RESILIENT FUTURE ALLIANCE (RFA)

STRATEGIC PLAN 2026-2028

From Crisis to Self-Reliance

An integrated Humanitarian-Development-Peace (Triple Nexus) strategy for displacement-affected, climate-vulnerable and mixed-movement communities in Somalia

September 2026 to December 2028

15,000	8,000	1,200	600
people we aim to reach with humanitarian and protection assistance	people we expect to benefit from climate adaptation	people we plan to support with skills and livelihoods	youth and women we aim to engage in civic and peace action

Indicative targets to December 2028, subject to the funding and partnerships secured.

Registered Headquarters: Galkayo, Mudug Region, Somalia | **Regional Coordination Office:** Garoowe, Nugaal Region

Registered with: MoPEDIC (Puntland) and MoPIED (Galmudug) | info@resilientfuturealliance.org | www.resilientfuturealliance.org

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Contents

Foreword 3
1. Executive Summary 3
2. Who We Are 4
3. The Context We Work In 5
4. Our Pathway: From Crisis to Self-Reliance 6
5. Strategic Programme Pillars 7
6. Flagship Initiatives 9
7. Building a Trusted Local Institution 10
8. Roadmap and Intended Results 11
9. Resources, Risk and Accountability 12
10. Partner With Us 13

What we aim to achieve by December 2028

4 integrated pillars connecting humanitarian, development and peace work	**3** funded projects we aim to deliver with two or more partners	**2** external audits planned to demonstrate accountability	**100%** of our sites to have a community feedback mechanism
500 people on the move we aim to identify and refer	**8** informal settlements we aim to support with climate risk plans	**40** savings groups we plan to help establish	**USD 1.85m** indicative resource requirement over the plan period

These are indicative ambitions. RFA is a young organisation: our first proposals are with donors and partners, and the scale we reach will depend on the funding we secure. Targets will be reviewed at mid-term.

Foreword

Resilient Future Alliance was founded on a simple conviction: the communities who live with drought, displacement and conflict every day are best placed to lead their own recovery, and they deserve partners who stay with them from the first emergency response through to lasting self-reliance.

In our first year we built the foundations of a credible local institution. We adopted a Constitution and governance framework, registered with the planning ministries of Puntland and Galmudug, formalised a partnership with the Office of the Special Presidential Envoy for Migration, Returns and Children's Rights, and put in place safeguarding, anti-fraud and security policies. We joined Area-Based Coordination in Mudug, contributed to Puntland's HDP Nexus Guideline and MEAL Framework, and prepared our Talent and Opportunities Network for young people across Somalia.

We are still at an early stage. RFA has not yet implemented a donor-funded project; our first proposals are under review with donors and partners. This Strategic Plan therefore sets out our ambitions as indicative targets that will grow with the funding and partnerships we secure. Between September 2026 and December 2028, RFA aims to move from establishment to delivery: securing and implementing its first funded programmes, proving its integrated Triple Nexus model, and building the systems, accountability and track record that donors, government and, above all, communities can trust.

We invite government counterparts, partners, donors and community members to work with us, and to hold us accountable for the commitments in these pages.

Ali Abdi Ahmed
Executive Director, Resilient Future Alliance

1. Executive Summary

Resilient Future Alliance (RFA) is a Somali-led, locally rooted organisation working across the Humanitarian-Development-Peace (HDP) Nexus. We bring humanitarian action and protection, climate adaptation, peacebuilding and economic empowerment together into **one pathway** that helps displaced, drought-affected and marginalised communities move from crisis to self-reliance.

RFA enters this period with its governance, policies, registrations and government relationships in place, deep field expertise and an active role in coordination. The central task of the next 28 months is to turn that readiness into a proven record of delivery as proposals now under review are approved, beginning with El Niño anticipatory action in late 2026.

Vision	Mission
Resilient, peaceful and self-reliant Somali communities that can anticipate, withstand and recover from shocks.	To work alongside displaced, drought-affected and marginalised communities in Somalia, integrating humanitarian action, climate adaptation, peacebuilding and economic empowerment into one locally led pathway from crisis to self-reliance.

PHASE 1 | SEP 2026 TO MAR 2027	PHASE 2 | APR 2027 TO MAR 2028	PHASE 3 | APR TO DEC 2028
Foundation	**Delivery**	**Consolidation & Scale**
First grants and partnerships; stronger governance and finance systems; community feedback mechanism; El Niño anticipatory action; Talent Network launched.	First funded projects implemented as proposals are approved; first external audit; cluster membership; integrated nexus pilot in Galkayo; first internship cohort.	Results evidenced and shared; diversified funding; expansion into Nugaal and Galgaduud, subject to resources; 2029-2031 strategy.

2. Who We Are

RFA was established in Galkayo by Somali humanitarian, development and peace practitioners with long field experience across Somalia and the wider region, in durable solutions, protection, health and emergency response. It is registered in Puntland and Galmudug, with its registered headquarters in Galkayo.

What makes RFA distinctive

Strength	What it means for partners
An integrated model	One organisation connecting emergency response, climate adaptation, peacebuilding and livelihoods for the same households, rather than fragmented projects.
Local roots and access	Trusted presence in Galkayo and Mudug, including across the North-South Galkayo divide, and registration in both Puntland and Galmudug.
Senior technical depth	Expertise in protection, durable solutions, development, peace, health and humanitarian coordination, with a standby bench for emergency response and CCCM; health, nutrition and WASH; and community development and governance.
Strong government relationships	MoU and endorsement from the Office of the Special Presidential Envoy for Migration, Returns and Children's Rights (Office of the President); working relationships with MoPEDIC, MoIFAD and MoHADM.
A voice in Puntland's HDP Nexus agenda	Member of the MEAL tool consolidation group under the MoPEDIC-led HDP Nexus Guideline and MEAL Framework (September 2026).
Data-informed programming	Drought-hotspot analysis built on MoHADM data to target and trigger early action.

Our values: community leadership; integrity and transparency; humanity and impartiality; inclusion; do no harm and conflict sensitivity; partnership and localisation; learning.

Where we work

Location	Role
Galkayo Mudug	Headquarters and core operational area
Goldogob and Jariban, Mudug	Operational areas
Dhuusamareeb and Guriel, Galgaduud	Operational and expansion area (Galmudug)

Location	Role
Garoowe, Nugaal	Puntland regional coordination office; expansion from Phase 3
Mogadishu	Federal-level engagement, including our MoU with the Office of the Special Presidential Envoy
Planned future interventions	Bosaso and Bari (joint assessments, subject to security clearance); Beledweyne and Jowhar; Baidoa; Kismayo, as funding, partnerships and security allow

3. The Context We Work In

Challenge	What we see
Recurrent climate shocks	Drought, erratic rainfall and flash floods erode livelihoods and push rural households into towns. El Niño conditions are forecast to intensify the October-December 2026 Deyr rains across Mudug, Galgaduud and Nugaal, raising flood and displacement risk.
Protracted and new displacement	Galkayo hosts large numbers of IDPs in informal settlements with insecure tenure, overcrowding, limited water and sanitation and exposure to eviction, flooding and heat. Returnees add to pressure on services; durable solutions remain out of reach for most.
Mixed movement	Puntland lies on routes used by migrants, asylum-seekers and refugees moving towards Yemen and the Gulf. People on the move face exploitation, trafficking and dangerous journeys, with little access to information or protection.
Conflict and social cohesion	Galkayo straddles Puntland and Galmudug. Clan tensions and competition over land, water and grazing persist; cohesion between host and displaced communities is a precondition for recovery.
Youth without opportunity	Young graduates, especially women, IDP and minority youth, struggle to access jobs that are often shared through personal networks. Idleness and exclusion feed frustration and the risk of recruitment by armed actors.
A favourable policy shift	Puntland's HDP Nexus Guideline and MEAL Framework, durable solutions frameworks and global localisation commitments are opening space for capable local actors.

What the context demands

Link relief to resilience in the same communities • **Act before shocks**, using data and early warning • **Strengthen cohesion**, not strain it • **Open fair pathways for youth** • **Invest in accountable local organisations** able to receive direct funding

4. Our Pathway: From Crisis to Self-Reliance

RFA's pillars are not separate programmes but stages and layers of **one pathway**. In each community we sequence and layer support so that households are not left behind once the emergency ends.

Our theory of change

IF crisis-affected households receive timely, dignified and protective assistance, **AND** communities can anticipate and adapt to climate shocks, **AND** relationships between displaced people, host communities and authorities grow stronger, **AND** households and young people gain skills, assets and income that do not depend on aid, **AND** this is delivered by an accountable local organisation working with government and communities, **THEN** displaced, drought-affected and marginalised communities in Somalia will become more resilient, more cohesive and progressively self-reliant.

How the pathway maps to the Triple Nexus

Nexus pillar	Strategic pillars	Programme areas
Humanitarian Action	SP1 (with SP2 anticipatory action)	Protection and solutions; cash assistance; child protection; food security; mixed migration and mobility
Development and Resilience	SP2 and SP4	Climate adaptation; livelihoods and economic empowerment; durable solutions; Talent and Opportunities Network
Peace, Governance and Social Cohesion	SP3	Social cohesion and peacebuilding; governance and local capacity

Across all programme areas: gender, age, disability and inclusion; accountability to affected people; safeguarding and PSEAH; conflict sensitivity; climate and environment; MEAL and evidence.

5. Strategic Programme Pillars

SP1 | HUMANITARIAN ACTION

Humanitarian Response & Protection

Crisis-affected people, especially the most vulnerable, receive timely, safe and dignified assistance and protection.

Intended outcomes by December 2028	What we plan to do
• Emergency response able to deploy within 72 hours of a trigger in core locations • Better access to protection services, safe referrals and basic services in target settlements • GBV, child protection, eviction and exclusion risks addressed through community mechanisms • People in mixed movements identified, informed and referred to the right actors	• Protection monitoring, community protection committees and referral pathways • Cash, NFIs, WASH and shelter through partners and pooled funds, cash first where markets work • Site coordination and CCCM; health, nutrition and WASH referrals • Housing, land and property support and eviction prevention • Mixed-movement screening and referral with UNHCR, IOM and local partners

Programme areas: protection and solutions; cash; child protection; food security; mixed migration and mobility **Where:** Galkayo IDP settlements and rural Mudug; Garoowe from Phase 3

SP2 | DEVELOPMENT AND RESILIENCE

Climate Adaptation & Resilience

Communities and informal settlements are better able to anticipate, withstand and recover from drought, floods and heat.

Intended outcomes by December 2028	What we plan to do
• Target settlements have community-led climate risk plans and at least one adaptation measure in place • Early-warning information reaches communities and triggers anticipatory action • Households adopt climate-smart practices in shelter, water and livelihoods	• Community climate and disaster risk planning (the ‘Homes at Risk’ approach) • Drainage, flood protection, heat mitigation and safer site layout • Water harvesting and water-point rehabilitation with community committees • Drought-hotspot dashboard linked to early-action protocols • Tree planting, prosopis management and alternatives to charcoal

Programme areas: climate adaptation, early warning and anticipatory action **Where:** Galkayo informal settlements; rural Mudug; Galgaduud from Phase 3

SP3 | PEACE, GOVERNANCE AND SOCIAL COHESION

Peacebuilding, Social Cohesion & Youth Civic Engagement

Relationships between displaced and host communities, across clan and administrative lines, and between citizens and authorities are stronger and more inclusive.

Intended outcomes by December 2028	What we plan to do
• Youth, women and displaced people take part meaningfully in local decision-making • Community mechanisms resolve disputes over land, water and services peacefully • Trust between North and South Galkayo strengthened through joint initiatives	• District Youth Collective Action Councils in Puntland and Galmudug ('Youth Bridges') • Community dialogue and joint cross-line projects in Galkayo • Mediation training for elders, women and youth • Community scorecards and public forums with local authorities • Conflict-sensitivity screening of every RFA project

Programme areas: social cohesion and peacebuilding; governance and local capacity **Where:** Galkayo (North and South); districts of Mudug and Galgaduud

SP4 | DEVELOPMENT AND RESILIENCE

Economic Empowerment & Durable Solutions

Displaced and marginalised households, particularly women and youth, gain sustainable livelihoods and progress towards durable solutions.

Intended outcomes by December 2028	What we plan to do
• Livelihood participants report higher and more stable income • Women- and youth-led enterprises and savings groups operating and linked to markets • Young graduates gain verified opportunities, skills and supervised work experience • Measurable progress on durable solutions: safety, living standards, livelihoods, documentation, participation	• Market-based vocational training with providers such as the Galkayo Vocational Training Centre • Savings and loan groups, business skills and start-up grants • Climate-smart livelihoods: small-scale irrigation, fodder, poultry, fisheries • The Young Professionals Pathway through RFA's Talent and Opportunities Network (Section 6) • Durable solutions planning with MoPEDIC, MoIFAD and OSPE; civil documentation support

Programme areas: livelihoods and economic empowerment; durable solutions; Talent and Opportunities Network **Where:** Galkayo; Garoowe; returnee-receiving areas of Mudug; Talent Network open Somalia-wide

6. Flagship Initiatives

A. El Niño Anticipatory Action (September-December 2026)

El Niño conditions are forecast to intensify the 2026 Deyr rains, with elevated flood risk in Mudug, Galgaduud and Nugaal. RFA is working with MoHADM, local authorities, cluster partners and communities to prepare to act **before** the floods, and is seeking anticipatory-action funding to scale this support across SP1 and SP2.

Action area	What RFA plans to support
Risk communication	Awareness with local authorities, elders, women's and youth groups, mosques and local media in flood-prone settlements
Training	Early warning, anticipatory action protocols, flood response and safe evacuation for staff, volunteers, authorities and partners
Evacuation readiness	Assessment of relocation and evacuation sites and mapping of local evacuation capacity and gaps in Galkayo and rural Mudug
Coordination and stock	Support to inter-agency coordination and EOCs; light pre-positioning of NFI and WASH stock linked to early-action triggers
Mixed movement	Referral pathways with UNHCR, IOM and partners for flood-triggered movement

100+
stakeholders we aim to train by Dec 2026

3
priority evacuation sites targeted for assessment

USD 30k
anticipatory action funding being sought

B. Young Professionals Pathway, Talent and Opportunities Network

Through its **Talent and Opportunities Network**, RFA aims to connect young people and experienced data collectors in every region of Somalia with verified employers, and to help them build the skills to qualify. It will be free of charge for every candidate, and is designed to give fairer access to opportunities that are usually shared through personal and clan networks.

1
Find
Free registration; verified jobs, internships, consultancies, fellowships and training across Somalia.

2
Prepare
Practical training: MEAL, project management, proposal and report writing, data collection, KoboToolbox, research ethics, safeguarding.

3
Practise
3-6 month supervised internships with partner NGOs, UN agencies, ministries and RFA projects.

4
Grow
Mentors and alumni help interns apply for roles posted on the Network.

- **Verified enumerator roster:** a planned nationwide, sector-based roster of data collectors who pass document checks, a written test, an interview and a practical test, giving partners enumerators they can trust.

- **Fair and safe by design:** published selection criteria, inclusion priority for women, IDP, minority and disabled youth and under-served regions, verification of every employer and vacancy, and a channel to report fraud or abuse.
- **Why it matters:** decent work is part of self-reliance (SP4); fair access to jobs reduces frustration and perceived clan favouritism (SP3); and it builds the local talent pipeline that localisation depends on.

7. Building a Trusted Local Institution

Our programme ambitions rest on institutional strength. RFA has its Constitution, Board, policy suite, registrations and security framework in place; as proposals are approved, it will build the delivery record and financial assurance that come with funded programmes.

Enabling goal	Our commitments
EG1 Institutional Strength & Accountability	• Board separate from management, meeting quarterly; first General Assembly under the Constitution • Accounting system, bank-only transactions and monthly reconciliations • First external audit by mid-2027, then annually • Safeguarding focal points and annual training for all staff and volunteers
EG2 Partnerships & Resource Mobilisation	• At least four funding sources by 2028: pooled funds, INGO partnerships, foundations, climate funds • Equitable consortium roles and indirect cost recovery • Membership of relevant clusters and working groups • A reserve of three months of core costs by end-2028
EG3 MEAL, Learning & Community Accountability	• Community Feedback and Response Mechanism in every site • Results framework and digital data for every project • Two published learning briefs on the nexus model • Alignment with Puntland's HDP Nexus MEAL Framework

Cross-cutting commitments

Commitment	How we apply it
Protection & inclusion	Safety, dignity and access in every design; disaggregated data; women's leadership targets; attention to minority clans, disability and people on the move.
Accountability & safeguarding	Feedback channels in every site; zero tolerance of sexual exploitation, abuse and harassment; survivor-centred response.
Conflict sensitivity	Conflict analysis before each project; transparent, clan-neutral selection of participants, staff and interns.
Environment & localisation	Environmental screening and nature-based solutions; local CBOs, women's and youth groups as partners.

8. Roadmap and Intended Results

Period	Key milestones
Q4 2026	Strategic Plan adopted • El Niño anticipatory action delivered • Finance system in force • Feedback mechanism piloted • Talent and Opportunities Network live
Q1-Q2 2027	First General Assembly • Pooled-fund eligibility and cluster applications • First external audit • First funded projects started as proposals are approved
Q3-Q4 2027	Mid-term review • Integrated nexus pilot in Galkayo • First internship cohort • Annual Report 2027 • Aim of at least two active funding partners
2028	Second audit • Entry into Garoowe and Galgaduud • Learning briefs published • End-of-strategy evaluation and 2029-2031 plan

Results we aim to achieve by December 2028

Targets are indicative and cumulative. They reflect the funding RFA is seeking through submitted and planned proposals, and will be adjusted at the mid-term review to match the resources secured.

Area	Indicator	Indicative target
Impact	% of targeted households reporting improved ability to cope with shocks	60%
SP1	People reached with humanitarian and protection assistance	15,000
SP1	% of protection cases referred and receiving a service	80%
SP1	People in mixed movements identified and referred	500
SP2	People benefiting from climate adaptation measures	8,000
SP2	Informal settlements with community climate risk plans	8
SP2	Stakeholders trained in anticipatory action and evacuation	300
SP3	Youth and women in civic and peace structures	600
SP3	Local disputes resolved through community mechanisms	50
SP4	People completing skills or livelihoods support (≥50% women)	1,200
SP4	Graduates placed in supervised internships (pilot cohort)	15
SP4	Savings groups established and active	40
EG	Unqualified external audits | active funding partners	2 | 4
EG	Operational sites with a functioning feedback mechanism	100%

9. Resources, Risk and Accountability

The indicative resource requirement below is a fundraising target, not secured funding. It reflects a realistic growth path for an organisation seeking its first grants, and will be updated annually (US dollars).

Area	Sep-Dec 2026	2027	2028	Total
SP1 Humanitarian Response & Protection	10,000	180,000	300,000	490,000
SP2 Climate Adaptation & Resilience	15,000	170,000	280,000	465,000
SP3 Peacebuilding & Youth Civic Engagement	5,000	150,000	250,000	405,000
SP4 Economic Empowerment & Durable Solutions	0	80,000	200,000	280,000
EG1-EG3 Institutional, MEAL & partnerships	20,000	70,000	90,000	180,000
El Niño anticipatory action surge	30,000	0	0	30,000
Total	**80,000**	**650,000**	**1,120,000**	**1,850,000**

Funding approach: competitive grants and awards; consortium partnerships with international NGOs; pooled funds once eligible; climate, locally led adaptation and anticipatory-action funds; youth-employment and private-sector partners for the Talent Network; durable solutions funding through government-led frameworks; and modest unrestricted income to build reserves.

Managing risk

Risk	Our response
Funding shortfall	Diversified pipeline, consortium partnerships, lean core costs and value-for-money local delivery.
Fraud or diversion	Segregation of duties, bank-only payments, reconciliations, external audit and whistle-blowing.
Safeguarding incident	PSEAH policy, vetting, training, confidential reporting and Board oversight.
Insecurity and access	Security risk management manual, community acceptance, conflict-sensitive staffing and remote monitoring.
Climate shocks	Anticipatory action plans, crisis modifiers and flexible programme design.
Perceived bias	Transparent selection, diverse staffing, community feedback and neutral communications.

Governance and review

The Board of Directors approves this plan and oversees progress through quarterly reports; the Executive Director is accountable for delivery. Each year's operational plan and budget is drawn from this strategy. A mid-term review (Q3 2027) and an independent or peer-led final evaluation (Q4 2028) will guide the 2029-2031 strategy, and results will be shared with communities and government at least once a year.

10. Partner With Us

Partner with a Somali-led organisation built to deliver the Triple Nexus

RFA offers locally rooted, government-connected and accountable delivery, with the technical depth to work in some of Somalia's most complex settings. We are ready to build our first programmes together with you.

How	Ways to work with RFA
Fund	a pillar, a location or the integrated nexus pilot in Galkayo and elsewhere in Somalia
Partner	with RFA in consortia as local lead or co-applicant
Invest	in institutional strengthening: audit, finance systems, MEAL and safeguarding
Support	anticipatory action and climate adaptation in flood- and drought-prone settlements
Open doors for youth	post verified opportunities, host interns, recruit verified enumerators or offer mentors through the Talent and Opportunities Network
Collaborate	on research, learning and evidence on the Triple Nexus in Somalia

Resilient Future Alliance

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Acronyms: CCCM Camp Coordination and Camp Management; EOC Emergency Operations Centre; GBV Gender-Based Violence; HDP Humanitarian-Development-Peace; IDP Internally Displaced Person; IOM International Organization for Migration; MEAL Monitoring, Evaluation, Accountability and Learning; MoHADM Ministry of Humanitarian Affairs and Disaster Management; MoIFAD Ministry of Interior, Federal Affairs and Democratisation; MoPEDIC Ministry of Planning, Economic Development and International Cooperation (Puntland); MoPIED Ministry of Planning, Investment and Economic Development (Galmudug); NFI Non-Food Items; OSPE Office of the Special Presidential Envoy for Migration, Returns and Children's Rights; PSEAH Protection from Sexual Exploitation, Abuse and Harassment; UNHCR UN Refugee Agency; WASH Water, Sanitation and Hygiene.