

THE PATH FORWARD

ELMAN PEACE

2025-2028

STRATEGIC
PLAN **2025 2028**





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FARTUUN ADAN
Executive Director

DEAR FRIENDS

Three decades ago, my late husband, Elman Ali Ahmed, and I imagined a Somalia where peace was not just an ideal, but a lived reality. It was a vision rooted in the belief that communities—especially women and youth—hold the power to break cycles of violence and forge a different path. That belief cost Elman his life. He was assassinated in 1996 for daring to promote peace in a time of war.

I returned to Somalia in 2007 to continue this mission, carrying both grief and resolve. In the years since, we have endured conflict, loss, and resistance—but we have also witnessed transformation. We have seen survivors become leaders, displaced families rebuild, and a new generation step forward with the conviction that peace is not a privilege, but a right.

Yet, Somalia remains at a critical juncture. Decades of war, climate shocks, and systemic exclusion have deepened vulnerabilities, forcing communities to navigate crisis after crisis. Women and youth remain locked out of decision-making, displaced families struggle to rebuild, and rising temperatures threaten the fragile progress we have made.

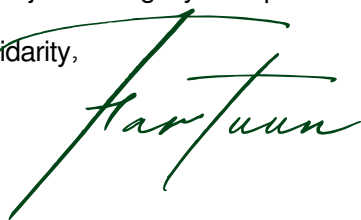
The world is quick to speak of resilience, but resilience is not enough. We need change.

This 2025–2028 strategic plan is our roadmap for that change. It is a commitment to pushing beyond survival toward real transformation—through inclusive peace-building, gender justice, education, climate action, and community-led development. It is a recognition that lasting peace is only possible when the most marginalized are not just included but empowered to lead.

The road ahead will not be easy. But neither was the road that brought us here. At Elman Peace, we do not wait for solutions—we create them. And we do not do it alone. Our work is a testament to the courage of those who refuse to accept violence as destiny, to the partners who stand with us, and to the communities who, despite everything, continue to dream of a different tomorrow.

I invite you to read this plan not as a report, but as a call to action. A future built on justice, dignity, and peace is within reach, if we dare to demand it.

In solidarity,

A handwritten signature in green ink, appearing to read "Harfaa", with a long, sweeping horizontal stroke extending to the left.



OUR MISSION

OUR DRIVING FORCE

Our mission is to empower Somali communities by delivering life-saving services and fostering sustainable solutions that promote inclusive development, peace, and justice. We prioritize the voices of women, youth, and marginalized groups, cultivating their leadership to ensure they are active decision-makers in shaping their futures.

OUR VISION

THE FUTURE WE STRIVE FOR

We envision a peaceful, self-reliant, and resilient Somalia where communities, empowered through local leadership, thrive in an inclusive society built on justice, equality, and sustainability.



TIMELINE

journey

1988-1990

As Somalia faced looming conflict, Fartuun & Elman, a young entrepreneurial couple began inspiring collective action before the war... laying the foundation for the Elman Peace movement

1991

"Drop the Gun, Pick Up the Pen" Campaign launched. Offering alternative dignified livelihoods to youth coopted into fighting for the warlords

1996

Elman Ali Ahmed is tragically killed in Mogadishu, Somalia

2023-

EPC launches new partnership with...
Additional...
together

2020: EPC's 30th

Despite unimaginable loss, a testament to our conviction: Together, we honor the

2006

Fartuun Adan returns to Somalia & in honor of her husband's legacy rebuilds the Elman Peace Centre

2007-2010

EPC provides life-saving services & re-starts disarmament & reintegration work

2010-2011

Ilwad Elman returns to Somalia & the Mother-Daughter Duo launch Sister Somalia, the 1st rape Crisis Centre in Somalia

2015

EPC's 1st UN Security Council Briefing on WPS/SGBV i

2014

Developed+ Published EPC expert products to standardize care for armed forces & groups

2013

EPC's Global Recognitions began receiving the International Woman 2013 EPC has been recognized with annually.

2012

EPC begins to decentralize life-saving harder to reach communities outside

2024

launched Elman Primary School, the Mogadishu Montessori, a free early education program in partnership with an international school to provide high-quality education for children under six. Annually, EPC hosted Somalia's first Peace Festival in 30 years, the Jiilka Maanta Festival, bringing over 6,000 people to celebrate peace and unity.

2021-2022

EPC launched Somalia's first Girls' Leadership Academy, offering high-quality, free education to 200 girls for four years. Its sustainable business model enabled the opening of a second academy, now serving 800 girls across two locations and keeps the schools free for students.

30th anniversary & years of Resilience

On our 30th anniversary, we celebrated 30 years since EPC's founding—a testament to the resilience and the strength of the communities we serve. We look back on our past by building a future where peace and justice prevail.

2019

Almas Elman is tragically killed in Mogadishu, Somalia

...ing. Generating a
...n Somalia

...ience informed knowledge
...children associated with

...with Fartuun Adan
...n of Courage Award. Since
...h a prestigious award

...ing services to rural &
...ide of government

2016

Breaking Ground on the EPC H.Q in Mogadishu. A Sustainable Community Center to Uphold Our Mission for Generations to Come.

2017- 2018

EPC emerged as a regional leader. Hosting a series of CSO symposiums on community-based reintegration in Rwanda, Nigeria & DRC convening grass-root PCVE & reintegration practitioners for regional cooperation. This milestone catalyzed the Peace by Africa Network EPC co-founded. Facilitating cross-border collaboration & awarding sub-grants to community-led reintegration efforts in the Lake Chad Basin & Great Lake Regions of Africa

OUR VALUES

THE PRINCIPLES THAT GUIDE US

Empowerment and Dignity

Inclusivity and Equality

Transparency and Accountability

Justice and Human Rights

Safeguarding and Protection

Resilience and Sustainability

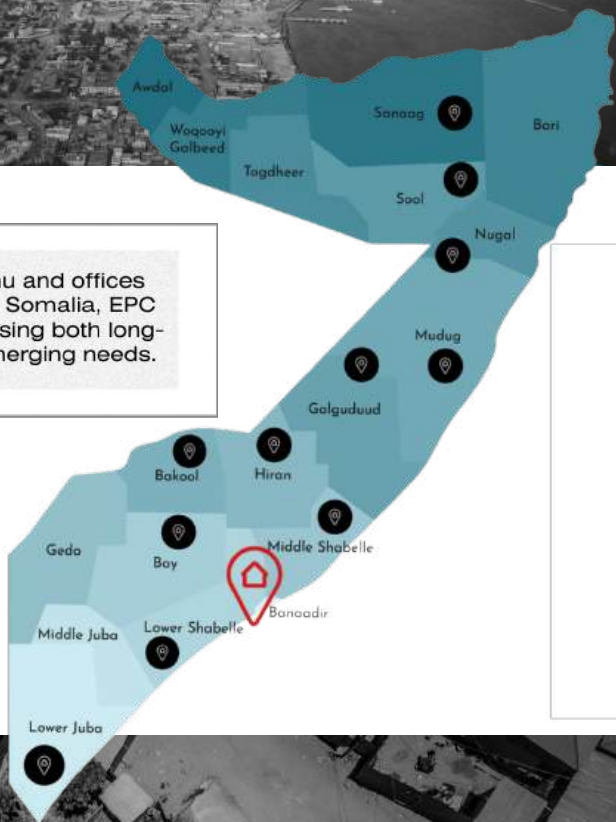
Collaboration and Partnership

Trust and Integrity



SOMALIA

Headquartered in Mogadishu and offices in key urban centers across Somalia, EPC Delivers nationwide, addressing both long-standing challenges and emerging needs.



Our programs operate across conflict-affected areas, newly recovered territories, and stabilized communities.

Through a three-tiered presence, EPC ensure continuous service delivery, deep community engagement, and adaptability in crisis contexts.

OPERATIONAL PRESENCE

OUR THREE-TIERED STRATEGY



1. Permanent Offices

Our long-term strategic impact is rooted in major urban centers, providing the following:

Advocacy & Legal Support:

Legal consultations, community mobilization, and strategic advocacy.

Survivor-Centered Protection:

Safe houses, referral pathways, and emergency response.

Leadership & Capacity Building:

Training youth, women, and marginalized groups.

Monitoring & Threat Analysis:

Documentation of human rights issues and risks.

Convening & Coordination:

Network-building among stakeholders for collaborative response.



2. Satellite Operations

We deliver rapid, adaptive response in remote and hard-to-access areas including:

Responsive Crisis Support:

Immediate assistance in conflict and displacement settings.

Strengthened Referral Pathways:

Linking individuals directly to essential life-saving services.

Real-Time Needs Monitoring:

Tracking evolving threats and population movements.

Adaptive Resource Mobilization:

Leveraging partnerships where direct funding is scarce.

	Barawe
	Baidoa
	Jowhar
	Haradhere



3. Community-Led Initiatives

Expanding our reach through collaborations and providing sub-grants to empower community-led initiatives within our networks.

Spaces & Technical Support:

Facilities for advocacy, training, and capacity building.

Sustainable Leadership:

Supporting youth networks and grassroots advocacy.

Amplifying Community Movements:

Promoting local solutions and influencing institutional policies

	Las'Anod
	Burtinle
	Bahdo
	Haradhere
	Hoby
	Garbaharey
	Dolow
	Yoonto

IMPACT SNAPSHOT

3 GOOD HEALTH AND WELL-BEING



MENTAL HEALTH & WELLBEING

- MENTAL HEALTH & WELLBEING

- GENDER EQUITY & INCLUSION

- CLIMATE ACTION & SUSTAINABILITY

- PEACE BUILDING & GOVERNANCE

- YOUTH LEADERSHIP & EMPOWERMENT

HEALING THROUGH SUPPORT

50% reduction in PTSD, anxiety, depression symptoms
Reported in targeted interventions

SCALING SUPPORT

60+ mental health coaches trained directly supporting 30,000 individuals, increasing access to mental health services by **45%** in targeted areas

BUILDING RESILIENCE

90% of participants report increased resilience and improved community engagement

5 GENDER EQUALITY



GENDER EQUITY & INCLUSION

ECONOMIC AND SOCIAL EMPOWERMENT OF WOMEN AND GIRLS

Empowered **50,000+** women and girls, with **75%** reporting improved livelihoods and community roles

INCREASED WOMEN'S REPRESENTATION IN LOCAL GOVERNANCE

Secured **35%** women representation in local governance committees by 2024

STRENGTHENED LOCAL WOMEN'S ORGANIZATIONS AND NETWORKS

Strengthened **23** local women's organizations and networks, amplifying women's voices and reaching **250,000+** community members annually



CLIMATE ACTION & SUSTAINABILITY

YOUTH CLIMATE ACTION

Over **20,000** youth mobilized in climate initiatives, a **55%** rise in youth-led efforts

CLIMATE-SMART AGRICULTURE

30,000+ community members trained in climate-resilient farming and water management, resulting in **70%** reduction in resource conflicts

CONFLICT PREVENTION

Established climate-security committees leading to **60%** reduction in resource-driven conflicts



PEACE BUILDING & GOVERNANCE

PEACE DIALOGUES MEDIATED

380+ peace dialogues mediated, directly reducing localized conflicts (approx. **65%** conflict reduction in target communities)

YOUTH REINTEGRATION PROGRAMS

Annual reintegration programs (since 2002) rehabilitated **17,250+** youth (70% ex-combatants), **60%** sustainably reintegrated into community life

GENDER-RESPONSIVE RECONCILIATION

71 gender-responsive reconciliation structures established (2023-2024), with **132** leaders trained in inclusive mediation



YOUTH LEADERSHIP & EMPOWERMENT

YOUTH ECONOMICALLY SUPPORTED

Provided economic support to over **40,000+** young people, empowering them to achieve financial stability

SECURED EMPLOYMENT OR SUSTAINABLE BUSINESSES

Assisted **60%** of the supported youth in finding employment or establishing their own sustainable businesses

IMPROVEMENT IN YOUTH EMOTIONAL WELLBEING

Post-intervention, there was a **90%** improvement in the emotional wellbeing of the youth served

PROBLEM STATEMENT

Somalia faces complex and interlinked challenges shaped by protracted conflict, systemic exclusion, and climate vulnerability. Political instability, weak governance, and the exclusion of women, youth, and local actors fuel cycles of insecurity and hinder sustainable development.

Climate shocks and a dire humanitarian crisis amplify these challenges, exacerbating vulnerabilities and leaving communities in persistent need. At the same time, inadequate health systems, economic marginalization, and the underrepresentation of local expertise further entrench inequality and undermine progress. These interconnected problems underscore the urgent need for inclusive, locally led approaches to drive resilience and sustainable transformation.



BARRIERS TO PROGRESS

01

CONFLICT AND GOVERNANCE

Prolonged conflict in Somalia stems from political instability, weak governance, and exclusionary, clan-based systems. Women, youth, and local actors are marginalized, perpetuating cycles of violence, displacement, and insecurity.

02

HEALTH SYSTEM CHALLENGES

Somalia's health sector struggles with inadequate public infrastructure, reliance on private providers, and low maternal and child health indicators. Mental health needs, worsened by conflict, are neglected. The lack of localized health initiatives further excludes vulnerable populations and erodes trust.

03

CLIMATE VULNERABILITIES

Climate change exacerbates Somalia's vulnerabilities, with dwindling water resources, desertification, and erratic weather patterns disproportionately affecting marginalized groups, particularly women and youth. Opportunities for their leadership in resilience-building efforts remain largely untapped.

04

ECONOMIC EXCLUSION

High unemployment, especially among youth, alongside barriers to formal and informal livelihoods, stifles economic progress. Inequitable policies, lack of financial resources, and insecurity further marginalize women and young people, leaving economic potential underutilized.

05

EXCLUSION OF LOCAL ACTORS & REDISTRIBUTING POWER

Across all sectors, international interventions often bypass local expertise, resulting in inefficiencies and misaligned priorities. This exclusion disempowers communities and hinders sustainable development, with women, youth, and marginalized groups particularly sidelined from leadership and decision-making.

06

HUMANITARIAN CRISIS AND CLIMATE SHOCKS

Recurrent droughts, floods, and climate-related shocks intensify food insecurity and displacement, creating a dire humanitarian situation. The exclusion of local actors in decision-making processes leads to fragmented, unsustainable interventions, limiting the effectiveness of relief efforts.

CONTEXT ANALYSIS

POLARITIES OF PROGRESS

Somalia's context is defined by complexities and contradictions. Geopolitical progress and economic reforms coexist with persistent inequalities and governance challenges. Security transitions and climate-related vulnerabilities highlight the need for inclusive, community-driven solutions. For EPC, these dynamics underscore the importance of a localized, nuanced approach that addresses systemic barriers while leveraging opportunities for transformative change.

EPC is committed to fostering peace, equity, and resilience, understanding these complexities is essential to navigating this evolving landscape and contribute to a more equitable and resilient Somalia.

Somalia has strengthened its global presence, engaging in international institutions, and deepening diplomatic and economic partnerships. Debt relief, fiscal reforms, and growing investment in infrastructure signal potential for long-term economic transformation. However, economic gains remain unevenly distributed, with rural communities, displaced populations, and marginalized groups often excluded from development benefits. These disparities not only entrench poverty but also fuel social fragmentation and discontent, necessitating inclusive approaches to growth and stability.



SECURITY AND STABILITY

Security remains a critical dimension of Somalia's evolving landscape. The gradual transition from international peacekeeping forces to national security ownership reflects both progress and uncertainty. While the shift signifies efforts toward sovereignty and self-reliance, it also raises concerns about capacity gaps, governance deficits, and the inclusivity of security sector reforms. The exclusion of women, youth, and community actors from security decision-making processes risks undermining the long-term sustainability of peace efforts. Effective governance must extend beyond state institutions, embracing localized, community-led mechanisms to strengthen stability and trust.

CLIMATE RESILIENCE AND RESOURCE SCARCITY

Climate change, recurrent droughts, and natural disasters increasingly threaten livelihoods, food security, and displacement patterns. Somalia's rural and coastal populations bear the brunt of environmental degradation, with resource scarcity fueling tensions over land, water, and migration. Without proactive adaptation and mitigation measures, climate-induced instability could further exacerbate social and economic vulnerabilities.

SHRINKING CIVIC SPACE AND LOCAL AGENCY

Somalia's civil society, private sector, and grassroots movements continue to play an integral role in shaping inclusive governance, driving economic innovation, and strengthening social cohesion. Youth-led initiatives and women's leadership in peacebuilding highlight the potential of community-driven transformation when meaningful participation is prioritized. However, shrinking civic space, regulatory constraints, and political barriers often limit the capacity of civil society organizations (CSOs) and independent advocacy groups to operate effectively. Strengthening these actors as partners in governance, peace, and development is essential to ensuring more accountable, responsive, and inclusive institutions.

The convergence of political reform, economic restructuring, security transitions, and climate adaptation will shape Somalia's trajectory. Progress depends on a locally driven, systems-oriented approach that leverages strengths while addressing critical gaps. Navigating uncertainty and seizing emerging opportunities will be key to sustainable transformation. For EPC, this landscape demands adaptive, community-led solutions that bridge policy and lived experience. Peace-building must be inclusive, intersectional, and forward-looking-where marginalized voices don't just participate but drive change. The path ahead is therefore not without risk. These challenges are deeply interconnected, compounding vulnerabilities that, if left unaddressed, will undermine progress. With bold leadership, strategic action and a commitment to aligning security, governance, and development, these risks can be mitigated, ensuring a more just and resilient future.

PEACEBUILDING MUST BE

A photograph of three children on a rooftop at dusk, silhouetted against a light sky. They are playing with a jump rope. One child is in mid-air, jumping over the rope. Another child stands to the right, holding the rope. A third child is partially visible on the left. The scene is captured in a high-contrast, low-key style, emphasizing the shapes of the children and the rope.

INCLUSIVE

FOREWARD
LOOKING

INTERSECTIONAL

The convergence of political reform, economic restructuring, security transitions, and climate adaptation will shape Somalia's trajectory. Progress depends on a locally driven, systems-oriented approach that leverages strengths while addressing critical gaps. Navigating uncertainty and seizing emerging opportunities will be key to sustainable transformation.

**FOR EPC, THIS LANDSCAPE DEMANDS
ADAPTIVE, COMMUNITY-LED SOLUTIONS
THAT BRIDGE POLICY AND LIVED EXPERIENCE.**

The path ahead is therefore not without risk.



These challenges are deeply interconnected, compounding vulnerabilities that, if left unaddressed, will undermine progress. With bold leadership, strategic action, and a commitment to aligning security, governance, and development, these risks can be mitigated, ensuring a more **just and resilient future**.

THREAT *VS* IMPACT

INSECURITY AND ARMED CONFLICT

Persistent violence disrupts peacebuilding, limits access to vulnerable communities, and undermines trust in governance. Armed group activities destabilize nascent institutions, create displacement, and exacerbate vulnerabilities, particularly for women and youth.

POLITICAL INSTABILITY AND GOVERNANCE GAPS

Fragile institutions and regressive policies hinder inclusive governance and progress on international commitments. Contradictions between global posturing and domestic realities erode accountability and trust, limiting opportunities for reform and community engagement.

CLIMATE CHANGE AND RESOURCE CONFLICTS

Escalating climate shocks exacerbate resource scarcity, intensify conflicts over essential resources, and drive displacement. These pressures threaten livelihoods, deepen poverty, and increase reliance on humanitarian aid, straining EPC's and community resilience efforts.

ECONOMIC INEQUALITY

Unequal distribution of economic recovery benefits deepens social divides and fosters frustration, particularly among youth. Rising inequality undermines social cohesion and creates barriers to equitable access to education, jobs, and services essential for community development.

SHRINKING CIVIC SPACE

Restrictions on civil society weaken advocacy and reduce accountability mechanisms. This limits EPC's ability to amplify local voices and undermines collective efforts to promote right-based governance and inclusive solutions.

EXCLUSIONARY SECURITY TRANSITIONS

The lack of local inclusion in international security transitions increases vulnerabilities and risks marginalizing key stakeholders. Exclusion of women, youth, and communities from security planning undermines long-term peace and stability.



Risk aversion often leads to missed opportunities but EPC believes that **within every challenge lies the potential for transformation**. We see risk as a catalyst for progress and a driver of innovation—not a deterrent.

Somalia stands at a critical juncture with inherent resilience and untapped potential at its core. Calculated risk-taking is essential to harness the demographic dividend, unique geographic, economic, and social assets—nurturing them into powerful drivers of peace, development, and environmental stewardship.

RISK AVERSION

MISSED OPPORTUNITY



LOCALIZED SECURITY & GOVERNANCE TRANSITIONS

Empowering communities, youth, and women to lead security and governance reforms that enhance stability and participation.

ECONOMIC INCLUSION & IMPACT INVESTMENT

Bridging economic divides through grassroots development, job creation, and targeted impact investment in productive sectors.

CLIMATE RESILIENCE & RESOURCE EQUITY

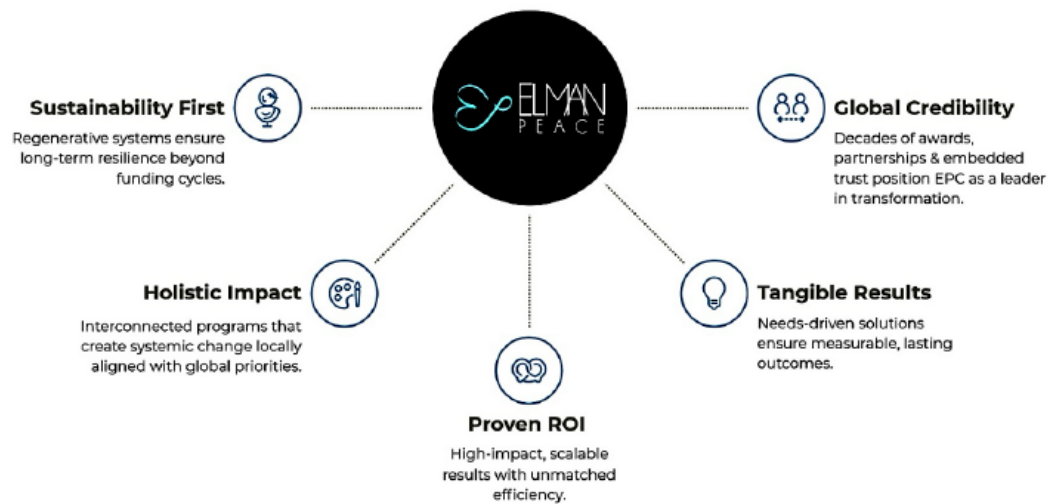
Strengthening local adaptation strategies, ensuring equitable access to resources, and building resilience to climate shocks.

EXPANDING CIVIC SPACE & GENDER EQUITY

Amplifying marginalized voices, strengthening civil society, and advancing gender equity in governance, peace, and economic leadership.

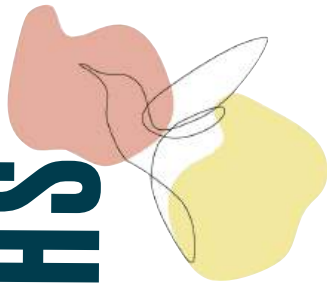
OUR VALUE PROPOSITION

AND DISTINCT OFFERING



The Elman Peace Centre is a trusted, locally rooted, and globally connected organization delivering cost-effective, high-impact solutions in Somalia's most complex environments. With unmatched access and proven long-term impact, EPC bridges grassroots realities with global efforts, driving sustainable, scalable change. Our lean, strategic approach maximizes investment, ensuring every initiative strengthens resilience, inclusion, and Somalia's transition toward lasting stability

INSTITUTIONAL STRENGTHS



1 | **Embedded Trust & Unmatched Access**

EPC's legacy of sharing the hardships of the communities it serves, it fosters relationships that sustain programs and deliver results in the hardest-to-reach places. Enabling unique access & proximity to identify needs, risks, and opportunities with unmatched accuracy.

2 | **Sustained Impact That Outlasts Donor Cycles**

EPC ensures donor contributions deliver long-term value through regenerative models and infrastructure that leave a lasting legacy, sustaining impact beyond single funding cycles. EPC's initiatives are designed to transition into community- or government-led systems, ensuring sustainability

3 | **Proven Solutions for Complex, Emerging, Global Challenges**

EPC's tried-and-tested flagship initiatives like community-based reintegration and gender-responsive peace-building models are adaptable to diverse contexts and have proven their relevance globally. Developed in the toughest conditions, grounded in first-hand insights and not reliant on outdated secondary sources.

4 | **Operational Efficiency & Amplified Resources**

EPC multiplies the value of every contribution, combining donor funds with in-kind support, activating additional networks and innovative approaches to maximize results for efficiency without bureaucracy.

5 | **Global Recognition & Local Leadership**

EPC leverages its Award-Winning Excellence & prestigious recognitions to influence globally, shift narratives by amplifying indigenous solutions & engage new partners to Somalia's progress

6 | **Cultivating Leadership & Redistributing Power**

EPC fosters leadership and empowers communities to engage directly in governance and peace building, activating our networks to bridge gaps & enable marginalized voices to influence decision makers

7 | **Innovation That Drives Tangible Results**

EPC addresses real needs with practical, evidence based solutions that deliver tangible impact. Our work turns bold ideas into effective action, driving dialogue and change where and when it's needed most.

8 | **Driving Systems Change Through Collaboration**

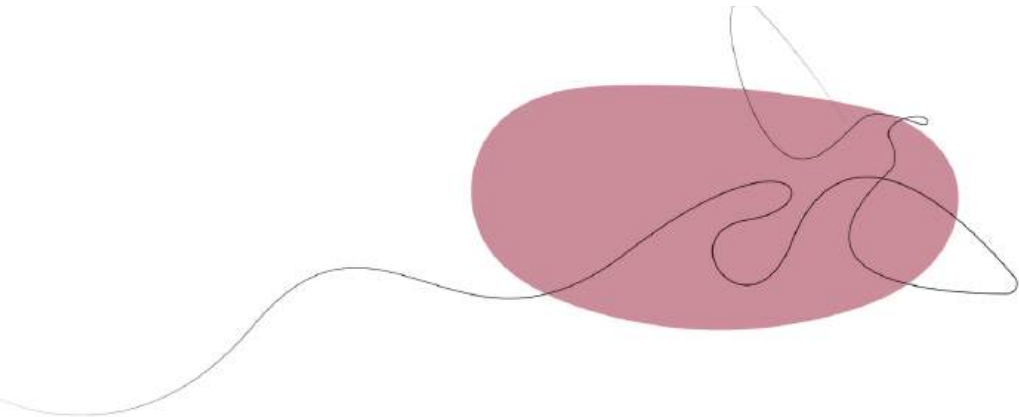
EPC unites diverse actors to achieve systemic transformation, creating opportunities for collective action, reducing duplication of efforts through movement building & not just coordination. EPC awards sub-grants to other CSOs, de-risking, capacity building & broadening the pool of partners for donors to engage with for multiplier effect

9 | **Strategically Interconnected Impact**

EPC's work links multiple thematic areas and SDGs, ensuring systemic change rather than isolated results. By integrating global priorities into our local solutions EPC addresses root causes and generates ripple effects across sectors

10 | **A Communications Force for Change**

EPC enhances visibility and trust for itself and its partners through authentic, strategic communications. EPC's storytelling builds understanding and engagement locally and globally. Offering partners a trusted platform to showcase their contributions, enhancing engagement and connection with Somali communities and other stakeholders



STRATEGIC GOALS

+ACTIONS

EPC's 2025–2028 strategic vision focuses on evidence-driven, community-led interventions that address systemic challenges while unlocking opportunities for sustainable peace and development. Six strategic goals guide our work in peace, resilience, gender equality, climate action, education, and institutional capacity-building, ensuring targeted, scalable, and impact-driven solutions.

1

ADVANCE INCLUSIVE & SUSTAINABLE PEACE

1. Facilitate formal & informal mediation to address systemic grievances & foster reconciliation
2. Establish gender & youth responsive peace committees
3. Build civil society coalitions for joint advocacy for inclusive security transition participation

For inclusive, community-driven peace processes and reduce conflict, enhance trust in governance with marginalized groups actively participating.

2

CULTIVATE & EMPOWER WOMEN + GIRLS LEADERSHIP

1. Expand trainings & mentorship programs to address systemic barriers to women's participation
2. End harmful traditional practices & SGBV by engaging & activating men & religious actors
3. Develop targeted economic pipelines, equipping women with skills & market access

For women & girls to lead systemic transformation, contribute to equitable governance, economic empowerment, and achieve societal resilience.

3

BUILD RESILIENCE TO CONFLICT, DISPLACEMENT & CLIMATE SHOCKS

1. Mobilize youth for climate action, conflict-sensitive resource management & support youth lead initiatives
2. Integrate women into land-related conflict resolution dialogues to influence resource sharing decision-making.
3. Design livelihood continuity models, integrating TVET, access to capital for ultra-poor women & youth

For resilient communities to recover from crises, mitigate resource-based tensions, and reduce vulnerabilities through sustainable practices.



4

EXPAND ACCESS TO EDUCATION & LIFE-LONG LEARNING

1. Rehabilitate schools & establish mobile classrooms to improve access to inclusive, quality education for marginalized groups
2. Scale EPC's rights-based education models, integrating peace-building and social cohesion into curricula.
3. Expand digital literacy programs, equipping youth & women with skills for future economies

For education to become a driver of peace and empowerment, equipping marginalized groups with skills for sustainable futures.

5

LEAD CLIMATE ACTION FOR PEACE & SUSTAINABILITY

1. Train communities in conflict-sensitive, climate- smart practices including land management & rainwater harvesting
2. Elevate youth leadership in climate advocacy & fund grassroots environmental initiatives.
3. Use nature-based solutions to reduce competition for scarce resources and mitigate inter-communal conflict

For communities to adopt sustainable practices that address environmental risks, resource-based conflicts and initiate peace and resilience.

6

STRENGTHEN INSTITUTIONAL CAPACITY & PARTNERSHIPS

1. Invest in digital systems for M&E, financial accountability, organizational transparency and efficiency.
2. Build leadership pipelines through mentorship programs and technical training for middle management
3. Leverage EPC networks to amplify civil society impact & strengthen Somalia's CSO ecosystem

For EPC becomes a model institution driving systemic change, with scalable, impactful interventions built on strong systems & partners.



CROSS-CUTTING APPROACHES

STRENGTHENING IMPACT THROUGH INTEGRATION

01

GENDER EQUALITY AND SOCIAL INCLUSION (GESI)

EPC embeds intersectional equity into program design, addressing diverse vulnerabilities across gender, age, displacement, disability, and socio-economic contexts. Our targeted interventions dismantle structural barriers and enhance agency, economic empowerment, and inclusive leadership. Accountability maintained through clear equity indicators and regular evaluation.

02

SUSTAINABILITY THROUGH PARTNERSHIPS AND CO- DESIGN

EPC shifts from aid dependency toward genuine local ownership by co-designing solutions with stakeholders from inception to implementation. Our cross-sector partnerships leverage diverse resources and expertise, ensuring sustainable, relevant initiatives. Clear locally co-design frameworks and regular reflection ensure accountability and sustained local capacity.

03

CONFLICT SENSITIVITY AND RESILIENCE ORIENTATION

Recognizing fragility as dynamic, EPC proactively applies conflict-sensitive approaches and resilience strategies to anticipate and address root causes of violence and exclusion. Participatory analysis informs adaptive programming, building community capacities for conflict resolution. Ongoing community-driven monitoring ensures transparency and responsiveness.

04

RESILIENCE AND COMMUNITY-LED SUSTAINABILITY

EPC empowers communities with practical resilience strategies that integrate governance, economic opportunities, climate adaptation, and peacebuilding. Local actors are equipped to independently manage shocks and proactively build sustainable futures, supported by clear benchmarks, strengthened local leadership, and regular community evaluations.

05

YOUTH LEADERSHIP AND EMPOWERMENT

With Somalia's youth demographic as active change-makers, EPC invests in youth leadership and innovation in governance, peacebuilding, entrepreneurship, and climate resilience. Youth engagement is strategically integrated at all levels of decision-making, supported by clear feedback mechanisms to measure impact on representation and economic participation.

INTERNAL CHALLENGES

STRENGTHENING FINANCIAL RESILIENCE & SUSTAINABILITY

EPC's reliance on project-based funding limits its ability to invest in critical organizational needs, adapt to rising costs and meet growing demand. Underscoring need for diversified and unrestricted funding.

ENHANCING WORKFORCE DEVELOPMENT & LEADERSHIP

While EPC retains highly motivated staff, there is a need to expand training, empower mid-level leadership, invest in professional development and operational excellence across all locations, particularly in remote areas.

LEVERAGING TECHNOLOGY AND DATA FOR GREATER IMPACT

EPC's vast archives of field data remain underutilized, requiring digitization and technological investments to enhance our Knowledge-to-Action pipeline and operational efficiency.

EMBEDDING MONITORING, EVALUATION, ACCOUNTABILITY, AND LEARNING

Current MEAL efforts are primarily donor-focused & at EPC technical staff level. Use of data to inform, engage & maximize learning for evidence-driven community engagement remains limited.

ENSURING SECURITY AND SAFEGUARDS

Enhancing measures for staff safety, secure facilities & data protection to safeguard EPC's people and operations.

ADAPTING GOVERNANCE STRUCTURES FOR GROWTH

As EPC continues to grow, updating governance systems and advisory structures to align with expanded scale and strategic vision is essential.

CENTRALIZING COMMUNICATIONS CAPACITY

Current reliance on resources from project-based visibility budgets without an in-house department for communications limits consistency of content & timely advocacy material.

LAYING THE FOUNDATIONS FOR GROWTH & EXCELLENCE

EPC has established itself as a leader in Somalia's recovery and peace building landscape. However, sustaining and scaling impact requires continuous investment in internal systems and strategic adaptability.

FINANCIAL SUSTAINABILITY

Financial sustainability remains a priority and securing diversified, unrestricted funding to invest in core infrastructure, staff well-being, and institutional development is essential to maintaining operational flexibility and long-term resilience.

EXPANDING LEADERSHIP

EPC's team is highly skilled and committed, expanding leadership and strengthening mid-level capacity will enhance agility and improve decision-making transitions.

TECHNOLOGY INTEGRATION

Technology and data-driven systems must be further integrated to enhance efficiency and a more robust digital infrastructure will enable EPC to document, analyze, and scale its impact more effectively.



Security, governance, and communications also require targeted investment to align with EPC's expanding scope. These priorities are embedded in EPC's 2025–2028 strategic plan, ensuring the organization remains adaptive, forward-thinking, and positioned for long-term sustainability and impact.

IMPLEMENTATION PLAN

EPC's Strategic Implementation Plan uses McKinsey's Three Horizons Model (2025–2028) to systematically achieve immediate impact, scale proven solutions, and institutionalize long-term change. This phased approach ensures adaptive management, measurable outcomes, and sustainable transformation across peacebuilding, governance, and climate resilience. The full implementation strategy is available upon request.

01.

Immediate Priorities

2025–2026

- Establish Regional Peace Councils
- Train Community Mediators
- Launch WPS Civil Society Coalition
- Scale SGBV Response Services
- Deploy Mobile Education Hubs
- Climate Security Committees
- Early Warning Systems

02.

Scaling and Expansion

2026–2027

- Institutionalize Peace Councils into Governance
- Women-Led Security Committees Integration
- Climate-Resilient Livelihood Programs
- Expand Digital Learning Centers
- Establish Civil Society Climate Alliance
- Scale Public-Private Partnerships

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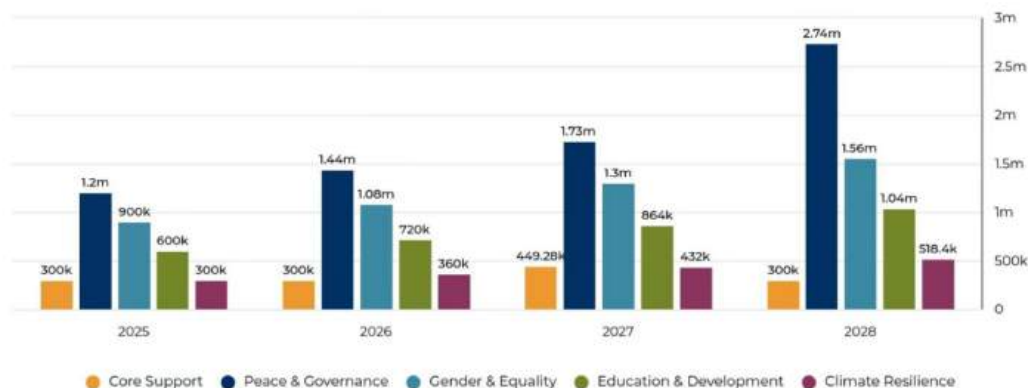
Long-Term Impact & Sustainability

2027–2028

- Institutionalize Peace Councils into Governance
- Women-Led Security Committees Integration
- Climate-Resilient Livelihood Programs
- Expand Digital Learning Centers
- Establish Civil Society Climate Alliance
- Scale Public-Private Partnerships

FINANCIAL GOALS

EPC's financial strategy for 2025-2028 focuses on incremental, sustainable growth while investing in its core mission. The plan incorporates a 20% annual growth rate accounting for inflation adjustment, scaling impact & operational efficiency.



GROWTH TRAJECTORY ACCOUNTS FOR:

INFLATION ADJUSTMENT:

Protecting the purchasing power of funds amid rising costs.

STRATEGIC PROGRAM EXPANSION:

Strengthening staffing, infrastructure, and geographic reach to scale services.

OPERATIONAL EFFICIENCY:

Enhancing financial management systems, logistics, and accountability frameworks to optimize resources.

STRATEGIC PILLARS OF FINANCIAL GROWTH:

CORE CONTRIBUTIONS GROWTH (10% BY 2028):

Protecting the purchasing power of funds amid rising costs

DIVERSIFIED REVENUE STREAMS:

Reducing reliance on traditional donors to strengthen financial resilience and fund high-impact initiatives.

OPERATIONAL EFFICIENCY:

Maximizing cost-effectiveness to ensure resources deliver optimal strategic value.

PARTNERSHIPS & ALLIANCES

COMMUNITY-CENTERED COLLABORATION

- Works directly with grassroots organizations, local leaders, and civil society groups.
- Enhances local ownership and leadership in peace-building and development efforts.
- Supports community-based service delivery and movement-building initiatives.

REGIONAL & INTERNATIONAL ALLIANCES

- Engagement with African regional bodies and civil society networks for cross-border cooperation.
- Strategic collaborations with UN agencies, INGOs, and donors to access technical expertise, funding, and policy influence.
- Joint initiatives with global advocacy platforms to amplify local voices and drive systemic change.

MULTI-SECTOR ENGAGEMENT

- Partnerships with national, regional and international governments to align with policy frameworks.
- Engagement with private sector actors for resource mobilization and co-financing.
- Academic and research collaborations to advance data-driven interventions.

FUNDING DIVERSIFICATION & SUSTAINABILITY

- Expanding funding sources through bilateral/multilateral donors and philanthropic organizations.
 - Strengthening EPC's sub-granting and capacity-building mechanisms to de-risk funding for smaller CSOs and multiply impact through collaboration.
 - Co-designing programs with partners to ensure long-term financial viability and impact scaling.
-



MONITORING EVALUATION ACCOUNTABILITY AND LEARNING

The EPC MEAL Framework powers our 2025-2028 plan driving transparency, inclusivity and adaptive impact across all 6 strategic goals. Guided by feminist principles, it ensures our programs remain relevant, effective and are aligned with our community's needs.

THE KEY PILLARS

RELEVANCE

Ensuring that programs are aligned with the changing priorities of Somali communities, marginalized groups, especially for marginalized groups.

EFFECTIVENESS

Measuring progress against goals with clear outputs, outcomes, and systemic impacts.

COHERENCE

Ensuring EPC's work complements local, regional, and global frameworks for broader synergies.

MEAL IN ACTION

DYNAMIC MONITORING

Community feedback loops, real-time data, participatory monitoring.

STRATEGIC EVALUATIONS

Mid-term reviews, feminist and community-driven metrics.

KNOWLEDGE SHARING

Actionable insights, online repository for global influence & platforming local CSO best practices into normative frameworks

INTEGRATION WITH GOALS

The EPC's MEAL framework is not static. It is designed to evolve alongside our programming and partnerships. Through continuous learning, adaptive management, and strategic foresight EPC is well-positioned to adapt to emerging challenges, seize new opportunities and generate transformative impact.

EPC's MEAL system is embedded across all six strategic goals, ensuring measurable impact and strategic alignment

PEACE-BUILDING MEAL FOCUS:

Measuring reductions in localized conflicts, increased participation in inclusive mediation, and strengthened civil society-led governance.

WOMENS LEADERSHIP MEAL FOCUS:

Tracking progress in gender-responsive governance, women-led coalitions, and systemic policy shift.

RESILIENCE MEAL FOCUS:

Evaluating community-led adaptation models, resource-sharing agreements, and livelihood security for displaced populations.

EDUCATION MEAL FOCUS:

Monitoring access, retention, and the impact of conflict-sensitive education models on social cohesion.

CLIMATE ACTION MEAL FOCUS:

Assessing the effectiveness of nature-based solutions, climate governance policies, and youth-led environmental initiatives.

INSTITUTIONAL MEAL FOCUS:

Measuring operational efficiency, resource mobilization impact, and civil society coalition-building efforts.

RESEARCH & PUBLICATIONS

KNOWLEDGE AS A PILLAR OF SUSTAINABILITY

EPC will scale evidence-driven research, develop strategic knowledge tools, and facilitate high-level learning exchanges to support governments, civil society, and international partners in navigating complex conflict dynamics, climate-security risks, and gender-responsive peace-building.

This expansion strengthens policy influence, institutional sustainability, and long-term impact through data-driven advocacy, technical partnerships, and research-backed funding models.

By advancing a collaborative, knowledge-driven approach to policy and development, EPC is building a globally recognized hub for research and strategic learning—ensuring that expertise and lived realities are not just included in global discourse but actively shape solutions to today's most pressing challenges.



ACKNOWLEDGMENTS

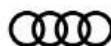
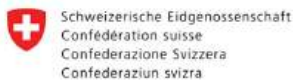
The Elman Peace Centre (EPC) extends its deepest appreciation to all those who have contributed to shaping this 2025–2028 Strategic Plan and, more importantly, to those who turn vision into action every day. This plan is the product of collective effort; driven by communities, civil society partners, policymakers, and allies who share our commitment to peace, justice, and resilience.

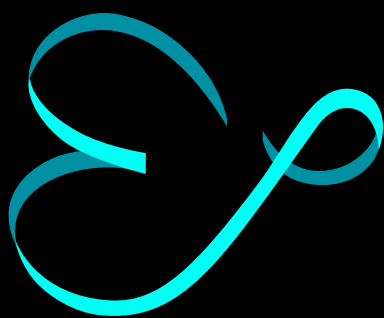
At its heart, EPC's work is powered by those who refuse to accept conflict as destiny, who lead reconciliation efforts, advocate for rights, and rebuild in the face of adversity. Their determination is the foundation of our approach, ensuring that peace is not just envisioned but actively realized through local leadership, collective action, and sustainable solutions.

This strategic plan is more than a framework, it is a commitment to action. A pledge to deepen impact, strengthen partnerships, and push the boundaries of what locally driven peacebuilding can achieve. With resolve and solidarity, EPC moves forward, ready to meet the challenges ahead with the same vision and unwavering dedication that have guided us from the start.

Special thanks to the Embassy of Switzerland to Somalia and the Swiss Development Cooperation for their partnership and support in strengthening EPC's institutional growth. Their commitment has been instrumental in shaping this forward-looking strategy, which will guide our work in the years ahead.

We deeply appreciate everyone who has been part of this journey.





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