecosystems and the diversity of species within them. The initial aim was to provide lifesaving and recovery interventions to the needy. Over the years, as the country began to restore its governance structures, HNC expanded its focus to include development and rehabilitation programs, as well as human rights and governance initiatives, while continuing to respond to humanitarian crises across Somalia.

HNCs develop new strategic objectives with the multi-stakeholder participatory approach, and these are as follows:

- To protect and restore natural ecosystems and species in Somalia.
- To build climate resilience for people, nature, and the economy.
- To improve local livelihoods while promoting sustainable natural resource use.
- To cultivate a conservation culture through knowledge and awareness to local communities
- To ensure sustainable and equitable access to land, water, and other key resources.
- To integrate environmental considerations into humanitarian action and disaster response.
- To prevent and manage climate-induced conflicts by fostering dialogue, equitable resource-sharing, and community-based peacebuilding mechanisms.
- To address climate-driven youth migration by creating green jobs, skills training, and opportunities for youth engagement in climate and environmental initiatives.
- To improve rural community health resilience through better practices, access to medicines, emergency response, infrastructure, and maternal/child care.
- To generate and use data for evidence-based programming and policy engagement
- To strengthen HNC's capacity and collaboration for impact and sustainability

This strategic plan is the product of a highly participatory and consultative process involving stakeholders from government, development partners, communities, and HNC staff. It reflects the organisation's strategic choices and priority thematic areas for the next five years (2025–2029). These outcomes define the scope and focus of projects and programs that will serve as vehicles for implementing the strategy. Areas under organisational effectiveness highlight, such as performance management, diversifying funding sources, establishing an emergency response fund, strengthening program management, and reinforcing monitoring and evaluation systems. The plan also recognises several crosscutting issues essential for progress across all

sectors, as these include Peacebuilding and Environmental Justice, Gender and Social Inclusion, Persons with Disabilities, Environmental Management and Climate Change, Child Protection, Digital Transformation & Technology, and Sustainable Financing and Resource Mobilisation. To implement this strategy, HNC has proposed broad approaches including capacity building, advocacy, partnerships and collaborations, and the integration of ICT in programs and projects. Monitoring and evaluation will play a critical role in tracking progress, ensuring accountability, providing feedback, and identifying emerging lessons and best practices to inform decision-making at both operational and strategic levels.

1.0 Introduction

Horn Nature Conservation (HNC) is a Somali community-based organisation dedicated to addressing the urgent environmental and climate challenges affecting Puntland and Somalia, founded in 2018 in Galkacyo District. Horn Nature Conservation (HNC) is a non-profit, humanitarian, and environmental conservation organisation headquartered in Somalia. HNC established with a group of professionals and community leaders in response to the growing environmental degradation, biodiversity loss, and recurrent humanitarian crises affecting the Horn of Africa. This founding vision describes a commitment to sustainable development, aiming to protect natural resources, maintain ecological balance, and simultaneously improve the quality of life for communities that depend on the environment for their livelihoods, particularly those most vulnerable to environmental changes or exploitation.

For more than a decade, HNC has worked across Somalia and the wider Horn of Africa region, implementing programs that integrates environmental conservation, community resilience, and sustainable development through their programs. HNC appears to be a network or organization that collaborates with regional and national entities to implement this initiative. HNC's work spans across several key thematic areas:

- Biodiversity Conservation and Ecosystem Protection: protecting forests, rangelands, and wildlife habitats through reforestation, sustainable grazing, and habitat restoration.
- Climate Change Adaptation and Mitigation: building resilience against recurrent droughts, floods, and cyclones by promoting climate-smart agriculture, water conservation, and renewable energy solutions.
- Sustainable Livelihoods and Community Resilience: supporting alternative income opportunities, promoting efficient resource management, and reducing pressure on fragile ecosystems.
- Humanitarian Response and Emergency Preparedness: addressing the immediate needs of communities during crises while strengthening long-term strategies to reduce the likelihood and impact of future disasters.
- Environmental Governance and Advocacy: working with government, civil society, and international partners to strengthen environmental policies, promote community participation, and ensure environmental justice.

The organization governed by a Board of Directors that provides policy direction, while the Executive Director leads a strong management team responsible for program design, implementation, and oversight. HNC has in place formal structures, systems, and policies for program management, financial accountability, human resource development, and

procurement, ensuring transparency and compliance with international standards. Annual and project audits are conducted in line with sound financial management principles.

HNC employs a team of qualified and experienced staff with expertise in environmental science, biodiversity, disaster management, livelihoods, and community engagement. The team has successfully implemented a wide range of projects, although, like many local NGOs, the organization faces challenges in retaining skilled staff due to limited core funding and reliance on project-based contracts. To address this, HNC is prioritizing capacity building in resource mobilization, competitive grant writing, and fundraising, including the establishment of a dedicated unit to strengthen organizational sustainability.

Over the years, HNC has built strong relationships with a diverse range of stakeholders, including government institutions, local communities, civil society organizations, international NGOs, UN agencies, and development partners. Its collaborative approach has allowed the organization to implement impactful projects in partnership with institutions working on conservation, humanitarian response, and development. Through these partnerships, HNC is recognized for its credibility, accountability, and commitment to both people and nature. Its work reflects a unique model that integrates scientific knowledge, traditional practices, and community-led solutions to address the pressing challenges of climate change, biodiversity loss, and humanitarian crises in Somalia and across the Horn of Africa.

1.1 Rationale

One of the critical starting points in formulating this Strategic Plan was a comprehensive review of previous strategic frameworks and their level of implementation. This approach ensures the new plan aligns with both organizational priorities and community needs.

From the assessment, it became evident that Horn Nature Conservation (HNC) faces several organizational and operational challenges that addressed to strengthen its impact and sustainability. Without such a mechanism, the organization remains heavily reliant on ad-hoc fundraising and delayed resource mobilization, which often compromises timely support to affected communities. Establishing a dedicated emergency fund will therefore be a significant step toward enhancing HNC's capacity to respond swiftly and effectively in times of crisis.

Another key concern is HNC's narrow resource base. At present, the organization largely depends on donor grants and development partner support. While these partnerships remain critical, overdependence poses a risk to both the continuity of programs and the organization's long-term viability, particularly in the event of funding shortfalls. This also undermines the ability of HNC to cover essential operational needs, including staff welfare and organizational development activities. To overcome this challenge, the strategic plan prioritizes resource

diversification and financial sustainability, recognizing the urgent need to invest in innovative fundraising models, income-generating activities, and strengthened donor engagement.

At the same time, Horn Nature Conservation has built strong partnerships and goodwill with government institutions, international organisations, donors, and local communities. Stakeholders consistently recognise HNC as a credible and accountable organization with a proven record of accomplishment in environmental protection and humanitarian support. The organization must strategically harness this trust capital by strengthening partnership management, establishing clear engagement mechanisms, and effectively communicating its impact and contributions to community transformation.

Finally, while HNC has made commendable efforts in conservation and development programming, its humanitarian and resilience-building portfolio remains underdeveloped. Given the growing frequency of climate-related emergencies, food insecurity, and biodiversity threats in the Horn of Africa, there is an urgent need to expand and institutionalise this area of work. This will require targeted investment in human resources, capacity development, and sector-specific strategies to position HNC as a leader in both conservation and humanitarian response.

In summary, the designed Strategic Plans provide a clear framework that addresses these institutional gaps while building on HNC's strengths and partnerships. It reflects a forward-looking vision of strengthening organizational resilience, enhancing program delivery, ensuring financial sustainability, and ultimately improving the well-being of both people and ecosystems across the Horn of Africa

2.1 Methodology

The development of the Horn Nature Conservation (HNC) Strategic Plan anchored in a participatory and inclusive process, engaging both internal and external stakeholders to ensure ownership, relevance, and alignment with national and global priorities. External stakeholders include government ministries, development partners, donors, academic institutions, and like-minded conservation organizations, participated in consultative meetings to reflect on lessons learned from previous interventions, identify emerging environmental challenges, and propose priority focus areas for HNC. Internal stakeholders, including the Board of Directors, technical specialists, and staff, contributed through reflection sessions that examined institutional strengths, weaknesses, and opportunities, as well as future strategic directions. The process employed multiple approaches, including the Strategic Consultative Workshops multi-stakeholder forums convened to generate insights on biodiversity conservation, climate resilience, and sustainable livelihoods, ensuring that local knowledge integrated with scientific evidence. In the key informant interviews, the targeted discussions held with government officials, conservation experts, and community leaders to obtain perspectives on environmental governance, climate risks, and opportunities for joint action.

Document and Literature Review – relevant documents were reviewed, including the Somalia National Development Plan (2020–2024), the Puntland Five-Year Development Plan (2020–2024), the UN Sustainable Development Goals (2030 Agenda), and key environmental reports from UN agencies, the African Union, and international conservation partners. Internal reviews of HNC’s program performance and organisational capacity also informed the process.

To consolidate the findings, HNC convened a strategic planning workshop, bringing together stakeholders to validate key priorities, develop objectives, and agree on measurable targets. The workshop applied the Guided Discovery method, enabling teams to co-create realistic and SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) objectives.

The participatory methodology ensured collective thinking, inclusivity, and ownership, while balancing both internal reflections and external perspectives. This approach not only provided a comprehensive assessment of HNC’s institutional and programmatic landscape but also positioned the organisation to align its strategy with the pressing needs of communities and ecosystems in Somalia and the wider Horn of Africa.

2.2 Landscape Assessment

Horn Nature Conservation (HNC) operates within the unique ecological and socio-economic landscape of Somalia and the wider Horn of Africa, a region endowed with rich biodiversity

and extensive natural resources, but equally vulnerable to the impacts of climate variability, environmental degradation, and recurrent humanitarian crises.

Somalia's geography bordering the Indian Ocean and the Gulf of Aden, with an extensive coastline of over 3,300 km provides significant opportunities for a thriving blue economy, sustainable fisheries, and coastal ecosystem conservation. At the same time, inland ecosystems include drylands, rangelands, forests, and wetlands, which sustain the livelihoods of pastoralist and agro-pastoralist communities. Despite these ecological endowments, recurrent droughts, desertification, soil erosion, deforestation, overgrazing, and unsustainable resource use continue to undermine environmental resilience and threaten community well-being.

The national economy remains heavily reliant on livestock, agriculture, and natural resources, which collectively support the majority of the population. However, these sectors are increasingly at risk due to climate change impacts such as rising temperatures, erratic rainfall, prolonged droughts, and flash floods. These environmental pressures exacerbate resource-based conflicts, disrupt traditional pastoralist mobility routes, and contribute to food insecurity and displacement.

In addition, Somalia's rapid urbanization and population growth exert significant pressure on fragile ecosystems. Expanding settlements, charcoal production, and land degradation are accelerating the loss of biodiversity and further reducing the capacity of ecosystems to provide critical services such as water, grazing, and soil fertility. At the same time, coastal communities face the growing threats of sea-level rise, coastal erosion, and overexploitation of marine resources.

While these challenges persist, Somalia and the Horn of Africa also offer a window of opportunity for sustainable environmental management and climate adaptation. The adoption of the Somalia National Development Plan (2020–2024), the Puntland Development Plan (2020–2024), and the alignment with global frameworks such as the UN Sustainable Development Goals (SDGs) and African Union Agenda 2063 provide strong policy anchors for conservation and sustainable development. Political progress at the federal and state levels has also opened opportunities for decentralized governance structures that can integrate environmental and climate resilience into district-level planning.

Furthermore, Somalia benefits from an active civil society, strong community-based natural resource management traditions, and a vibrant diaspora that continues to contribute to local development initiatives. Development partners, UN agencies, and international NGOs have also increasingly recognised the importance of climate change adaptation, ecosystem

restoration, and biodiversity conservation as crosscutting issues for humanitarian and development programming.

HNC draws its mandate from this dynamic context, recognizing that sustainable environmental management is critical to achieving social and economic stability. The organizations' interventions align with national and international development goals by focusing on five key areas: climate change adaptation and mitigation, biodiversity and ecosystem conservation, sustainable livelihoods, environmental governance, and disaster risk reduction. These efforts aim to create a more sustainable and resilient future by protecting natural resources, improving community well-being, and strengthening governance frameworks to address environmental challenges in a coordinated manner.

Hence, all HNC interventions associate with these thematic areas to maximize impact, strengthen community resilience, and promote inclusive development. Crosscutting issues, including gender equality, youth empowerment, human rights, and climate justice mainstreamed across all programmatic areas to ensure that the voices of vulnerable and marginalized groups remain central to the solutions.

3.1 Horn Nature Conservation (HNC) Vision, Mission & Core Values

Vision

A green and climate-resilient Somalia where people and nature thrive together.

Mission

To conserve and restore the environment, promote sustainable livelihoods, and empower communities to adapt and mitigate climate change.

Core Values:

- Integrity and Accountability
- Community Ownership and Participation
- Environmental Stewardship
- Gender and Youth Inclusion
- Sustainability and Innovation

Objectives

- To protect and restore natural ecosystems and species diversity in the Horn of Africa.
- To build climate resilience for people, nature, and the economy.
- To improve local livelihoods while promoting sustainable natural resource use
- To cultivate a conservation culture through knowledge and awareness
- To ensure sustainable and equitable access to land, water, and other key resources.
- To integrate environmental considerations into humanitarian action and disaster response.
- To generate and use data for evidence-based programming and policy engagement
- To strengthen HNC's capacity and collaboration for impact and sustainability.

3.2 Horn Nature Conservation Revamped Programme Package 2025 – 2029.

Over the past 3 years, HNC has focused on five programming clusters, namely, biodiversity conservation, climate change and sustainable livelihoods, based on lessons learnt from the previous strategy; HNC has redefined its thematic scope for better reflection in its expertise, the felt needs within the communities, and the priority areas in the National Development Plan (2022–2026). In 2020, Horn Nature Conservation (HNC) focused on five programming clusters, namely:

- i. Biodiversity and Ecosystem Conservation,
- ii. Climate Change Mitigation and Adaptation,
- iii. Sustainable Food Security and Livelihoods, and
- iv. Water, Land and Natural Resources Management.
- v. Research and Policy: Evidence-based recommendations for environmental governance

In Somalia, HNC's program designed with an integrated approach that considers the complex interactions between protecting biodiversity, adapting to climate change, fostering sustainable livelihoods, and governing natural resources, all within the challenging context of environmental degradation, climate shocks, and weak governance at various levels. This recognition of the multifaceted challenges drives HNC to develop holistic programming that simultaneously addresses these interconnected issues to promote long-term sustainability in Somalia.

The statement by HNC (likely an organisation, though its specific name is not provided) outlines a strategy to address interconnected factors like peace and conflict management and environmental management by integrating them into other programs as crosscutting or mainstreamed themes. This approach acknowledges that program success depends on more than just core activities, and by recognising the link between environment and livelihoods, HNC aims to improve income and food security by tackling issues at their interface.

Table 1 Horn Nature Africa Thematic Areas and Programme Areas

Sector	Theme	Target Beneficiaries / Stakeholders	Geographical Location
Biodiversity and Ecosystem Conservation	• Conservation of biodiversity and ecosystem services • Sustainable use of natural resources • Restoration of degraded ecosystems	• Local communities • Small-scale farmers (Agro-pastoral) • Pastoralists • Vulnerable women and marginalized groups • IDPs • Fishers	Somalia
Climate Change Mitigation and Adaptation	• Climate change adaptation strategies • Mitigation of greenhouse gas emissions • Community awareness and resilience building-Renewable energy promotion	• Small-scale farmers (Agro-pastoral) • Pastoralists • Vulnerable women and marginalized groups • IDPs • Fishers	Somalia
Sustainable Food Security and Livelihoods	• Training and Community Engagement • Income Security & Food Security.	• Small-scale farmers (Agro-pastoral) • Pastoralists	Somalia

	• 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	• Vulnerable women and marginalized groups • IDPs	
<i>Water, Land and Natural Resources Management</i>	• Integrated water resource management • Sustainable land management- Improved irrigation systems • Community-based natural resource governance	• Local communities • Farmers • Pastoralists • Vulnerable women and marginalized groups • IDPs	Somalia
Research and Policy: Environmental Governance	• Evidence-based recommendations for policy development • Research on environmental sustainability • Monitoring and evaluation of programs • Advocacy and policy dialogue	• Government institutions • Civil society organisations (CSOs) • Research institutions- Community leaders • International development partners	Somalia

3.2.1 HNC Strategic Plan – Result Framework

Strategic Focus Area 1.0: Biodiversity and Ecosystem Conservation.

Sector 1	Biodiversity and Ecosystem Conservation		
Strategic objective	Protect and restore natural ecosystems and species diversity in Somalia and the Horn of Africa.		
Outcomes	Indicators	Means of Verification	Assumptions
1. Increased protection and restoration of degraded habitats (forests, mangroves, rangelands).	- At least 10,000 hectares of degraded land rehabilitated by 2030. - 1 million trees planted and surviving in urban and rural areas.	- Project reports. - Satellite/GIS imagery. - Survival rate assessments.	- Government and communities cooperate in restoration. - Climate conditions are favourable for tree survival.
2. Strengthened conservation of endangered and endemic species (African Wild Ass, Beira Antelope, Dik DIK and Somali Ostrich).	- 5 targeted conservation action plans developed and implemented. - Populations of at least 3 endangered species are stabilised or increasing.	- IUCN/national biodiversity monitoring data. - Ranger/scientific surveys.	- No major escalation of hunting/poaching. - Adequate funding for conservation programs.
3. Community-led conservation initiatives established.	- At least 20 community conservation groups established and functional. - 50% of members are women/youth.	- Community committee records. - Independent evaluations.	- Community ownership and willingness to participate. - Customary leaders are supportive.
4. Improved management of invasive species.	- 3 invasive species identified and managed. - 500 hectares cleared and restored.	- Field monitoring reports. - Research data.	- Technical expertise available. - Adequate funding for monitoring and removal.

Strategic Focus Area 2.0: Climate Change Mitigation and Adaptation.

Sector	Climate Change Mitigation and Adaptation		
Strategic objective	Enhance the resilience of communities and ecosystems in Somalia and Puntland to climate change impacts while reducing greenhouse gas emissions through nature-based and renewable energy solutions.		
Outcomes	Indicators	Means of Verification	Assumptions
1. Adoption of climate-smart agriculture and agroecology	- At least 15,000 farmers and pastoralists trained in climate-smart practices by 2027. - 30% increase in	- Training attendance sheets. - Agricultural extension reports. - Household surveys.	- Farmers are willing to adopt new practices. - Access to quality seeds and inputs. - Extension services remain functional.

practices in farming and pastoralist systems.	adoption of drought-resilient crops and fodder banks. - 50% of targeted farmers report improved yields and resilience.		
2. Strengthened community-based climate adaptation planning.	- At least 50 community adaptation plans developed and operationalised. - Early warning systems established in at least 10 districts vulnerable to drought/floods.	- Community adaptation plans. - District/local government reports. - Independent evaluations.	- Government/local authorities supportive. - Communities actively participate in planning. - Data and climate forecasts are reliable.
3. Increased access to renewable energy for agricultural production, households, schools, and small businesses.	Increased access to renewable energy for agriculture, households, schools, and small businesses.	- Energy project reports. - Household surveys. - Renewable energy provider data.	- Renewable energy technology is affordable. - Communities accept and maintain systems. - Supportive government policies.
4. Improved carbon sequestration and valuation of ecosystem services.	- 50,000 hectares of rangeland and forest under restoration, contributing to carbon sequestration. - At least 2 ecosystem service valuation studies completed for Somalia by 2027. - Carbon credits or PES (Payment for Ecosystem Services) were piloted in 3 sites.	- Remote sensing/GIS data. - Research reports. - National environmental agency records.	- Global carbon markets remain accessible. - Technical expertise available. - International partners provide support.
5. Enhanced disaster risk reduction and preparedness to climate-	- Drought/flood contingency plans developed in 10 districts. - At least 20	- Disaster management authority reports. - Community feedback sessions.	- No large-scale conflict disrupting planning. - Humanitarian partners collaborate.

induced hazards (droughts, floods, cyclones).	community early-warning committees are operational. - 80% of communities in target areas report increased preparedness	- Evaluation and learning reports.	- Adequate funding for DRR programs.
6. Improved rural community health resilience through better practices, access to medicines, emergency response, infrastructure, and maternal/child care.	By 2029, 60% of rural households report improved practices and increased use of equipped health facilities with timely emergency response and better maternal/child outcomes.	• Household & facility surveys • Ministry of Health reports • CHW records • Independent evaluations	• Communities adopt practices • Medicines and vaccines available • Government/partners support services • No major conflict disruptions
7. To prevent and manage climate-induced conflicts by fostering dialogue, equitable resource-sharing, and community-based peacebuilding mechanisms.	- Number of community dialogues and peacebuilding forums held annually. - % of resource-sharing agreements successfully mediated. - Reduction in reported cases of climate-related disputes. - % of community members reporting improved trust and cooperation.	- HNC activity and training reports. - Meeting minutes, agreements, signed MoUs. - Local authority/community conflict records. - Household/community surveys.	- Communities and leaders are willing to engage. - Adequate security to conduct peacebuilding. - Climate shocks remain manageable within local mediation capacity.
8. To address climate-driven youth migration by creating green jobs, skills	- Number of youth trained in green jobs (agriculture, renewable energy, eco-enterprises). - % of trained youth employed/self-	- Training attendance records/certificates. - Employment and self-employment tracking reports. - Project monitoring and evaluation	- Youth motivated to participate in green economy initiatives. - Market demand for green jobs/products exists. - Funding and partnerships are sustained.

training, and opportunities for youth engagement in climate and environmental initiatives.	employed in green sectors. - Number of youth-led climate/environmental initiatives supported. - Reduction in youth migrating for climate-related reasons.	reports. - Migration trend data (local authorities, surveys).	- Security and stability allow youth to remain engaged locally.
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Strategic Focus Area 3.0: Sustainable Livelihoods and Green Economy

Sector	Sustainable Livelihoods and Green Economy		
Strategic objective	Improve local livelihoods while promoting sustainable natural resource use and transitioning towards a green economy in Somalia and Puntland over the next five years.		
Outcomes	Indicators	Means of Verification	Assumptions
1. Diversified and sustainable livelihoods for pastoralists and farmers.	- 100,000 households adopt alternative income-generating activities (beekeeping, poultry, and horticulture). - At least 15 farmer/pastoral cooperatives established and functional. - 40% reduction in reliance on charcoal and unsustainable firewood sales in target districts.	- Household baseline/endline surveys. - Cooperative membership and records. - Market and livelihood assessment reports.	- Communities open to alternative livelihoods. - Security allows for trade and market access. - Stable markets for new products.
2. Strengthened agroforestry and sustainable land management practices.	- 50,000 hectares of degraded land rehabilitated under agroforestry systems. - 10,000 households adopt integrated crop-livestock-forestry practices. - Soil fertility improved in at least 30% of target farmlands.	- GIS/satellite imagery. - Extension service reports. - Project evaluation studies.	- Farmers invest in long-term agroforestry. - Technical capacity and inputs available. - Favorable rainfall patterns support growth.
3. Youth and women empowered as green entrepreneurs.	- 5,000 youth and women trained in green entrepreneurship (solar, recycling, eco-products).	- Training and attendance registers. - Business registration/licensing data.	- Access to seed funding/microfinance. - Women and youth actively participate. - Cultural norms

	- 1,000 small-scale green businesses established. - 40% of businesses led by women.	- Independent evaluations.	support women-led initiatives.
4. Growth of eco-tourism and nature-based enterprises.	- At least 10 eco-tourism ventures operational (Cal Madow, Daallo Mountains, coastal areas of Bari, Nugal and Mudgu regions). - 15 community-based cultural/nature heritage tourism initiatives established. - 5,000 domestic and international visitors annually by 2029.	- Ministry of Tourism data. - Community tourism association reports. - Visitor and income surveys.	- Security remains stable in eco-tourism zones. - Government/tourism board provides support. - Road and basic infrastructure are improved.
5. Sustainable marine and fisheries management for coastal communities.	- 5,000 artisanal fishers trained in sustainable fishing techniques. - 50% of fishers adopt eco-friendly gear and reduce destructive fishing methods. - 10 functional coastal fisheries cooperatives by 2029.	- Fisheries ministry reports. - Cooperative membership data. - Marine ecosystem monitoring.	- Fishers adopt improved practices. - Enforcement of fishing regulations is possible. - Marine ecosystems remain productive.
6. Promotion of circular economy and waste-to-value initiatives.	- At least 20 waste recycling and upcycling enterprises established. - 50 households and 20 businesses engaged in recycling schemes. - Plastic waste reduced by 30% in Puntland State of Somalia by 2029.	- Municipal and NGO reports. - Environmental monitoring data. - Independent project evaluations.	- Municipalities support waste management. - Recycling markets accessible. - Communities adopt recycling culture.

Strategic Focus Area 4.0: Environmental Education, Awareness, and Advocacy

Sector	Environmental Education, Awareness, and Advocacy		
Strategic objective	Strengthen environmental literacy, foster sustainable behaviors, and enhance community engagement in environmental protection and climate action.		
Outcomes	Indicators	Means Verification of	Assumptions

1. Improved knowledge and understanding of environmental issues among target communities	% of community members demonstrating increased knowledge in pre- and post-training surveys	Training reports, evaluation surveys, feedback forms	Communities are willing to participate
2. Increased participation in environmental programs and campaigns	Number of participants in awareness campaigns, workshops, and school programs	Attendance records, reports, photos/videos	Access to remote or vulnerable communities is possible
3. Strengthened advocacy for environmental protection	Number of policy briefs, campaigns, or advocacy initiatives conducted	Advocacy reports, media coverage	Government and stakeholders are receptive
4. Youth and women actively involved in environmental initiatives	% of youth/women participating as environmental leaders or volunteers	Project records, community feedback	Social and cultural norms support participation
5. Effective use of media and technology for environmental education	Number of social media campaigns, online resources, and radio/TV spots disseminated	Media analytics, campaign reports	Technology infrastructure and access are sufficient

Strategic Focus Area 5.0: Water, Land and Natural Resources Management

Sector	Water, Land and Natural Resources Management		
Strategic objective	Ensure sustainable management and equitable use of water, land, and natural resources to enhance livelihoods, ecosystem health, and resilience in Somalia and Puntland.		
Outcomes	Indicators	Means of Verification	Assumptions
1. Improved equitable access to and governance of water resources	- 50 community-based water governance committees established by 2027. - 40% of water systems managed sustainably under local institutions. - Reduction in conflicts related to water access reported in target areas.	- Committee records. - Water user association reports. - Local authority documentation.	- Communities participate in water governance. - Local authorities endorse community-led management.
2. Restored and sustainably managed rangelands and farmlands	- 80,000 hectares of degraded rangeland/farmland rehabilitated by 2027. - 25% increase in	- GIS/satellite imagery. - Vegetation and soil fertility surveys.	- Land tenure disputes do not hinder interventions. - Communities adopt

	vegetation cover in restored sites. - Evidence of sustainable rotational grazing in at least 30% of target rangelands.	- Restoration project reports.	sustainable grazing practices.
3. Strengthened land and natural resource governance frameworks	- 30 local bylaws/policies on land, water, and forest use developed and enforced. - At least 20 natural resource management committees functional at district/community levels. - 50% compliance rate with established bylaws.	- Policy/bylaw documents. - Government reports. - Independent evaluations.	- Political stability is maintained. - Local leaders and customary institutions cooperate.
4. Integrated watershed and landscape management applied	- 10 integrated watershed/landscape management plans operational by 2027. - 60% of communities in target landscapes participate in planning and implementation.	- Management plans. - Multi-stakeholder meeting records. - Progress evaluation reports.	- Stakeholders collaborate effectively. - Technical expertise available locally.
5. Enhanced community knowledge and practices on sustainable natural resource use	- 15,000 people trained on sustainable land and water practices. - 40% adoption of improved soil, water, and land management practices in target communities. - At least 50 participatory community natural resource maps have been developed.	- Training/workshop reports. - Household adoption surveys. - Participatory GIS/mapping outputs.	- Communities are willing to adopt new practices. - Extension services and NGOs remain functional.

Strategic Focus Area 6.0: Humanitarian–Environment Nexus

Sector	Humanitarian–Environment Nexus		
Strategic objective	Integrate environmental considerations into humanitarian action and disaster response to enhance resilience, reduce vulnerability, and safeguard natural resources in crisis contexts.		
Outcomes	Indicators	Outcomes	Indicators
1. Humanitarian response and recovery	- At least 10 humanitarian projects adopt ecosystem-based or green recovery	- Project reports from UN, NGOs, and government. - Post-distribution	- Donors and humanitarian actors are receptive to environmental

integrate nature-based solutions	approaches by 2027. - 5,000 households benefit from ecosystem restoration linked to humanitarian support.	and recovery assessments.	mainstreaming. - Coordination mechanisms remain functional.
2. IDP camps and settlements adopt environmentally sustainable practices	- 30 IDP camps/settlements implement greening initiatives (tree planting, clean energy, waste management). - 40% reduction in unsustainable firewood/charcoal use in targeted camps.	- Camp management and humanitarian partner reports. - Field monitoring data. - Household energy-use surveys.	- Humanitarian actors coordinate with environmental authorities. - Security conditions allow for greening interventions.
3. Improved access to emergency environmentally sustainable livelihoods for crisis-affected populations	- 15,000 crisis-affected people supported with emergency eco-friendly livelihood kits (e.g., climate-smart agriculture, solar dryers, fuel-efficient stoves). - 35% increase in households reporting reduced reliance on environmentally destructive coping mechanisms.	- Beneficiary tracking data. - Livelihood assessment surveys. - NGO and government program reports.	- Markets are accessible to support livelihood recovery. - Households are open to alternative income activities.
4. Strengthened preparedness and planning for climate-induced displacement	- 5 regional climate-displacement preparedness plans developed by 2027. - 50% of humanitarian actors integrate environmental safeguards into contingency planning. - Early-warning information linked to humanitarian planning in 60% of target districts.	- Preparedness plans and policy documents. - Workshop/training records. - Early-warning dissemination reports.	- Government and humanitarian actors commit to joint planning. - Climate information services are reliable and accessible.

Strategic Focus Area 7.0: Environmental Research, Innovation and Knowledge Management

Sector	Environmental Research, Innovation and Knowledge Management
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Strategic objective	Strengthen knowledge, research, and innovation systems to support evidence-based environmental protection, climate resilience, and sustainable livelihoods in Somalia.		
Outcomes	Indicators	Outcomes	Indicators
1. Applied environmental and climate research generates evidence for sustainable resource management and policy development in Somalia.	• Number of research studies on priority issues (land degradation, drought, floods, marine ecosystems). • Number of Somali environmental policies/strategies informed by research findings. • Availability of baseline data on ecosystems and climate risks.	• Research reports, policy briefs. • Government policy documents. • Environmental baseline/monitoring datasets.	• Research partnerships with local universities and NGOs are maintained. • Adequate funding is allocated. • Communities provide access for field studies.
2. Innovative local and modern solutions tested and adopted to enhance climate adaptation and sustainable livelihoods	• Number of community-based innovations piloted (solar irrigation, drought-tolerant crops, water harvesting). • % of smallholder farmers and pastoralists adopting new technologies. • Number of youth/women-led green enterprises established.	• Pilot project reports and evaluations. • Adoption surveys, field monitoring reports. • Enterprise registration and beneficiary records.	• Communities are receptive to new approaches. • Private sector and NGOs support innovation scaling. • Enabling policies and markets support technology uptake.
3. Improved access to, sharing of environmental, and climate knowledge among policymakers, practitioners, and communities.	• National Environmental Knowledge Platform established and functional. • Number of knowledge products disseminated (State of Environment Reports, climate profiles, briefs). • Frequency of multi-stakeholder knowledge exchange forums.	• Platform analytics and usage records. • Publications and dissemination reports. • Forum proceedings and participant lists.	• ICT systems and internet access remain available. • Stakeholders are willing to share data. • Adequate resources for knowledge management.
4. Enhanced capacity of Somali institutions and actors to	• Number of Somali researchers, policymakers, and practitioners trained. • Number of	• Training reports and participant lists. • MoUs and joint project reports. • Scholarship award	• Academic institutions remain functional. • Donors/partners support capacity

conduct environmental research and manage knowledge systems.	collaborative research projects between Somali universities, government, and international partners. • Number of scholarships/fellowships in environmental sciences supported.	records and alumni follow-up.	building. • Young professionals are motivated to pursue environmental careers.
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Strategic Focus Area 8.0: Environmental Research, Innovation and Knowledge Management

Sector	Environmental Research, Innovation and Knowledge Management		
Strategic objective	Strengthen knowledge, research, and innovation systems to support evidence-based environmental protection, climate resilience, and sustainable livelihoods in Somalia.		
Outcomes	Indicators	Outcomes	Indicators
1. Enhanced organizational capacity and governance of Horn Nature Conservation	• Updated organisational structures and functional governance systems in place. • Policies, procedures, and manuals developed and implemented. • Staff performance and satisfaction improved by 30% by 2027.	• Organizational charts, policy and procedure documents. • Staff appraisal records. • Internal audits and annual reports.	• Leadership commitment to institutional strengthening. • Availability of funding for capacity-building initiatives. • Staff retention and motivation remain high.
2. Strengthened technical and operational capacity to implement programs effectively.	• At least 80% of staff trained in project management, monitoring and evaluation, and climate/environmental program implementation. • Standard operating procedures (SOPs) for key activities developed. • Operational efficiency indicators improved (timely reporting, project completion rates).	• Training records and certificates. • SOP and operational manuals. • Project monitoring and evaluation reports.	• Staff are willing to participate in capacity-building. • Adequate training resources and technical experts available.
3. Increased collaboration	• At least 15 formal partnerships/MoUs	• Signed MoUs and partnership	• Partners are willing to collaborate.

and strategic partnerships at local, national, and regional levels.	established with government, NGOs, universities, and private sector. • Participation in at least 10 national or regional environmental/climate forums per year. • Joint programs and initiatives implemented with partners.	agreements. • Forum participation records and reports. • Joint project documentation and evaluation reports.	• Political stability allows smooth engagement with institutions. • Donor and stakeholder interest in Horn Nature Conservation's programs is sustained.
4. Enhanced resource mobilisation and sustainability of Horn Nature Conservation.	• Number of funding proposals developed and submitted annually. • Amount of funding secured for programs increases by 50% by 2027. • Diversification of funding sources (government, private sector, international donors).	• Fundraising reports and proposals. • Donor agreements and financial statements. • Annual budget and income tracking reports.	• Donor interest remains consistent. • Transparent financial management systems are maintained. • Institutional credibility and visibility continue to grow.
5. Improved monitoring, evaluation, and learning systems within the organization.	• Functional M&E framework developed and applied across all projects. • Annual learning and reflection workshops conducted. • Evidence-based program improvements implemented based on M&E findings.	• M&E framework documents. • Workshop reports and minutes. • Program adaptation and improvement records.	• Staff engagement in M&E processes is high. • Data collection and analysis capacity is adequate. • Lessons learned are effectively integrated into program design.

4.0 Mainstreaming and Cross-Cutting Themes

The mainstreaming / cross-cutting areas are components of programmes that reflect with designing and implementing HNC's priority programmes. These components do not constitute full-fledged programmes but gives attention because they are part of the core interventions, and in other instances, they affect the quality and success of the main programme. For example, a good environmental conservation programme must integrate gender, social inclusion, and peacebuilding as crosscutting themes, because exclusion and competition over scarce resources often escalate into conflict in Somalia. On that premise, Horn Nature Conservation's Strategic Plan prioritizes the following areas as the key mainstreaming areas in its programming:

4.1 Peacebuilding and Environmental Justice

In Somalia, competition over land, water, and natural resources often triggers tensions and conflict. HNC recognises that sustainable resource management contributes directly to peacebuilding and social cohesion. By embedding fairness, accountability, and environmental justice into its programmes. HNC ensures that vulnerable groups do not face disproportionate impacts from climate change and environmental degradation. The organization trains staff and partners in conflict-sensitive programming and the 'Do No Harm' approach to anticipate, mitigate, and address disputes at the community level. It also strengthens community-based dialogue platforms to promote cooperation, trust, and shared responsibility in managing natural resources.

4.2 Gender and Social Inclusion

HNC acknowledges that women, youth, and marginalized groups play a vital role in environmental conservation but often face barriers to participation and leadership. All HNC projects will therefore mainstream gender equity and inclusivity, ensuring that at least 50% of project beneficiaries include women and youth. HNC applies gender-sensitive monitoring tools to track progress and makes deliberate efforts to include internally displaced persons (IDPs), pastoralists, and minority groups. By doing so, HNC will amplify voices that are often left out of decision-making, making conservation and climate adaptation more inclusive and sustainable.

4.3 Persons with Disabilities

Persons with disabilities often face exclusion from community development and environmental programmes, despite their unique vulnerabilities. HNC ensures disability inclusion by adopting accessible approaches in trainings, awareness campaigns, and livelihood support projects. The organization builds partnerships with organizations of persons with disabilities to strengthen outreach and guarantee that environmental initiatives include all members of society

4.4 Environmental Management and Climate Change

Environmental management forms the foundation of HNC's work. Somalia experiences recurrent droughts, floods, deforestation, and land degradation that directly threaten livelihoods. HNC integrates environmental sustainability into all programmes, including both humanitarian and development initiatives. The organisation sensitises communities and staff on ecosystem-based adaptation, sustainable land management, and climate-smart practices. Each programme deliberately links environmental conservation with livelihood support to strengthen resilience at both household and community levels.

4.5 Child Protection

Children face disproportionate impacts from environmental degradation, climate change, and displacement. HNC mainstreams child protection by adopting a child protection policy, training staff on child safeguarding, and preventing harmful practices such as child labour during project activities. The organisation integrates education and awareness campaigns that emphasize children's rights, ensuring future generations remain protected while actively participating in environmental initiatives.

4.6 Digital Transformation and Technology

Harnessing technology is essential for effective conservation and climate action. HNC will mainstream digital transformation across its programmes to improve environmental monitoring, knowledge-sharing, and data-driven decision-making. Geographic Information Systems (GIS), remote sensing, and mobile applications will be adopted for ecosystem monitoring, early warning systems, and reporting. Digital platforms will also enhance transparency, accountability, and community participation, particularly among youth and women, who are increasingly connected through mobile technologies.

4.7 Sustainable Financing and Resource Mobilisation

Financial sustainability is key to implementing HNC's long-term vision. Somalia's fragile economy and high dependence on donor funding present challenges that require innovative solutions. HNC will diversify its financing mechanisms through partnerships with government, international donors, private sector actors, and community-based financing schemes. Nature-based financing models such as Payment for Ecosystem Services (PES), carbon credits, and climate financing opportunities will be explored. Internally, HNC will strengthen its resource mobilisation capacity, improve proposal development skills, and maintain transparent financial management systems to build donor confidence and secure long-term support.

5.0 Alignment to National and State Development Strategies

This strategic plan reflects the aspirations of the Somali people and aligns with the Federal Government of Somalia and Puntland State Governments' priorities, as outlined in the Somali National Development Plan (2020–2024), the Sustainable Development Goals (SDGs), and the Puntland State of Somalia Five-Year Development Plan (2020–2024).

HNC's programme focus areas align with five of the six national priority sectors: (i) Good Governance, (ii) Justice, (iii) Security, (iv) Livelihoods, and (v) Social Development. The indicators of success in this strategy draw from the Puntland Development Plan (PFYDP 2020–2024) to ensure consistency, harmonisation, and measurable contributions to state and national goals.

By anchoring its strategy within these policy frameworks, HNC demonstrates its firm commitment to advancing Somalia's development agenda. Given that HNC principally operates in Puntland, the organisation positions itself as a key contributor to the Puntland Development Plan, while also reinforcing broader national and global development objectives. HNC also collaborates closely with a broad range of stakeholders to advance its mission. These include local government agencies such as the Ministry of Environment and Climate Change, the Ministry of Agriculture and Irrigation, and the Ministry of Planning. It works with key development partners, including United Nations agencies, IGAD, the World Bank, and other international organisations. In addition, HNC engages community leaders, schools, and grassroots networks to ensure that all initiatives are locally relevant and aligned with Somalia's national climate and environmental frameworks. The organisation further operates through dedicated volunteers and interns, both locally and internationally, who contribute to serving communities while gaining valuable experience in conservation and development work.

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6.0 Translating the Strategy into Action / Operations

The implementation of this Strategic Plan is the delegated responsibility of the senior management of Horn Nature Conservation (HNC) under the oversight of the Board of Directors (BOD). The senior management, led by the Executive Director, will provide overall strategic guidance and supervise the rollout of annual operational plans and budgets that flow from this strategy. All programmes and projects align with the agreed thematic areas of focus, ensuring consistency, relevance, and impact. To operationalise this strategy, HNC will also develop a detailed and realistic budget to support the annual operational plans.

The implementation of this strategy will guide a set of approaches and methods that reflect both local realities in Somalia and global best practices in conservation, climate action, and sustainable development. These approaches have been shaped by lessons learned over time and are designed to ensure effective delivery, accountability, and sustainability.

6.1 Harnessing ICT and Digital Innovation

The digital era provides unique opportunities for environmental organisations. HNC will integrate digital technologies into programme design, delivery, and monitoring to enhance efficiency, transparency, and community participation. The use of Geographic Information Systems (GIS), remote sensing, and mobile applications will support environmental monitoring, land use planning, and disaster early warning systems. ICT use in advocacy and awareness campaigns, helping to amplify community voices and display conservation success stories. In the context of Somalia's recurring climate shocks, digital tools will allow timely data collection, sharing of climate information, and strengthening the organisation's capacity to tackle environmental challenges effectively.

6.2 Capacity Building

Building strong local capacity is essential for achieving lasting environmental and social transformation. HNC will invest in strengthening the skills and knowledge of community members, local institutions, and government counterparts to enhance ownership and sustainability of initiatives. Capacity building will target community-based organisations, farmer cooperatives, women and youth groups, and local authorities to empower them in managing natural resources sustainably. Internally, HNC will continuously build the capacity of its staff to implement programmes effectively, with training in project management, climate-smart approaches, and environmental governance. By strengthening capacity at all levels, HNC ensures that programmes deliver long-term impact beyond the lifespan of individual projects.

6.3 Research, Documentation, and Knowledge Management

The organisation will integrate research and documentation into all stages of the programme cycle to ensure interventions are well targeted, relevant, and responsive to community needs. Vulnerability assessments, environmental impact studies, and baseline surveys will guide programme design, while monitoring and evaluation (M&E) processes will generate data to measure impact and inform learning. HNC will establish a knowledge management system to document lessons learned, best practices, and innovations shared with the stakeholders, policymakers, and partner organisations. Research outputs will also inform advocacy and policy engagement, contributing to national and regional dialogue on climate resilience and environmental protection.

6.4 Advocacy and Policy Engagement

HNC recognises advocacy as a critical tool for influencing policy, strengthening governance, and advancing environmental justice in Somalia. Advocacy integrates into all programme areas, focusing on the enforcement of environmental laws, protection of ecosystems, and promotion of community rights to natural resources. HNC will adopt a non-confrontational, evidence-based advocacy approach, working with government institutions, traditional leaders, and civil society to advance policy reforms and accountability. Advocacy uses to mobilise public awareness on issues such as deforestation, mangrove degradation, climate change, and unsustainable resource use. Documented success stories, research findings, and impact data will leveraged to build credibility and influence decision-makers at local, national, and regional levels.

6.5 Partnerships, Networking, and Collaboration

HNC acknowledges that no single organisation can tackle Somalia's complex environmental and climate challenges alone. Partnerships, networking, and collaboration are therefore at the heart of HNC's operational strategy. The organization will map and engage with strategic partners, including government institutions, international NGOs, UN agencies, private sector actors, research institutions, and grassroots organizations. Collaboration will focus on resource mobilization, technical exchange, joint programming, and scaling up of successful models. Regional partnerships within the Horn of Africa pursue the strengthening of cross-border cooperation on shared environmental issues such as water management, rangeland degradation, and climate-induced migration. HNC will also actively participate in national and international environmental forums to strengthen its voice, visibility, and influence.

7.0 Resources strategy

Horn Nature Conservation (HNC) recognises that securing sustainable funding is critical to achieving its mission. The shrinking donor basket and increasing scrutiny from donors present significant challenges, making it essential to diversify funding sources and strengthen resource mobilisation efforts. HNC will prioritise the development of competitive grant proposals by enhancing the capacity of its technical staff and hiring a dedicated grant coordinator to spearhead grant acquisition. To ensure financial sustainability, HNC will map potential donors, actively pursue funding opportunities, and design innovative funding concepts aligned with its strategic priorities. A strategic budget will guide the identification of resource needs, while a comprehensive fundraising and resource mobilisation plan will ensure efficient and targeted fundraising. Furthermore, HNC will adopt robust financial management and accountability mechanisms to strengthen donor confidence, enhance transparency, and secure consistent and long-term funding for its programs and initiatives.

7.1 Summarised Budget in US Dollars

Sector 1	Biodiversity and Ecosystem Conservation					
Strategic objective	Protect and restore natural ecosystems and species diversity in Somalia and the Horn of Africa.					
Outcomes	2025	2026	2027	2028	2029	Total
1. Increased protection and restoration of degraded habitats (forests, mangrove, rangelands).	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$ 150,000.00	\$ 750,000.00
2. Strengthened conservation of endangered and endemic species (African Wild Ass, Beira Antelope, Dik DIK and Somali Ostrich).	\$ 25,000.00	\$135,000.00	\$140,000.00	\$150,000.00	\$ 165,000.00	\$ 615,000.00

3. Community-led conservation initiatives established.	\$ 60,000.00	\$ 50,000.00	\$ 65,000.00	\$ 55,000.00	\$ 75,000.00	\$ 305,000.00
4. Improved management of invasive species.	\$ 65,000.00	\$ 80,000.00	\$ 90,000.00	\$100,000.00	\$ 12,000.00	\$ 347,000.00
Total	\$300,000.00	\$415,000.00	\$445,000.00	\$455,000.00	\$ 402,000.00	\$ 2,017,000.00

Sector 2	Climate Change Mitigation and Adaptation					
Strategic object	Enhance the resilience of communities and ecosystems in Somalia and Puntland to climate change impacts while reducing greenhouse gas emissions through nature-based and renewable energy solutions.					
Outcomes	2025	2026	2027	2028	2029	Total
1. Adoption of climate-smart agriculture and agroecology practices in farming and pastoralist systems.	\$ 75,000.00	\$100,000.00	\$120,000.00	\$110,000.00	\$120,000.00	\$ 525,000.00
2. Strengthened community-based climate adaptation planning.	\$ 32,000.00	\$ 35,000.00	\$ 35,000.00	\$ 40,000.00	\$ 50,000.00	\$ 192,000.00
3. Increased access to renewable energy for agricultural production, households, schools, and small businesses.	\$ 75,000.00	\$100,000.00	\$110,000.00	\$120,000.00	\$130,000.00	\$ 535,000.00
4. Improved carbon sequestration and valuation of ecosystem services.	\$ 55,000.00	\$ 60,000.00	\$ 70,000.00	\$ 75,000.00	\$100,000.00	\$ 360,000.00

5. Enhanced disaster risk reduction and preparedness to climate-induced hazards (droughts, floods, cyclones).	\$ 35,000.00	\$ 40,000.00	\$54,000.00	\$ 50,000.00	\$ 52,000.00	\$ 231,000.00
6. Improved rural community health resilience through better practices, access to medicines, emergency response, infrastructure, and maternal/child care.	100,000.00	120,000.00	130,000.00	140,000.00	150,000.00	160,000.00
7. To prevent and manage climate-induced conflicts by fostering dialogue, equitable resource-sharing, and community-based peacebuilding mechanisms.	50,000.00	60,000.00	60,000.00	60,000.00	70,000.00	300,000.00
8. To address climate-driven youth migration by creating green jobs, skills training, and opportunities for youth engagement in climate and	50,000.00	60,000.00	60,000.00	60,000.00	70,000.00	300,000.00

environmental initiatives.						
Total	\$472,000.00	\$575,000.00	\$639,000.00	\$655,000.00	\$742,000.00	\$ 2,603,000.00

Sector 3	Sustainable Livelihoods and Green Economy					
Strategic object	Improve local livelihoods while promoting sustainable natural resource use and transitioning towards a green economy in Somalia and Puntland over the next five years.					
Outcomes	2025	2026	2027	2028	2029	Total
1. Diversified and sustainable livelihoods for pastoralists and farmers.	\$ 55,000.00	\$ 65,000.00	\$100,000.00	\$110,000.00	\$120,000.00	\$ 450,000.00
2. Strengthened agroforestry and sustainable land management practices.	\$ 40,000.00	\$ 60,000.00	\$ 63,000.00	\$ 65,000.00	\$ 70,000.00	\$ 298,000.00
3. Youth and women empowered as green entrepreneurs.	\$ 50,000.00	\$ 60,000.00	\$ 65,000.00	\$ 70,000.00	\$ 75,000.00	\$ 320,000.00
4. Growth of eco-tourism and nature-based enterprises.	\$ 50,000.00	\$ 55,000.00	\$ 58,000.00	\$ 65,000.00	\$ 70,000.00	\$ 298,000.00
5. Sustainable marine and fisheries management for coastal communities.	\$ 40,000.00	\$ 60,000.00	\$ 65,000.00	\$ 70,000.00	\$100,000.00	\$ 335,000.00
6. Promotion of circular economy and waste-to-	\$ 65,000.00	\$ 75,000.00	\$ 85,000.00	\$ 95,000.00	\$110,000.00	\$ 430,000.00

value initiatives.						
Total	\$300,000.00	\$375,000.00	\$436,000.00	\$475,000.00	\$ 545,000.00	\$ 2,131,000.00

Sector 4	Environmental Education, Awareness, and Advocacy					
Strategic object	Strengthen environmental literacy, foster sustainable behaviours, and enhance community engagement in environmental protection and climate action.					
Outcomes	2025	2026	2027	2028	2029	Total
1. Improved knowledge and understanding of environmental issues among target communities	\$100,000.00	\$120,000.00	\$140,000.00	\$150,000.00	\$ 200,000.00	\$ 710,000.00
2. Increased participation in environmental programs and campaigns	\$ 50,000.00	\$ 70,000.00	\$ 80,000.00	\$ 50,000.00	\$90,000.00	\$ 340,000.00
3. Strengthened advocacy for environmental protection	\$ 60,000.00	\$ 70,000.00	\$ 80,000.00	\$ 90,000.00	\$100,000.00	\$ 400,000.00
4. Youth and women actively involved in environmental initiatives	\$ 60,000.00	\$ 70,000.00	\$ 80,000.00	\$ 90,000.00	\$100,000.00	\$ 400,000.00
5. Effective use of media and technology for environmental education	\$ 30,000.00	\$ 40,000.00	\$ 50,000.00	\$ 60,000.00	\$ 70,000.00	\$ 250,000.00
Total	\$300,000.00	\$370,000.00	\$430,000.00	\$440,000.00	\$ 560,000.00	\$ 2,100,000.00

Sector 5	Water, Land and Natural Resources Management
Strategic object	Ensure sustainable management and equitable use of water, land, and natural resources to enhance livelihoods, ecosystem health, and resilience in Somalia and Puntland.

Outcomes	2025	2026	2027	2028	2029	Total
1. Improved equitable access to and governance of water resources	\$ 30,000.00	\$ 35,000.00	\$ 40,000.00	\$ 50,000.00	\$55,000.00	\$ 210,000.00
2. Restored and sustainably managed rangelands and farmlands	\$ 50,000.00	\$ 60,000.00	\$ 70,000.00	\$ 80,000.00	\$90,000.00	\$ 350,000.00
3. Strengthened land and natural resource governance frameworks	\$ 40,000.00	\$ 45,000.00	\$ 50,000.00	\$ 60,000.00	\$70,000.00	\$ 265,000.00
4. Integrated watershed and landscape management applied	\$ 12,000.00	\$130,000.00	\$140,000.00	\$150,000.00	\$160,000.00	\$ 592,000.00
5. Enhanced community knowledge and practices on sustainable natural resource use	\$ 40,000.00	\$ 50,000.00	\$ 50,000.00	\$ 60,000.00	\$ 60,000.00	\$ 260,000.00
Total	\$172,000.00	\$320,000.00	\$350,000.00	\$400,000.00	\$ 435,000.00	\$ 1,677,000.00

Sector 6	Humanitarian–Environment Nexus					
Strategic object	Integrate environmental considerations into humanitarian action and disaster response to enhance resilience, reduce vulnerability, and safeguard natural resources in crisis contexts.					
Outcomes	2025	2026	2027	2028	2029	Total
1. Humanitarian response and recovery integrate nature-based solutions	\$100,000.00	\$120,000.00	\$100,000.00	\$120,000.00	\$ 130,000.00	\$ 570,000.00
2. IDP camps and settlements	\$ 50,000.00	\$ 60,000.00	\$ 70,000.00	\$ 80,000.00	\$90,000.00	\$ 350,000.00

adopt environmentally sustainable practices						
3. Improved access to emergency environmentally sustainable livelihoods for crisis-affected populations	\$100,000.00	\$120,000.00	\$130,000.00	\$140,000.00	\$150,000.00	\$ 640,000.00
4. Strengthened preparedness and planning for climate-induced displacement	\$ 40,000.00	\$ 50,000.00	\$ 60,000.00	\$ 70,000.00	\$ 80,000.00	\$ 300,000.00
Total	\$290,000.00	\$350,000.00	\$360,000.00	\$410,000.00	\$450,000.00	\$ 1,860,000.00

Sector 7	Environmental Research, Innovation and Knowledge Management					
Strategic object	Strengthen knowledge, research, and innovation systems to support evidence-based environmental protection, climate resilience, and sustainable livelihoods in Somalia.					
Outcomes	2025	2026	2027	2028	2029	Total
1. Applied environmental and climate research generates evidence for sustainable resource management and policy development in Somalia.	\$ 50,000.00	\$ 60,000.00	\$ 80,000.00	\$100,000.00	\$120,000.00	\$ 410,000.00
2. Innovative local and modern solutions tested and adopted to enhance climate adaptation and sustainable livelihoods	\$ 60,000.00	\$ 70,000.00	\$ 80,000.00	\$100,000.00	\$120,000.00	\$ 430,000.00

3. Improved access to and sharing of environmental and climate knowledge among policymakers, practitioners, and communities.	\$ 70,000.00	\$ 90,000.00	\$100,000.00	\$110,000.00	\$130,000.00	\$ 500,000.00
4. Enhanced capacity of Somali institutions and actors to conduct environmental research and manage knowledge systems.	\$ 30,000.00	\$ 40,000.00	\$ 50,000.00	\$ 80,000.00	\$120,000.00	\$ 320,000.00
Total	\$210,000.00	\$260,000.00	\$310,000.00	\$390,000.00	\$ 490,000.00	\$ 1,660,000.00

Sector 8	Enhance Organization Governance and structure					
Strategic object	Strengthen knowledge, research, and innovation systems to support evidence-based environmental protection, climate resilience, and sustainable livelihoods in Somalia.					
Outcomes	\$ 2,025.00	\$ 2,026.00	\$ 2,027.00	\$ 2,028.00	\$ 2,029.00	Total
1. Enhanced organizational capacity and governance of Horn Nature Conservation	\$ 12,000.00	\$ 14,000.00	\$ 10,000.00	\$ 10,000.00	\$ 100,000.00	\$ 146,000.00
2. Strengthened technical and operational capacity to implement programs effectively.	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 75,000.00
3. Increased collaboration and strategic partnerships	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00	\$ 42,500.00

at local, national, and regional levels.						
4. Enhanced resource mobilization and sustainability of Horn Nature Conservation.	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 27,500.00
5. Improved monitoring, evaluation, and learning systems within the organization.	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ 6,500.00	\$ 32,500.00
Total	\$ 47,500.00	\$ 49,500.00	\$ 45,500.00	\$ 45,500.00	\$ 135,500.00	\$ 323,500.00
Grand Total	\$ 13,611,500.00					

Total Budget

SN	Sector	Year 2025	Year 2025	Year 2025	Year 2025	Year 2025	Total
1	Biodiversity and Ecosystem Conservation	\$300,000.00	\$415,000.00	\$445,000.00	\$455,000.00	\$402,000.00	\$2,017,000.00
2	Climate Change Mitigation and Adaptation	\$472,000.00	\$575,000.00	\$639,000.00	\$655,000.00	\$742,000.00	\$3,083,000.00
3	Sustainable Livelihoods and Green Economy	\$300,000.00	\$375,000.00	\$436,000.00	\$475,000.00	\$545,000.00	\$2,131,000.00
4	Environmental Education, Awareness, and Advocacy	\$300,000.00	\$370,000.00	\$430,000.00	\$440,000.00	\$560,000.00	\$2,100,000.00
5	Water, Land and Natural Resources Management	\$172,000.00	\$320,000.00	\$350,000.00	\$400,000.00	\$435,000.00	\$1,677,000.00
6	Humanitarian–Environment Nexus	\$290,000.00	\$350,000.00	\$360,000.00	\$410,000.00	\$450,000.00	\$1,860,000.00

[illegible]

0 Monitoring, Evaluation & Learning Plan

Horn Nature Conservation (HNC) will implement a comprehensive Monitoring, Evaluation, and Learning (MEL) Plan to ensure accountability, transparency, and continuous improvement in the delivery of this strategy. The MEL system will assess the effectiveness, efficiency, relevance, sustainability, and impact of interventions, while also capturing lessons and best practices for replication and scaling. The MEL framework will be inclusive, ensuring the participation of women, youth, and persons with disabilities, minority clans, displaced populations, and other marginalised groups. HNC will embed learning and reflection throughout the strategy period to enable adaptive management, guide evidence-based decision-making, and strengthen alignment with national and regional development priorities.

8.1 Organisational arrangements for M&E

Monitoring and evaluation (M&E) will play a central role in documenting successes, capturing lessons learned, and identifying emerging issues to ensure the effective and efficient delivery of this strategy. The M&E function will also drive program implementation to achieve efficiency, effectiveness, relevance, sustainability, and impact. Going forward, the M&E framework will allow HNC to reflect on the implications of its strategy across key dimensions, including structure, systems, staff, skills, management style, and core values. At the strategic level, M&E will focus on two key questions:

- Is HNC strategically relevant to the communities it serves?
- Is HNC creating a measurable and positive impact on people's lives?

The M&E system will ensure that data collection tools capture the experiences of diverse groups, including women, girls, youth, and persons with disabilities, minority clans, displaced populations, and other marginalised communities. This inclusive approach will provide HNC with feedback on the relevance, sustainability, and impact of its interventions. HNC will conduct a baseline survey on all priority outcome indicators and compare the results with mid-term reviews and end-term evaluations to assess progress, identify challenges, and measure impact. At the operational level, HNC will regularly monitor the results framework and annual project plans to generate feedback on efficiency, effectiveness, learning, and sustainability. Program teams will collect, collate, and analyse data on a monthly, quarterly, bi-annual, and annual basis to inform management decisions. HNC will compare achieved targets with planned targets to drive organizational learning and decision-making. The M&E process will actively engage donors, government authorities, communities, and other stakeholders. HNC will disseminate findings and reports through its communication plan, ensuring targeted and

accessible messaging that reflects the social, economic, and demographic contexts of different groups. Individual projects will also design tailored communication plans to complement this effort. To enhance cost-effectiveness, HNC will integrate its priority outcome indicators into the organizational M&E framework and align measurements with baseline, mid-term, and end-of-strategy evaluations. Finally, HNC will organize learning and reflection events on a semi-annual and annual basis (depending on available resources) to take stock of progress toward results. Dissemination of findings from these events will further strengthen transparency, accountability, and adaptive management.

8.2 Inputs / Arrangements for M&E

HNC will put the following arrangements in place to guide the formative and summative evaluation of its Strategic Plan

- a) Integration of priority indicators in this plan into HNC's M&E system, ensuring alignment with national and regional development frameworks.
- b) Use of a logical framework matrix outlining strategic objectives and outcomes with clearly defined indicators,
- c) Preparation of annual and quarterly work plans along with monitoring checklists, guided by the Strategic Plan, to serve as vital tools for tracking implementation progress,
- d) Regular monitoring and supervision of organizations and partners implementing HNC's programs and activities,
- e) Designation of an M&E focal person (champion) to provide technical and process support for all M&E-related activities

8.3 Key Elements for formative evaluation of the strategic plan.

HNC will continuously monitor and evaluate the implementation of this strategic plan, carrying out most of the work internally to ensure timely feedback and adaptive management. Formative evaluation processes will focus on the following areas:

- a) Availability of expected inputs for implementation, including their timing, quality, and quantity.
- b) Comparison of activities implemented versus activities planned
- c) Timeliness in the implementation of strategic initiatives
- d) Evidence of outcomes from the strategic initiatives/activities implemented, including timing, quality, and quantity
- e) Level of involvement of stakeholders/actors as planned
- f) Beneficiaries reached, both targeted and unintended
- g) Activities not implemented or those rescheduled

h) Changes, omissions, deletions, or additions made in activities or the overall strategic plan.

8.4 Key Elements for summative Evaluation of the plan.

Evaluation and learning play a critical role in achieving policy-level success through this framework. HNC will assess the strategy at the beginning, mid-term, and end of the implementation period. Outcome indicators in the strategy's logical framework, drawn from the Puntland Five-Year Development Plan, will guide the monitoring and evaluation process. The summative evaluation of the strategy will focus on the following areas

- a) Effectiveness of HNC's programs in meeting the goals and objectives set.
- b) Efficiency in attaining the objectives/targets, particularly in terms of cost-effectiveness in program execution.
- c) Relevance, validity, and coherence of program and intervention designs.
- d) Sustainability of programs and activities.
- e) Impact of HNC's work and the extent to which it is contributing to the desired and most significant changes in advocacy targets and the broader environment.
- f) Both the positive and negative intended effects.
- g) Unanticipated and anticipated effects of HNC's interventions, whether positive or negative.

8.5 Means of Verification/Instruments for M&E

The strategic outcomes and indicators come directly from the results framework of the Puntland Five-Year Development Plan (2025-2029). HNC measures the same indicators because it contributes directly to the PFYDP. The team will generate information on these indicators through the following means.

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