

COMPANION DOCUMENT

HURDO SOMALIA

HURDO's Theory of Change

2026 Edition

Issued separately from the Organizational Profile. Strategic outcomes are proposed for HURDO approval.

Women-Led • Locally Rooted • Community-Driven

About this document



This Theory of Change is an organization-wide companion to the HURDO Somalia Organizational Profile. It explains how HURDO expects change to happen across programmes, partnerships and institutional systems. It is not a project logframe and does not replace HURDO's official Vision or Mission.

Strategic outcomes, indicator areas and this organizational model are proposed for HURDO management approval. They are not official targets and are not presented as already achieved results.



HURDO'S THEORY OF CHANGE

HURDO's Theory of Change



From Humanitarian Need to Lasting Change

Strategic outcomes, indicator areas and this organizational model are proposed for HURDO management approval. They are not official targets and are not presented as already achieved results.

Our Theory of Change explains how HURDO works with communities, partners and local structures to address immediate needs, strengthen resilience and contribute to long-term, inclusive and sustainable change in Somalia. It is an organization-wide change model, not a project logframe. Strategic outcomes below are proposed for HURDO management approval and are not presented as already achieved results.

The current reality

Communities in Somalia face interconnected challenges, including conflict, displacement, poverty, limited access to essential services, protection risks, climate shocks and exclusion. Women, children, youth, persons with disabilities and other marginalized groups are disproportionately affected. This statement draws on HURDO's published identity and programme mandates; it does not introduce new unpublished statistics.

Our belief · proposed

When people are supported, protected, included and empowered, they can strengthen their resilience and shape better futures for themselves, their families and their communities.

How HURDO expects change to happen

IF crisis-affected and vulnerable communities have equitable access to quality protection, health, nutrition, WASH, education and humanitarian services; AND IF women, youth and vulnerable households have improved livelihoods, skills, economic opportunities and capacities to withstand shocks; AND IF women, girls, children, youth, persons with disabilities and marginalized groups are protected, included and able to participate meaningfully in decisions affecting their lives; AND IF communities and local structures are strengthened to promote social cohesion, climate resilience, accountability and locally led solutions; AND IF HURDO works through strong local partnerships, accountable systems, evidence, learning and community participation; THEN communities will be safer, healthier, more resilient, inclusive and increasingly self-reliant; CONTRIBUTING TO peaceful and sustainable development in Somalia.

THE CURRENT REALITY

Where the journey begins

Communities in Somalia face interconnected challenges, including conflict, displacement, poverty, limited access to essential services, protection risks, climate shocks and exclusion. Women, children, youth, persons with disabilities and other marginalized groups are disproportionately affected. This statement draws on HURDO's published identity and programme mandates; it does not introduce new unpublished statistics.

Displacement

Poverty

Protection

Climate

Essential services

Inclusion

OUR BELIEF · PROPOSED

When people are supported, protected, included and empowered, they can strengthen their resilience and shape better futures for themselves, their families and their communities.

OUR PATH

We work towards change through five integrated paths

HURDO's interventions contribute to immediate changes, stronger resilience and sustainable development. Causation is not guaranteed.



SG2 · Protection, Rights & Inclusion



SG3 · Livelihoods & Economic Resilience



SG4 · Essential Services & Humanitarian Impact

OUR PATH · FIVE CHANGE PATHWAYS

1

SG2 · Protection, Rights & Inclusion

Safer, more inclusive communities where women, girls, children and vulnerable groups can exercise their rights.

2

SG1 · Essential Services & Humanitarian Response

Equitable access to quality health, nutrition, WASH, education, MHPSS and timely humanitarian assistance.

3

SG3 · Livelihoods & Economic Resilience

Stronger livelihoods, skills and economic opportunities for resilient households and communities.

4

SG4 · Resilient, Peaceful & Empowered Communities

Stronger local capacities, social cohesion, participation and resilience to conflict and climate-related shocks.

5

SG5 · Localization, Partnership & Accountable Systems

Stronger local leadership, partnerships and institutional capacity for sustainable impact.

HOW CHANGE BUILDS



OUR IMPACT · PROPOSED

Resilient, inclusive and self-reliant Somali communities in which women, men, children and young people live safely, exercise their rights, access essential services and economic opportunities, and participate meaningfully in peaceful and sustainable development.

TODAY

Improved opportunities and access

TOMORROW

Greater resilience and local capacity

TOGETHER

A brighter Somalia

OUR CROSS-CUTTING COMMITMENTS · Integrated across all pathways

Gender equality and women's leadership · Disability and social inclusion · Safeguarding and PSEA · Accountability to affected people · Localization and community leadership · Conflict sensitivity / do no harm · Climate and environmental responsibility · MEAL, evidence and learning

OUR INSTITUTIONAL ENABLERS · Foundation for change

Good governance and leadership · People and technical capacity · Financial management · Procurement and operations · MEAL and data management · Partnerships and coordination · Risk management and compliance · Field presence and local knowledge

How change happens

The five change pathways are the same organizational model used in the Strategic Plan 2023–2027. Visual journey order is Protection (SG2), Essential Services (SG1), Livelihoods (SG3), Communities (SG4) and Localization (SG5). CMS pathway numbers stay aligned with strategic goals. These outcomes are proposed and are not presented as already achieved results.

Pathway 1 · SG2 · Protection, Rights & Inclusion

Proposed outcome: Safer, more inclusive communities where women, girls, children and vulnerable groups can exercise their rights.

Published programmes: Protection & Safeguarding · Women & Youth Empowerment

Protection, safeguarding, PSEA, child protection, safe referral, gender inclusion and disability inclusion reduce risk and strengthen participation.

Pathway 2 · SG1 · Essential Services & Humanitarian Response

Proposed outcome: Equitable access to quality health, nutrition, WASH, education, MHPSS and timely humanitarian assistance.

Published programmes: Water, Sanitation & Hygiene · Mental Health & Psychosocial Support · Primary Health Care & Nutrition · Education & Skills Development · Humanitarian Response

Health, nutrition, WASH, education, MHPSS and humanitarian response contribute to safer access to essential services during crisis and recovery.

Pathway 3 · SG3 · Livelihoods & Economic Resilience

Proposed outcome: Stronger livelihoods, skills and economic opportunities for resilient households and communities.

Published programmes: Livelihoods & Economic Empowerment · Women & Youth Empowerment

Livelihoods, skills, entrepreneurship and women and youth economic opportunities help households recover and diversify income.

Pathway 4 · SG4 · Resilient, Peaceful & Empowered Communities

Proposed outcome: Stronger local capacities, social cohesion, participation and resilience to conflict and climate-related shocks.

Published programmes: Women & Youth Empowerment · Climate Resilience & Recovery · Peacebuilding & Social Cohesion

Peacebuilding, social cohesion, women and youth leadership, community structures, climate resilience and recovery strengthen locally led recovery.

Pathway 5 · SG5 · Localization, Partnership & Accountable Systems

Proposed outcome: Stronger local leadership, partnerships and institutional capacity for sustainable impact.

Institutional pathway. It draws on localization, AAP, MEAL, safeguarding and partnership systems rather than a separate programme sector.

Localization, community leadership, local partnerships, AAP, MEAL, safeguarding, coordination and institutional strengthening enable accountable, locally led action.

HURDO's work contributes to immediate changes, stronger capacities and greater resilience. It does not guarantee long-term impact; external factors remain outside HURDO's control.

Assumptions, external factors and commitments

Assumptions

- Communities can participate meaningfully in programme design and feedback.
- Humanitarian access remains possible in operational areas.
- Government and community structures are willing to cooperate.
- Sufficient financial and technical resources are available.
- Local services and markets remain functional enough to support interventions.
- Trained structures retain and apply capacities.
- Women, youth and marginalized groups can participate meaningfully.
- Shocks do not completely overwhelm local systems.
- HURDO maintains effective institutional systems.

External factors HURDO does not control

- Conflict and insecurity
- Political and policy environment
- Climate shocks, drought and flooding
- Displacement dynamics
- Economic and market conditions
- Funding environment
- Government capacity
- Disease outbreaks
- Humanitarian access constraints

Cross-cutting commitments — not additional pathways

- Gender equality and women's leadership
- Disability and social inclusion
- Safeguarding and PSEA
- Accountability to affected people
- Localization and community leadership
- Conflict sensitivity / do no harm
- Climate and environmental responsibility
- MEAL, evidence and learning

Institutional enablers — foundation for change

Governance and leadership · People and technical capacity · Financial management · Procurement and operations · MEAL and data management · Partnerships and coordination · Risk management and compliance · Field presence and local knowledge

HURDO can influence some conditions through programming and partnerships, but does not control the external environment. Assumptions are conditions that must hold for the change pathways to remain valid; they are not results.