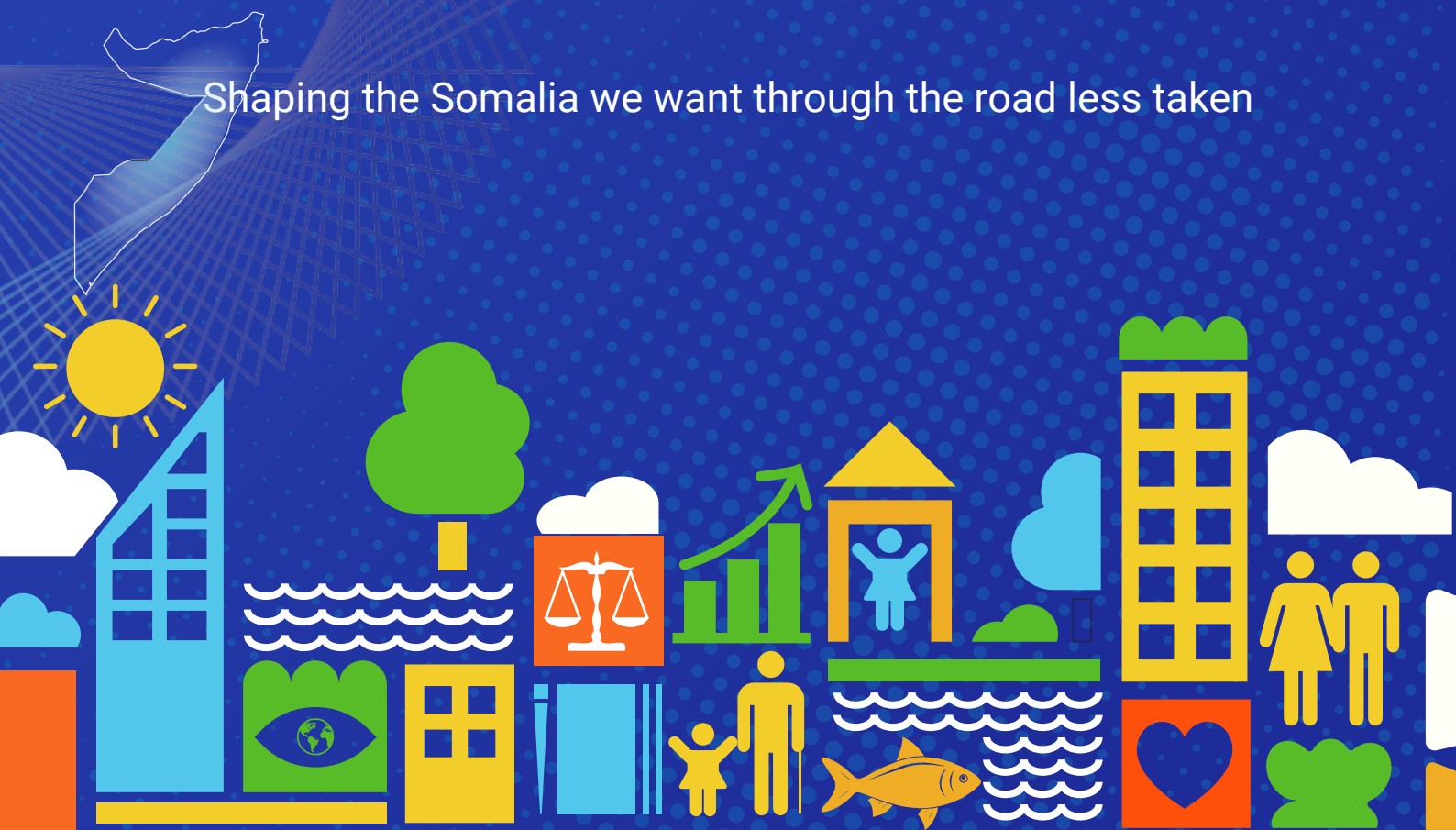
Federal Republic of Somalia

Ministry of Planning, Investment and Economic Development

NATIONAL TRANSFORMATION PLAN (NTP)

2025 - 2029

Shaping the Somalia we want through the road less taken



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Foreword by the Prime Minister



This National Transformation Plan I (NTP I), 2025–2029, marks a momentous milestone as we embark on a transformative journey for Somalia. The NTP I sets clear targets and accountability measures to propel our nation toward prosperity and stability for all Somalis.

A year ago, my Cabinet came together to align on the national priorities that would shape this plan. This is not merely a ceremonial launch—my Cabinet and I are fully committed to delivering on the outcomes outlined within. The National Transformation Plan is designed to endure beyond our time in office, offering concrete strategies to chart a new course for our people. Our ambitions are bold, but they are grounded in necessity. The plan prioritises creating jobs, improving socio-economic conditions, and strengthening governance. Central to its vision is fostering private sector development, supported by the public sector, to drive sustainable and inclusive growth. Our overarching goals include generating employment, reducing poverty and inequality, addressing climate change, and promoting gender equity—not as mere aspirations, but as essential pillars of all future development efforts. To achieve these objectives, the government has engaged a diverse range of experts—domestic and international—to craft actionable solutions.

This process draws on proven methodologies used successfully in other countries, including our neighbours. The result is a roadmap designed to deliver swift, impactful outcomes across key sectors such as agriculture, fisheries, energy, education, healthcare, and logistics. Attracting investment remains a cornerstone of this strategy. Through a Call for Projects, we aim to engage global partners and local businesses to drive high-impact investments into Somalia.

We are committed to fostering an environment that encourages private sector growth, bolstered by institutional reforms and regulatory enhancements. These efforts will unlock substantial private investments, boost GDP, and create thousands of jobs, ensuring long-term sustainability.

However, we recognise the challenges faced by Somalia's private sector. It remains nascent, with gaps in experience, access to resources, and formalisation. Public service delivery and the business environment require significant improvement to support private sector expansion. Addressing these obstacles is central to achieving the inclusive economic growth envisioned in this Plan. Somalia today is not defined solely by the crises often highlighted in external narratives. While challenges persist, we are also a nation of resilience and ambition.

My Government has invested considerable effort in addressing these persistent issues, reinforcing the need for this Plan's success. Collaboration across all levels of government and society will be vital to overcoming barriers and unlocking Somalia's potential. Critics may question whether this Plan will result in tangible outcomes. I assure you it will. Unlike past initiatives, this Plan demands accountability and commitment at every level. This is not just a government initiative—it is a call to action for all Somalis.

Together, we must transcend political and clan divisions to unite in tackling shared challenges such as hunger, disease, climate change, and insecurity. This mission is about building a just, prosperous, and stable Somalia for current and future generations. I call upon all public and private stakeholders to collaborate in the spirit of partnership, identifying actionable solutions that foster sustainable growth and development.

Our aspirations must be bold, and our actions decisive. It is through this collective effort that we will redefine Somalia's future. With that, I commend the National Transformation Plan I: 2025– 2029 to your care. It is my hope and expectation that this Plan will serve as a guiding beacon for the continued progress of our beloved nation.

H.E. Hamza Abdi Barre

Prime Minister
Federal Government of Somalia



Foreword by the Minister

It is with great pleasure that I present the National Transformation Plan (NTP) for the period 2025–2029. Somalia has a distinguished history of formulating national development plans, beginning in 1962, to articulate the country's long-term development objectives, provide a cohesive framework for sustainable socio-economic growth, and foster a comprehensive approach to national development. The NTP builds upon this rich legacy, drawing valuable lessons from the past, particularly from the National Development Plan 9 (NDP-9), while setting an ambitious course for the future, one that inclusivity, resilience, and sustainable development as cornerstones of Somalia's continued progress.

The Ministry of Planning, Investment, and Economic Development (MoPIED) has been at the forefront of developing, planning, coordinating, monitoring, and evaluating the country's development plan. As the NDP-9 concludes, the National Transformation Plan (NTP) takes effect, building upon the progress achieved under the NDP-9, while addressing the gaps and challenges encountered in its implementation, thereby laying a solid foundation for sustained and inclusive national growth. Despite facing unprecedented challenges, including the global COVID-19 pandemic and recurring climatic shocks, the poverty analysis generated from the SIHBS-2022 showed 54.4% of the Somali population live below the poverty line unlike the 2nd Somali High Frequency Survey that indicated 69% poverty rate. the Ministry takes pride in key milestones and agrees that poverty is deepest in the rural areas and IDP settlements and there is a need for more targeted programs to improve people's livelihoods.

Building on the lessons learned from the implementation of the NDP-9, the government has adopted a transformative approach in designing and developing the National Transformation Plan (2025–2029). Central to this approach is the use of the lab approach, a highly participatory process for stakeholder engagement, which was crucial for collaboration, coordination, and effective implementation of sector-level initiatives. The culmination of this transformative approach is a series of programs and projects, developed through the lab process, that are designed to transform key sectors and contribute to sustainable development, particularly in alignment with the long-term country's Centennial Vision 2060 as well as regional, continental and global goals.

I would like to express my sincere appreciation to President H.E. Dr. Hassan Sheikh Mohamud and Prime Minister H.E. Hamza Abdi Barre for their visionary leadership and strategic guidance during the formulation of the National Transformation Plan (NTP). Their unwavering commitment to driving Somalia's development agenda has been instrumental in shaping the NTP and ensuring it aligns with the country's longterm Centennial Vision 2060.

I would also like to express my heartfelt appreciation to everyone who contributed to the successful development of the National Transformation Plan (NTP). A special acknowledgment and appreciation go to the Director General of the Ministry of Planning, Mr. Mohamed Shire, the Permanent Secretary of the Office of the Prime Minister, Mr. Kamal Gutale, the Deputy Permanent Secretary, Mr. Abdirizack Ali Ibrahim, the Director of the Planning Department, Muse Mohamed, and Mr. Abdi Osman, the NTP Coordinator. Their unwavering commitment, expertise, and leadership were instrumental in shaping the NTP and ensuring its successful formulation and alignment with the country's development priorities.

Additionally, I would like to acknowledge and appreciate all dedicated civil servants from across Ministries, Departments, and Agencies (MDAs) at the Federal and Federal Member States levels, local and international partners, private sector stakeholders, and civil society organizations for their unwavering commitment and the significant role they have played throughout the NTP formulation process. 12

Special thanks go to the pillar-technical leads, whose expertise, dedication, and collaborative spirit were pivotal in crafting this plan. These individuals include Ms. Ambia Guhad Noor, Abdulkadir Yassin Hassan (Cigaal), Mohamed Weli Ahmed, Mohamed Abdi Omar, Dr. Hussein Yussuf Ali, Mahdi Omar Sheikh, Hussein Abdillahi Suleiman and Fouzia Warsame. Their collective efforts have been essential to the successful development of the NTP.

Finally, as we embark on the implementation of this ambitious plan, I call upon all stakeholders, including Ministries, Departments and Agencies (MDAs), development partners, private sector entities, and civil society organisations, to actively collaborate in achieving the transformative goals outlined in the National Transformation Plan. It is only through collective action, coordination, and a shared vision that we can realise the full potential of this plan and drive the sustainable development of our nation. Together, we will overcome challenges and unlock new opportunities for growth, prosperity, and resilience.

Hon. Mohamud A. Sheikh Farah (Beenebeene)

Minsiter of Planning, Investment and Economic development

EXECUTIVE SUMMARY

INTRODUCTION



The National Transformation Plan (NTP 2025-2029) is a ground-breaking, inspirational, and forward-looking document that will propel Somalia into a promising future. The plan envisions a Somalia with stable and inclusive governance, anchored on the rule of law, and a thriving, sustainable economy that can provide high-quality services and contribute to the well-being of its citizens. The NTP is centred around four key pillars, which are:

Pillar 1.

Transformational Governance

Pillar 2.

Sustainable Economic Transformation

Pillar 3.

Social and Human Capital Transformation

Pillar 4.

Environment and Climate Resilience

Goals and Objectives of the NTP

Being a medium-term blueprint for an economically vibrant, socially thriving, environmentally resilient, and democratically stable Somalia, the development of the NTP is motivated by the collective aspirations for a better and prosperous Somalia as the country progresses towards sustainable transformation.

The NTP aligns with Somalia's Centennial Vision 2060: to create a prosperous, secure, democratic, inclusive, and competitive country with a high-quality life. In pursuit of that vision, the goal of the NTP is to consolidate peace and create sustainable economic growth and improved social well-being by achieving the following core objectives:

- *Establish and strengthen institutions for transparent, accountable, and inclusive governance*
- *Foster macroeconomic stability and lay foundations for the diversification of the economy.*
- *Build critical transport infrastructure for sustainable development, including roads, ports, aviation, energy, public buildings, and broadband capability.*
- *Increase support to the social sector for human capital development and protect the vulnerable population, particularly persons with disabilities.*
- *Increase resilience to environmental and climate shocks.*
- *Mainstream gender equity, human rights, and inclusivity in all development policies and programs by empowering women, youth and People with Disability as drivers of growth and nation-building.*



Transition from NDP to NTP

Since it gained independence in 1960, Somalia developed nine National Development Plans (NDPs); of these, seven were developed prior to the collapse of the central government, while the remaining two were drafted after 2012 during the period of recovery and state building. The lessons learned from these previous NDPs revealed that the anticipated level of development was not achieved. In a country like Somalia that is recovering from decades of civil and political unrest, a complete paradigm shift leading to huge transformation in all sectors is deemed necessary. The important progress made under NDP-9 highlighted the need for a comprehensive transformation across all sectors to address persistent challenges and unlock the country's full potential.

In response, the government recognised the urgency of shifting from the traditional development-oriented framework to a National Transformation Plan (NTP). This strategic shift aims to accelerate the development of Somalia's socioeconomic sectors by implementing targeted, high-impact key Interventions. The NTP is designed to drive real and tangible growth across all sectors, fostering economic stability, enhancing social services, and improving the overall quality of life for the Somali people.

Approach and Methodology

Approach

The formulation of the National Transformation Plan (NTP) incorporated an inclusive and participatory process by engaging stakeholders across the country. This approach integrates diverse perspectives, fosters ownership, and aligns with national priorities by incorporating both top-down and bottom-up mechanisms. Communication played a central role, with a dedicated team utilising platforms like TV, radio, and social media to maximise public awareness and participation. Stakeholder consultations targeted a wide range of groups, including government entities, the private sector, civil society, international partners, academia, and the diaspora.

The process focused on sectoral discussions at federal and state levels. Consultations conducted gathered inputs on priorities and challenges to establish the foundations of the NTP formulation.

Methodology

The NTP development process utilised a mixed-method approach combining quantitative and qualitative methods to provide a holistic understanding of Somalia's key economic, social, governance, and environmental challenges and sectoral priorities. The methodology comprised four phases: the Pre-Lab, Lab, and Post-Lab stages, and FMS consultations.

Pre-Lab Phase

The Pre-Lab phase involved desk reviews and stakeholder engagements, examining existing data from baseline documents, institutional strategic plans, prior national development plans, sector-specific reports, assessments, and statistical reports.

Numerous stakeholders, including ministries, departments, and agencies (MDAs); the private sector; civil society organisations; the UN; and development partners, participated in the Pre-Lab phase.

Federal Member State (FMS) Consultations

The Ministry of Planning, Investment, and Economic Development (MoPIED) held consultations with the Federal Member States (FMS) between July to December 2024 to identify key states' opportunities, challenges, and priorities. These consultations provided an opportunity to align states' priorities with the National Transformation Plan's sectoral priorities.

The NTP technical teams facilitated inclusive discussions and active engagement, allowing participants to articulate challenges, propose solutions, and align their priorities with national objectives. Key stakeholders involved in the consultation process included representatives from FMS ministries, departments, and agencies (MDAs); civil society organisations; academia; district-level representatives; and private sector actors.

Lab Phase

The Lab Phase encompassed sectoral labs across the four pillars, including economics, social development, governance, and climate resilience. These labs facilitated collaboration among stakeholders, leveraging local insights for national planning. The facilitators also included public forums and discussions to ensure inclusivity and alignment with diverse needs.

The expected outcomes include identifying solutions to gaps, formulating strategic directions for each pillar, and developing bankable projects aligned with NTP priorities.

Post-Lab Phase

At the conclusion of the Lab phase, all outcomes and deliberation from the lab reports were synthesised into a detailed and actionable transformation plan document with a comprehensive cost implementation strategy and a robust monitoring framework.

Final Validation

Validation sessions involving relevant stakeholders have been conducted to validate the NTP document, enhance ownership, gather feedback, and prepare for its implementation.

Key Pillar Findings

Transformational Governance

Transformational governance is the foundational base for a peaceful, democratic, and stable Somalia, and it encompasses inclusive politics, security, rule of law, and public sector reform.

Inclusive Politics

The adoption of the 2012 Provisional Constitution introduced federalism as Somalia's governance model, establishing a framework for decentralisation, state-building, and the formation of Federal Member States (FMSs). This marked a significant step toward implementing a federal governance system. To build a robust and inclusive federal structure, the Federal Government of Somalia (FGS) has undertaken key reforms to deepen and strengthen federal institutions. These efforts include unbundling government functions, finalising the constitution, establishing local governance structures by recognising the role of the third tier of government, and enhancing intergovernmental relations (IGR), among other initiatives.

As part of these reforms, the FGS has made significant progress in reviewing and finalising the Provisional Constitution. In March 2024, Parliament approved amendments to the first four chapters of the Provisional Constitution, marking a major milestone in Somalia's constitutional reform process. The review emphasises national dialogue, inclusivity, and consensus-building, with the goal of finalising the Constitution by 2026.

Electoral reforms and inclusive governance are key priorities in Somalia's transition toward democratisation and good governance. Plans are underway to move from the current 4.5 clan-based power-sharing model to a universal suffrage system by 2026. In November 2024, Parliament approved bills on elections, Political Parties Act, Electoral System Act and the National Independent Electoral and Boundaries Commission Additionally, efforts are ongoing to increase women's representation in Parliament from 12.33% to 30% by 2026 through temporary special measures and engagement with political parties. There is also strong advocacy for the inclusion of marginalised groups, including internally displaced persons (IDPs) and persons with disabilities, in political processes.

On the diplomatic front, Somalia has made significant progress in strengthening its regional and international engagements in pursuit of its national interests. Somalia is a member of several key international and regional organisations, including the United Nations (UN), the African Union (AU), the Arab League, and the East African Community (EAC). These memberships provide Somalia with valuable opportunities to expand its political, economic, and social influence on the global stage.

Security

The adoption of the Revised National Security Architecture (NSArch) was a major step taken in strengthening the security architecture of Somalia. The National Consultative Council (NCC) revised and approved the National Security Architecture (NSArch) in March 2023.

This framework aligns the Federal Government of Somalia (FGS) and Federal Member States (FMS) on security goals, including the realisation of full integration of Somali Security Forces (SSF) and unified command structures. The NSArch envisages equitable security participation across FMS, fostering collaboration between federal and state security entities. Somali Security Sector Development Plan (SSDP), launched in December 2023, serves as an overarching national document to operationalise the NSArch objective by identifying capability gaps and charting implementation framework for achieving the vision for sustainable security sector.
Under the fold of these national documents exist layers of mutually reinforcing policies and strategies, including the multi-faceted national counter-terrorism strategy with its six pillars aimed at addressing the existential threat posed by terrorist groups. The national threat assessment serves as a

mirror guide to existing threats, prioritization and recommendations on addressing them. Strengthening monitoring and control of transnational crimes and contributing to the effectiveness of the UN Security Council Resolutions governing this is crucial. This will be achieved through the mandate of the Central Monitoring Department (CMD) in research, monitoring and control, especially in readiness for transitioning UN Panel of Experts to Somali-led mechanism.

Maximum efforts will be expended to gradually transition to Somali-led security and to realise the end-state of SSF assuming full responsibility for Somalia's security at the end of the mandate of the new AU Mission (African Union Support and Stabilization Mission—AUSSOM).

Through joint Concept of Operations (CONOPs) with SSF, AUSSOM is designed to support the implementation of SSDP and CT-Strategy through capability development and joint operations with SSF. However, the development and implementation of key security policies and plans still require external assistance and mentoring. Over time, it will be essential that Somalis themselves can ensure public order and security on land, air and at sea.

Rule of Law

At this critical juncture in its recovery from decades of conflict and political instability, Somalia's national development priorities heavily rely on the justice sector. The ongoing reform efforts have been guided by the need to build institutions that enable access to justice, promote the rule of law, and address long-standing grievances. By strengthening the capacity of rule of law institutions and building a more consistent culture of accountability, Somalia aims to break cycles of lawlessness while restoring public confidence in its justice system.

Institutional integrity is essential for reducing impunity and promoting accountability. All rule of law institutions must be independent, free from corruption, and empowered to enforce the law with transparency. This effort will help restore societal trust in the justice system and foster an environment where fairness and accountability can thrive.

The key priorities of the Rule of Law emphasise expanding access to justice, restoring and strengthening the core functions of rule of law institutions, and strengthening accountability mechanisms.

Human Rights: Somalia's human rights landscape is marked by severe legal and institutional gaps, particularly in addressing gender-based violence (GBV), child exploitation, and limited access to justice. To address these challenges, the government of Somalia ratified international conventions and treaties promoting and protecting human rights.

The enablers identified include capacity-building, legislative reform, raising public awareness, efficient resource allocation, strategic partnerships, and the implementation of robust monitoring and evaluation systems.

Public Sector Reforms

Public sector reform refers to the deliberate efforts to improve the efficiency, effectiveness, accountability, and responsiveness of government institutions and processes. These reforms aim to enhance public service delivery, promote good governance, and foster economic development by aligning government functions with the needs of citizens and the broader socio-economic environment. Public sector reform focuses on the following areas:

A. Improving Public Service & Civil Servant Management

Reforming civil service management is crucial for professionalising the workforce and establishing a merit-based civil service capable of delivering efficient and equitable services. According to the World Government Effectiveness Index, which measures perceptions of public service quality, the civil service's independence from political influence, the effectiveness of policy formulation and implementation, and the government's commitment to these policies, Somalia ranks among the lowest, with an index score of -2.03. This score places Somalia significantly behind both the East African region and global benchmarks.

B. Institutional Integrity and Accountability:

Strengthening governance structures and fostering a culture of transparency lies at the heart of efforts to restore institutional integrity. However, institutional fragility, weak enforcement mechanisms, and systemic corruption undermine progress. Many public institutions cannot implement and sustain necessary reforms, with legal frameworks often outdated and insufficient to combat contemporary governance issues. Moreover, limited collaboration among integrity institutions and inadequate whistle-blower protections perpetuates a culture of impunity and erodes public trust.

Corruption in Somalia is a significant challenge, evidenced by its ranking on the Transparency International Corruption Perceptions Index (CPI). In 2023, Somalia scored 11 out of 100 on the CPI, making it the most corrupt country out of 180 countries assessed. This low score indicates severe issues with public sector corruption, including impunity for corrupt officials and restricted access to justice.

C. Digital Transformation

E-governance offers a transformative opportunity to improve service delivery in Somalia. However, Somalia's current digital landscape is in the early stages of development, characterised by nascent digital infrastructure, limited e-government services, and a fragmented approach to digital transformation. The country ranks low on the United Nations E-Government Development Index (EGDI), which measures the effectiveness of a nation's online services, telecommunication infrastructure, and human capital. The EGDI framework highlights the disparities in digital readiness and service delivery, reflecting the need for a cohesive strategy that addresses the underlying gaps in Somalia's digital journey.

D. Government Communication

As Somalia continues to build its public sector infrastructure, e-governance presents an opportunity to modernise and streamline government processes. In many African countries, such as Rwanda and Kenya, digital platforms for service delivery have greatly enhanced efficiency and accessibility, particularly for remote and underserved populations. However, Somalia's limited digital infrastructure and low internet penetration challenge the widespread adoption of e-governance.

Sustainable Economic Transformation

According to recent estimates, the Somalia economy will expand at an upward real GDP growth rate of 3.7% in 2024, divergent to a moderate real GDP growth rate of 2.8% in 2023. Despite the positive momentum of economic performance, the key major challenges facing Somalia's economic growth include limited domestic revenue generation (e.g., a less than 3% tax-to-GDP ratio), an undiversified economy that is 60% dependent on livestock and agricultural crops, and climate change impact. There is high unemployment—particularly among youth (30.4%) and devastating food insecurity challenges, which has resulted in a poverty rate of 54.4%1 among the Somali population.

The Sustainable Economic Transformation comprises the following sectors:

A. Productive Sector:

The productive sector is the backbone of Somalia's economy and contributes over 70% of the GDP, with over 80% of external earnings, and significantly contributes to job creation. The productive sector is classified into agriculture, livestock, manufacturing, fishing and extractive sectors.

B. Infrastructure and Logistics Sectors:

Infrastructure and logistics sectors are also an essential component of Somalia's economic transition. As the nation emerges from conflict, immediate attention and investment are needed for the infrastructure sector. According to the recent assessments, the state of the Somali roads' networks is dilapidated and mostly inaccessible due to insecurity. Of the 21,933 km of road network, only 2,860 km are paved roads, accounting for 13% of the total. Additionally, the energy costs in Somalia are among the highest in the world, where the electricity price is an average of $0.9 per kWh with 61.9% of the population accessing electricity. The infrastructure sector includes transport (roads, ports, airports), energy (electricity, hydro and renewable energy), and connectivity (broadband and mobile).

To address these challenges, here are some key strategic objectives the government plans to implement by 2029:

Strategic Objective: Enhance road transport networks to an efficient level of paved road connectivity from 13% to 18% by 2029 by investing in primary and secondary roads across the regions.

Through coordinated efforts of strategic interventions, the Ministry of Public Works, Reconstruction, and Housing plans to rehabilitate existing roads and construct new roads. This will reduce transit times between major cities from days to less than 12 hours, thereby enhancing connectivity and economic integration.

This initiative aims to rehabilitate 3,825 kilometres of key tarmac roads, renovate bridges, and establish drainage systems to mitigate flooding risks. These upgrades will halve transport times for goods and increase average speeds from 30 km/h to 60 km/h, unlocking opportunities for agriculture, trade, and tourism.

By 2029, this initiative aims to complete the rehabilitation of 3,825 km of planned roads. This would lead to the reduction of road fatalities to < 10 per 100,000 people and reduce transit time for commercial vehicles. Implementation for this project will begin in January 2026 and end in December 2029

Aviation

Key strategic initiatives include upgrading existing airports by building modern terminals and runways, improving air control equipment and systems by strengthening modern safety systems, investing in international airports through public-private partnerships, and institutionalising airport operations through enhancing regulatory frameworks and standards

ICT

Improve domestic internet access from 9.8% to 15% through investing in ICT infrastructure—mainly mobile networks, broadband coverage, and energy access.

Energy

Strategic Objective 1: Increase electricity access from 61.9% to 80% of Somalia's population by investing in alternative sources of energy mix to expand electrification of rural areas by 2029.

This is aimed at increasing the number of households with access to electricity, where the government is aimed at increasing energy supply for hard-to-reach areas and underserved populations in urban cities, including internally displaced locations outside in major capitals.

C. Private Sector Development

Despite the limited market regulatory frameworks and lack of formalisation caused by the collapse of the Somali central government, the private sector continues to show promising growth and significant employment creation. The private sector primarily takes the lead in providing essential social and business services, including telecommunication, financial, transport, and construction services. The key sub-sectors include trade and commerce, industries, manufacturing, telecommunication, and financial services particularly advancing Small and Medium Enterprises (SMEs).

D. Macroeconomic Stability:

Somalia's recent economic development shows positive momentum toward the nation's growth trajectory. The country has made significant strides in reducing the country's public debt through the implementation of robust monetary and fiscal reforms as well as enhanced macroeconomic stability. The key focus areas include revenue mobilisation, expenditure management, debt management, monetary and structural reforms, and overall macroeconomic indicators, including inflation management, reducing unemployment, and external sector reforms.

E. Projects:

During the NTP stakeholder lab sessions, particularly in the private sector engagement discussions, the Lab identified 203 proposed bankable projects. Among these, 81 were deemed significant, finalised, and agreed upon. These projects are projected to contribute an additional USD 5.7 billion to Somalia's GDP by 2029, beyond the country's business-as-usual growth trajectory. New investments in the productive sectors are estimated at USD 14.5 billion, with USD 6.2 billion expected to come from private investment. This marks the first step in transitioning from the National Development Plan (NDP) to the National Transformation Program (NTP), shifting the focus toward a producer-driven economy to accelerate rapid transformation.

Social and Human Capital Transformation

The Social and Human Capital Transformation pillar is the key to empowering Somalia's population by improving their well-being, opportunities, and capabilities for all regions and demographics through inclusive initiatives aimed at enhancing their quality of life with a vibrant service delivery structure. The government is committed to upholding human rights, ensuring equitable distribution of available resources, reducing poverty and illiteracy, and improving livelihoods.

Components of Social and Human Capital Transformation

The pillar prioritises access to education, healthcare, water & sanitation, durable solutions, social protection, women and youth empowerment, human rights, persons with disabilities, housing, religion, culture, and heritage.

A. Education and Human Capital:

Education and human capital transformation is the source of the country's human capital and targets to improve access to:

- *Basic education opportunities from 35% to 75% GER by building 5,327 schools, rehabilitating 426 schools, building 1065 labs, and digitising education.*
- *Increase technical vocational education and training (TVET) and higher education enrolment by 86% GER by building 3 new Somali National University campuses, rehabilitating Somali National University (Mogadishu), and equipping 12 new TVET centres.*
- *In addition, the government will tailor TVET courses to better align with women's needs and broader job market opportunities as well as putting in place targeted strategies to improve women's access to vocational education and employment.*
- *Increase the literacy rate from 53.7% to 75% by enrolling 770,600 learners in adult education and vocational classes.*

To enhance the quality of education by increasing the Form 4 (Grade 12) mean score to 80%:

- *Provide pre-service, in-service, and Postgraduate Diploma in Education (PGDE) training to 50,220, 34,875, and 8,180 teachers, respectively.*
- *Develop, review, and implement curricula across all education sectors.*
- *Establish the Somali National Examination Board, Teachers' Service Commission, National Qualifications Framework, and Somali National Curriculum Institute.*

Enhance equity of education by improving the enrolment of women, girls, persons with disabilities, minorities and marginalised groups to 30% with a gender parity index of 1 by increasing girl's enrolment and retention and mobile schools integrating learners with disabilities by providing 65,978 assistive devices.

B. Health Care Services:

Accessible and quality healthcare services are crucial to the country's sustainable development, economic growth, social stability, and overall well-being with a target of improving maternal, neonatal, and child health. This will be achieved through expanded skilled birth attendants, enhanced emergency obstetric care, and strengthened immunisation programs by refurbishing 18 hospitals and constructing 7 state referral hospitals. However, the health sector is burdened by high maternal, neonatal, and child mortality rates, an acute shortage of qualified health workers, and limited facilities, with only 27% (Ministry of Health Report) of the population accessing health care.

C . Water Resource Management:

Access to affordable, quality water is critical for the survival of any nation. Water resource management is constrained by a scarcity of reliable water sources, with only 500 out of 8,305 deemed functional, coupled with seasonal variability, high water costs, and inadequate infrastructure for storage and distribution. By rehabilitating 2,000 water sources, promoting solar-powered water systems, and improving irrigation networks, access to water will be enhanced to provide sustainable, equitable, and secure water for national unity, growth, and well-being for all and in harmony with nature.

D . Water Resource Management:

Adequate housing means adequate accommodation, security, and basic facilities such as water supply, sanitation, and waste management facilities with a target of housing about 30% coverage. Regarding sanitation, approximately 60.7% of the population in Somalia utilise improved toilet facilities.

However, rapid urbanisation and displacement due to conflict, climate change, and migration to urban centres have increased the demand for decent housing. The government targets to build 410 apartment blocks, 1,000 villas, 2,000 low-cost housing units, and 20,000 shelters in major cities. It will also improve land zoning and develop sewerage and drainage systems in major cities.

E. Social Protection:

The monetary poverty rate among Somalis is approximately 54.4%, with higher rates among nomads, internally displaced persons (IDPs), the disabled, women, children, and the elderly. This is further exacerbated by climate hazards such as drought, flood, etc leaving the most vulnerable population in the vicious cycle of poverty and exclusion. To address these challenges, the government will develop social protection schemes adapted to the needs of vulnerable populations and provide cash transfers, public work programs, and livelihood investment support for vulnerable households to increase resilience and set them on the path of prosperity and self-sufficiency.

F. Persons with Disabilities (PWDs):

According to the National Disability Report of 2024 by the Somali National Bureau of Standards (SNBS), the overall prevalence of disability in the population aged 18 years and above is 11.7%, which highlights the importance of addressing disability as a development concern. The government aims to improve essential service accessibility, employment, and political participation

G. Women Empowerment:

The Gender Inequality Index for Somalia is 0.776, placing Somalia at the fourth highest position globally. Somalia has extremely high maternal mortality (the highest in the world, at 692 per 100,000 live births), rape, female genital mutilation (FGM), and child marriage rates. The government aims to address this by promoting equal rights and opportunities for women in education, health, governance, and economic empowerment.

I. Durable Solutions:

Somalia's displacement crisis is a complex crisis with approximately 4.1 million internally displaced persons (IDPs). These crises are driven by recurrent droughts, floods, conflict, and insecurity, resulting in substantial loss of livelihoods. Rapid urbanisation and rural migration have exacerbated the situation, forcing many Somalis to abandon their homes. To address this long-term investment need, the government launched the Pathways Action Plan to provide durable solutions for approximately one million internally displaced persons (IDPs) across diverse regions, with a projected budget of $2.09 billion, focusing on six priority areas such as government leadership, access to basic services, and access to employment and livelihood opportunities.

J. Religious Affairs:

The government of Somalia envisions Somali people living in peace and harmony guided by the principles of Islam as a religion of tolerance and peace. To that end, the government aims to preserve, develop, and guide all religious activities across the country through active promotion of religious awareness and fostering the Islamic cultural heritage. The government also envisions a Somalia in which every Somali is encouraged and supported to understand and follow the ethics of Islam to its correct teaching and to contribute to Somali society by upholding Islamic values and principles.

K. Culture and Heritage:

The government considers culture and heritage, in all their forms, to be a fundamental component of cultural preservation and creating community cohesion. To preserve the culture and heritage, the government will rehabilitate the National Theatre for Mogadishu and establish seven new theatres in other states, establishing the Institute of Arts and Culture and expanding and renovating the Mogadishu National Museum and the National Library.

Environment and Climate Resilience

Somalia is widely regarded as one of the most vulnerable countries to the impact of climate change. The nation faces increasingly frequent and severe weather shocks, which have profound and far-reaching consequences on livelihoods, ecosystems, and economic growth. Perennial droughts, flooding, and recurring famines have not only claimed countless lives, both human and livestock, but have also caused widespread crop failure, further destabilising an already fragile economy heavily reliant on agriculture and pastoralism.

These challenges have underscored the urgent need for action, prompting a nationwide focus on building environmental and

climate resilience. This resilience-building approach aims to restore ecosystems, enhance food security, and create sustainable livelihoods, ensuring that Somalia's most affected populations can withstand future climate-related shocks.

The key components under the environment and climate resilience are:

- *Environmental sustainability*
- *Adaptation of climate-smart practices for agriculture, livestock and fishing*
- *Mitigation measures for deforestation, pollution and promoting renewable energy*

A. Environmental Sustainability:

Environmental sustainability is vital as it ensures the preservation and responsible use of resources, which is critical for Somalia's development and resilience. Somalia's participation in international frameworks like the United Nations Framework Convention on Climate Change (UNFCCC) highlights its alignment with global green growth agendas and its commitment to sustainable practices. This engagement is crucial for addressing the country's environmental challenges, such as droughts, floods, and rising sea levels, which are intensified by climate change.

By adopting environmentally sustainable policies, Somalia not only mitigates climate vulnerabilities but also accesses essential financial resources, technical expertise, and international support to build resilience and promote long-term growth

B. Climate Resilience:

Climate resilience is essential for Somalia's sustainable future, particularly in the context of climate adaptation, mitigation, and financing. By focusing on renewable energy development, Somalia can leverage its abundant solar and wind resources to reduce greenhouse gas emissions and mitigate the environmental impacts of fossil fuels. Expanding the renewable energy sector requires establishing robust regulatory frameworks, incentivising investments, and fostering public-private partnerships to overcome logistical challenges. Tax incentives for renewable projects and equitable access to energy resources will play a pivotal role in ensuring sustainable growth. Furthermore, financing mechanisms that integrate international support and innovative funding strategies will strengthen Somalia's ability to adapt to climate impacts. This transition not only promotes energy independence but also shields the economy from global energy market volatility, contributing to national energy security and enhanced resilience against climate shocks.

C. Disaster Risk Reduction (DRR):

Disaster Risk Reduction (DRR) in Somalia, where disasters are prevalent, necessitates the integration of Geographic Information Systems (GIS), remote sensing technologies, and automated water management systems. It is also essential to note that the development of holistic frameworks for DRR and risk identifications are paramount for better preparedness and response

This integration enables precise mapping and monitoring of water resources, rainfall patterns, and drought conditions, thereby enabling proactive decision-making and guiding investments in water infrastructure and conservation. Automated systems, including early warning mechanisms, leverage real-time weather and hydrological data to predict and mitigate the impacts of droughts and floods. For example, these systems have facilitated the strategic deployment of water supplies to drought-affected areas, reducing humanitarian crises and enhancing community resilience. In Somalia's arid and semi-arid climate, where recurrent droughts exacerbate water scarcity, disrupt agriculture, and threaten livestock survival, these advancements are critical. By improving disaster preparedness and response, DRR efforts not only mitigate the immediate impacts of natural disasters but also address long-term vulnerabilities such as food insecurity, waterborne diseases, and public health emergencies. Strengthening infrastructure to capture and store rainwater further bolsters Somalia's capacity to withstand climate shocks and build resilience against future disasters.

PART 1

BACKGROUND AND COUNTRY CONTEXT

Introduction

Country Profile

Somalia, officially known as the Federal Republic of Somalia, is located on the Horn of Africa, bordered by Ethiopia to the west, Kenya to the southwest, Djibouti to the northwest, and the Indian Ocean to the east. The country covers an area of 637,657 square kilometres and has a population of approximately 16.2 million people. Somali and Arabic are the official languages of the country. Somalia's capital and largest city is Mogadishu.

Before colonisation, Somalia was home to ancient civilisations that flourished in the region for centuries. Early Somali kingdoms such as the Sultanate of Mogadishu and the Sultanate of Adal were significant in trade and culture, engaging with merchants from Arabia, Persia, and India. The region was known for its strategic position along trade routes, facilitating cultural and economic exchanges.

The Somali people are predominantly Sunni Muslim. Despite its rich cultural heritage and historical significance in the region, Somalia has faced significant challenges in modern times due to civil unrest and political instability.
The country's diverse geography features mountains in the north (Ogo Mountains), plateaus, deserts, and a long coastline stretching over 3,333 kilometres. The climate is predominantly arid to semi-arid, with coastal areas experiencing humid conditions and inland regions facing extreme temperatures.
The country's geographical position has both global strategic advantages. The coastal areas are key to trade, offering access to the Indian Ocean and Gulf of Aden, while the interior is characterised by dry, arid land with limited agricultural potential. The harsh terrain, especially in the northern, central, and some southern regions, has contributed to the country's vulnerability to droughts, famines, and other natural disasters. There are two rivers flowing through the southern part of Somalia, contributing to agricultural production

The State of Somalia Today

Somalia stands at a pivotal moment, facing significant socio-economic challenges while also being presented with opportunities for growth and development. Decades of conflict, insecurity, and political instability have severely strained the country's social and economic systems, leaving many citizens vulnerable. However, Somalia's resilience is evident, with recent strides in governance reforms, economic recovery, and social rebuilding offering a hopeful outlook for the future.

Widespread poverty remains a pressing concern, with over 54.4% of the population living below the poverty line. Unemployment, particularly among those 15-24 years of age, stands at a staggering 30.1%, depriving young Somalis of stable job opportunities and increasing their susceptibility to recruitment by extremist groups and involvement in illicit activities. While the informal sector provides a crucial lifeline, it lacks the structure and stability required for sustainable, long-term economic growth.

Agriculture remains the backbone of Somalia's economy, contributing 65% of the GDP and accounting for 75% of the country's exports. However, the sector is highly susceptible to climate-related stocks such as droughts and floods, which have become more frequent and severe due to climate change. These environmental challenges contribute to food insecurity, displacement, and competition for scarce resources, exacerbating social tensions.

The rapid urbanisation of cities like Mogadishu has placed immense pressure on essential services such as water, healthcare, and education, which continue to struggle in meeting the growing demand. Addressing these gaps is vital to enhancing the well-being of urban populations and ensuring social stability. Somalia's social sector faces profound challenges, with only 35% of primary school-age children having access to education, particularly in rural areas. Healthcare infrastructure is also underdeveloped, with many regions lacking basic medical facilities, trained healthcare professionals, and access to essential medicines. High maternal and child mortality rates—among the highest globally—highlight the urgent need for improved healthcare delivery and access.

Despite these challenges, Somalia has made notable progress in its path to recovery and growth. The government has introduced key economic reforms, including the modernisation of revenue collection systems and greater financial transparency, which have helped build trust among international donors and investors. Additionally, remittances from the Somali diaspora continue to be a crucial source of income, contributing approximately 21% of the country's GDP and providing vital support to families and communities.

Looking ahead, addressing high unemployment, improving access to education and healthcare, and enhancing resilience to climate change will be critical to unlocking Somalia's full socio-economic potential. While challenges persist, the country's resilience and ongoing reforms provide a strong foundation for long-term stability and inclusive growth.
Somalia's socio-political landscape is shaped by a complex history of conflict, governance challenges, and ongoing efforts to foster stability and inclusivity. Years of civil war and political fragmentation have left the country with weakened institutions, regional divisions, and persistent insecurity

However, recent initiatives to promote political reconciliation, strengthen federalism, and support democratic governance are significant steps toward a more stable and prosperous future. The Federal Government of Somalia (FGS) operates within a complex federal system, where relations with Federal Member States (FMS) remain a challenge. Discussions on resource-sharing, power distribution, and security responsibilities continue to impact cooperation and coordination. Despite these challenges, progress has been made in fostering political dialogue and developing frameworks to resolve disputes. The ongoing constitutional review process is a crucial step in clarifying roles and responsibilities within the federal system, ultimately contributing to greater political stability.

Somalia has also made progress in advancing democratic processes, with indirect elections for parliamentary and leadership positions becoming more institutionalized. However, the transition to universal suffrage remains a challenge, hindered by security concerns, logistical constraints, and limited voter registration systems

Strengthening the electoral framework and ensuring inclusivity—particularly for women and marginalized groups—are key to building a robust democratic culture.

Insecurity continues to be a major obstacle to Somalia's socio-political progress. Extremist groups such as Al-Shabaab persist in destabilising regions through asymmetric warfare, targeted attacks, and territorial control, particularly in southern Somalia. This ongoing threat weakens governance, erodes public trust, and disrupts essential services. Strengthening coordination between the Somali National Army, regional security forces, and international partners remains essential to counter these threats and ensure civilian protection.

While challenges remain, Somalia has laid a strong foundation for stability through institutional strengthening, political dialogue, and international cooperation. Continued focus on federalism, electoral reform, inclusivity, and security sector reform will be vital to achieving long-term political progress and social cohesion. The path ahead is complex, but Somalia's resilience and commitment to reform provide a promising outlook for a more stable, unified, and prosperous future.

NTP alignment with Centennial Vision 2060 and Sustainable Development Goals

The National Transformation Plan (NTP I) 2025-2029 is not just a document; it is a bold roadmap that inspires hope and drives progress for Somalia's future. This plan marks the beginning of a transformative journey, laying the foundation for a prosperous, stable, and inclusive Somalia. At its core, the NTP I envisions a country with strong governance based on the rule of law, a thriving economy, and the capacity to deliver high-quality services to its citizens.

Serving as a medium-term blueprint for an economically vibrant, socially inclusive, environmentally resilient, and democratically stable Somalia, the NTP I reflects a shared aspiration for a better and more prosperous future. It builds upon Somalia's commitment to sustainable development, guiding the country toward long-term growth. The NTP I aims to create a secure, prosperous, and inclusive nation, offering a high quality of life for all citizens. The plan focuses on peacebuilding, economic stabilisation, and sustainable development, with the following key objectives:

01 Establish transparent, accountable, and inclusive governance structures

02 **Economic Stability:** Foster macroeconomic stability and lay the groundwork for diversifying the economy.

03 **Infrastructure Development:** Build essential infrastructure, including roads, energy, public buildings, and broadband capabilities, to support sustainable development.

04 Invest in the social sector to improve education, healthcare, and protection for all Somalis

05 **Climate Resilience:** Enhance the country's resilience to environmental and climate-related challenges.

06 **Gender Equity and Inclusivity:** Integrate gender equity and inclusivity into all development policies, empowering women and youth as key drivers of growth.



The development of the NTP I draws from lessons learned from past plans and strategies while also capitalising on existing opportunities for effective implementation. The process involved extensive consultations with a wide range of stakeholders, including government ministries, federal member states, the private sector, civil society, international partners, and the Somali people. This inclusive approach ensures that the NTP I reflects the aspirations of all Somalis and marks a shift toward a Somali-owned, participatory development process.

To ensure a comprehensive approach, the NTP I formulation included alignment to the Sustainable Development Goals (SDGs) indicators and involved extensive group discussions, data collection, and consultations to establish strategic frameworks and define achievable milestones for key goals.
Notably, the Big Fast Results© (BFR) 8-Steps Transformation Methodology was applied to guide discussions across seven priority areas through four phases of consultation, allowing for a systematic, results-oriented approach to shaping the NTP I's framework.

This methodology was deployed to organise and guide these discussions, ensuring a systematic approach to finding actionable ideas and shaping outputs. The process employed four phases of consultations: FMS Engagement, Pre-Lab, Lab, and Post-Lab sessions involving detailed group discussions and comprehensive data collection tools to assess the current baseline and establish targeted and achievable milestones for key priority goals and objectives.

Key findings from the consultation process emphasise the need for stronger institutions and regulatory frameworks to address challenges such as fostering an inclusive political culture, advancing the rule of law, improving security, and supporting socio-economic development.

Addressing these challenges requires a comprehensive, durable strategy that includes strengthening governance, enhancing security, driving economic growth, and promoting national cohesion, while developing genuine resilience against climate shocks. Priority areas also include expanding healthcare services, particularly for maternal and child health, improving water resource management, and ensuring equitable access to education. The plan also focuses on improving urban planning, food security, and affordable housing, while providing targeted support to vulnerable populations through social protection programs.

In conclusion, NTP I provides a clear institutional and regulatory framework to guide Somalia's development, addressing immediate challenges while also setting the stage for long-term growth and stability. By incorporating the views and aspirations of the Somali people, the plan aims to build a democratic, inclusive, and equitable society, where every citizen has equal access to opportunities and services. This effort is a crucial step toward creating a transparent, accountable governance system that will drive Somalia's socio-economic development for years to come.

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Reflections on NDP-9: Lessons and Opportunities

Learnings of NDP-9

Building on the lessons learned from previous National Development Plans, the Federal Government of Somalia (FGS) developed and implemented the Ninth National Development Plan (NDP-9; 2020–2024).

As part of its participation in the Heavily Indebted Poor Countries (HIPC) Initiative, Somalia prepared the NDP-9 to meet the requirements for an interim poverty reduction strategy paper, which enabled the country to apply for debt relief. The primary goal of the plan was to address Somalia's development challenges while establishing a framework for sustainable growth and long-term prosperity. The NDP-9 is built around four strategic pillars: inclusive politics, security and rule of law, and economic and social development.

To effectively monitor progress, the government conducted a Midterm Review of the NDP-9, covering the first two and a half years of the plan's implementation between January 2020 to June 2022.

This review aimed to assess progress against the established indicators, identify challenges that were hindering implementation, and explore opportunities to strengthen the delivery of the plan's objectives. The Midterm Review Report (MTR) provided an evidence-based analysis of the accomplishments achieved during the first three years of the plan and offered recommendations for the final year of implementation (2023–2024).

Pillar 1: Transformational Governance

The Transformational Governance pillar aimed to promote stability and peace in Somalia by establishing an effective, decentralised, and democratic federal system, underpinned by an inclusive political process.

Key accomplishments under this pillar include the development and adoption of several important policies and pieces of legislation.

These include the National Local Government Capacity Development Policy, the National Civil Registration and Vital Statistics Policy, the National ID and Public Registration Act, as well as reviews of the National Reconciliation Framework, the National Parties Act, the NIEC Act, and the IBFC Act. Collectively, these initiatives represent significant progress toward achieving Somalia's long-term goals of stability, good governance, and inclusive political development.

Pillar 2: Security and Rule of Law

The Security and Rule of Law pillar focuses on building a security sector that meets the expectations of Somali citizens, ensuring stability through secure and affordable access to justice, and fostering public trust in the judiciary system.

Key achievements under this pillar include the recruitment and training of 15,000 soldiers and 7,000 police officers in the federal member states, along with an additional 2,500-3,000 police officers at the federal government level. The National Security Architecture (NSA) was successfully revised and signed into law, and the Anti-Terrorism Act was enacted to strengthen the country's legal framework.

Additionally, the Ministry of Justice led several reform initiatives, providing technical support for bill drafting across various government agencies and guiding the development of a new justice system model.

Pillar 3: Sustainable Economic Development

The Sustainable Economic Development pillar aims to address the challenges posed by climate change, promote sustainable growth, and create more employment opportunities. Key priorities under this pillar include increasing government involvement in enhancing market efficiency, investing in Somalia's traditional economic sectors to foster sustainable production, employment, and food security, as well as supporting utilities and diversifying the economy.

Significant achievements under this strategic pillar include the development of local skills, the creation of regulatory frameworks, and the strengthening of technical capacity at both federal and state ministries to better implement infrastructure projects. Notably, the Mogadishu-Afgoye and Mogadishu-Jowhar roads are nearing completion, improving connectivity between the capital and the riverine regions of Lower Shabelle and Middle Shabelle.

Somalia's trade sector has also seen growth, with exports increasing from $1.131 billion in 2019 to $1.339 billion in 2022. In addition, Somalia has joined the African Continental Free Trade Area (AfCFTA) and, in March 2024, was conditionally admitted into the East African Community (EAC), marking a significant step toward regional integration. This marks a progressive step towards enhancing economic inclusivity and recovery after a long period of instability. Several key factors may have contributed to this shift, and these include

1

Government actions

With the help of international donors, the government put in place effective programs and policies to deal with existing problems, such as inadequate infrastructure and building institutions to enhance basic social services, with a focus on helping the most vulnerable groups.

2

Resilience programming interventions

While there are frequent shocks coupled with climate change, resilience-oriented programs and interventions also have a significant correlation with community adaptation practices, which could further improve poverty levels.

3

Humanitarian responses:

Through the support of humanitarian organizations, the provision of emergency interventions such as food and medical aids and social safety assistance programs such as cash transfers has also contributed to the decline of poverty situations across the country.

4

Improvement of security situation:

While there is ongoing violence across some regions, the improvement of the security situation in southern and central Somalia has also resulted in access to basic services such as education and health, which may have a direct result of poverty reduction.



Pillar 4: Social and Human Capital Transformation

The Social and Human Capital Transformation pillar plays a critical role in shaping Somalia's comprehensive poverty reduction strategy while strengthening the resilience of its citizens against economic fluctuations, conflicts, and the challenges posed by environmental and climate change. Key government priorities under this pillar include improving access to healthcare, advancing education and training, expanding social protection measures, and enhancing disaster risk management, human rights, and protection.

By providing sustainable social key Interventions, these efforts aim to enhance the well-being of the Somali people.

Progress has been made in several areas, with improvements in social indicators such as expanded education and healthcare services, reduced maternal and child mortality, and increased humanitarian aid. However, challenges remain in ensuring equitable access to education and improving the quality of healthcare services, which continue to be key areas of focus for future development.

Building Resilience: Addressing the Challenges of NDP-9

National development plans, by their very nature, encounter challenges. These hurdles, however, reveal opportunities for growth, improvement, and transformation.

In the same vein, NDP-9, while ambitious, faced several obstacles:

1. **Limited coordination and communication between government institutions and international development partners**

   challenged unified implementation efforts. This challenge presents an opportunity to strengthen collaboration, enhance communication channels, and ensure more cohesive and integrated actions moving forward.

2. **The underperformance of the productive**

   sector slowed progress in critical areas such as poverty reduction and food security. This was exacerbated by insufficient investment in infrastructure and a heavy reliance on climate-vulnerable sectors like agriculture. These challenges offer an opportunity to diversify the economy, invest in climate-resilient industries, and improve the sector's productivity.

3. **Environmental and climate challenges,**

   including frequent droughts, flooding and resource degradation, highlighted the urgent need for stronger mitigation strategies. While these challenges are daunting, they also create an opportunity to prioritise sustainable environmental management and develop innovative approaches to climate resilience.

4. **Political instability**

   delayed essential reforms and weakened governance structures. At the same time, security challenges impeded progress in judicial and institutional reforms. These challenges emphasise the need for continued political dialogue, peacebuilding efforts, and comprehensive reforms that will ultimately contribute to a more stable and inclusive governance system.

5. **Persistent capacity constraints**

   such as fragmented decision-making processes, unclear key performance indicators (KPIs), and transparency issues, limited the plan's effectiveness. These challenges provide an opportunity to strengthen institutional capacity, improve data management systems, and ensure greater accountability and transparency in future planning.

6. **Fragmented Strategic Alignment**

   The absence of well-integrated state-level strategic plans that align with national priorities created challenges in harmonising efforts. This misalignment led to inconsistencies in development approaches, making it difficult to address both national goals and the unique needs of individual Federal Member States (FMS), ultimately slowing cohesive and impactful progress.

7. **Limited Awareness and Ownership:**

   A lack of widespread awareness of NDP-9 among federal and state institutions hindered its effective implementation. Without broad-based engagement, fostering a sense of ownership and alignment proved challenging, leading to uneven commitment and investment in the plan's success





While the NDP-9 faced several obstacles, the lessons learned from these challenges will be critical building blocks in refining future strategies and ensuring that Somalia remains on the path toward Converting Setbacks to Solutions: NTP I

As we work toward realising the goals of NTP I in the coming years, it is essential to focus on the following key priorities. These will serve as a guiding framework to lead Somalia toward a more resilient, inclusive, and prosperous future:



01 Stabilisation in Post-Liberated Areas

It is essential to prioritise security, basic services, and social cohesion in areas recently liberated from conflict. These actions will help sustain peace, rebuild trust, and foster a sense of stability that is crucial for long-term development.

Economic Resilience 02

Fostering a more diversified economy is key to long-term stability. Emphasising private sector investment, youth employment, and skills development will create more inclusive growth opportunities and build a robust economy capable of withstanding future shocks.





03 Environmental Management:

Developing comprehensive climate policies and promoting sustainable resource management are critical to mitigate the risks posed by climate change and environmental degradation. These efforts will contribute to a more resilient Somalia that can better cope with environmental challenges.

Strengthen Monitoring & Evaluation: 04

Implementing a robust monitoring and evaluation (M&E) framework is essential to track progress, assess outcomes, and ensure accountability. This will help ensure that development initiatives are effectively managed and aligned with national priorities.



05 Leverage Debt Relief:

Aligning new borrowing with key development priorities will maximise the impact of Somalia's participation in the Heavily Indebted Poor Countries (HIPC) Initiative. This will support sustainable economic growth and improve the country's long-term financial stability.

Institutional Strengthening 06

Addressing capacity constraints and enhancing institutional efficiency, governance, and service delivery will be critical to supporting Somalia's long-term development goals. Strengthening these institutions will ensure that the benefits of development are felt across all sectors and regions.

07 Coordination and Oversight:

Strengthening coordination and oversight mechanisms is key to ensuring smooth and effective implementation across all levels of government. Transparent processes are vital in building trust among stakeholders, promoting accountability, and ensuring that resources are used efficiently.

Realistic Planning: 08

Plans must be grounded in a clear understanding of available resources and institutional capacity. By setting achievable objectives and establishing clear pathways for implementation, Somalia can ensure that plans are both realistic and sustainable.

09 Inclusivity

Extensive consultations across regions ensured that the voices and needs of Somali citizens were effectively integrated into the plan. This inclusive approach lays the foundation for broad-based development, ensuring that all citizens have a stake in the country's progress.

Vision for Transformation: "The Somalia We Want"

Somalia stands at a pivotal moment in its development journey, driven by a collective vision for a peaceful, prosperous, and inclusive nation. Building on the achievements and lessons of NDP-9, NTP I sets a bold course for the next phase of Somalia's transformation.

NTP I is aligned with the country's CV2060, with a commitment to deliver meaningful and measurable improvements across critical development sectors, ensuring that every Somali benefits from progress, no matter their location or circumstances.

At the core of this vision is the goal of aligning national priorities with regional, continental, and global objectives. The NTP I is not only a strategic framework but a firm commitment to fostering resilience, promoting sustainability, and achieving shared prosperity.

By prioritising collaborative governance, equitable resource distribution, and evidence-based decision-making, Somalia is determined to address persistent gaps in infrastructure, service delivery, and economic opportunities.

The clear overarching objective is to lay the foundation for sustainable development, empowering individuals and communities while strengthening the nation's ability to tackle complex global challenges.

Looking ahead, this chapter outlines the key thematic areas that will guide Somalia's transformation. Each area reflects the interconnected pillars of economic growth, stability, social inclusion, and environmental sustainability, together charting a course toward "The Somalia We Want."

This vision is one of unity, progress, and opportunity—where no Somali is left behind.

Economic Growth, Increased Productivity and Investments

This thematic area represents Somalia's vision for an inclusive and diversified economy that creates opportunities for all its citizens. Building on its traditional strengths in agriculture, livestock, and fisheries, Somalia aims to modernise and expand these sectors to boost productivity and sustainability. Key investments in infrastructure—such as roads, ports, and energy systems—will unlock market potential, facilitating both domestic and regional trade.

At the same time, Somalia is committed to fostering private sector growth by improving the business environment, removing regulatory barriers, and promoting financial inclusion. By prioritising high-growth sectors like tourism, renewable energy, and value-added manufacturing, the country seeks to reduce reliance on imports, create jobs, and promote more equitable wealth distribution.

The ultimate goal is to build a resilient economy that not only meets the basic needs of its people but also positions Somalia as a competitive player in regional and global markets.

We envision a Somalia where economic transformation empowers individuals, supports sustainable growth, and ensures a prosperous future for all Somalis.

A Peaceful, Democratic, and Stable Nation

Achieving sustainable development is intrinsically linked to peace, security, and inclusive governance. This thematic area envisions a Somalia where citizens are free from conflict and empowered to actively engage in democratic processes. A strengthened federal system, supported by transparent governance structures, will ensure that decision-making reflects the needs and aspirations of all Somalis.

Key priorities include establishing a justice system that is both accessible and equitable, alongside the implementation of policies that promote national reconciliation and foster community cohesion. Security sector reforms, including capacity-building for local law enforcement, will strengthen the rule of law and safeguard citizens' rights.

By building trust between the government and its people and ensuring inclusive political representation, Somalia aims to create a solid foundation for lasting stability and a vibrant democracy.

We envision a Somalia that empowers individuals, promotes social cohesion, and lays the ground-work for a peaceful and prosperous future for the nation.

Improved Quality of Life and Jobs Creation

A prosperous Somalia is one where all citizens can lead dignified lives, supported by equitable access to essential services and economic opportunities. This thematic area is focused on closing the gaps in education, healthcare, water, housing and social protection to address both the immediate and long-term needs of the population.

Investing in public health infrastructure, along with innovative delivery mechanisms, will improve healthcare accessibility and outcomes, particularly for women, youth, and marginalised communities. Education reforms with skills development, with a focus on vocational and technical training to better align with labour market demands.

The NTP also aims to create jobs by expanding value chains in agriculture, fisheries, and other productive sectors, helping to empower individuals and reduce dependency on humanitarian aid.

We envision a Somalia where every citizen has the opportuni-ty to thrive, contributing to a more resilient and inclusive society.

Improved Quality of Life and Jobs Creation

Somalia faces significant challenges due to its vulnerability to climate variability, including frequent droughts and flooding. This thematic area highlights the importance of a proactive approach to building resilience and mitigating climate risks. By adopting climate-smart agricultural practices, investing in renewable energy, and promoting sustainable water resource management, Somalia aims to safeguard its natural assets while strengthening community resilience.. Key initiatives include enhancing early warning systems and developing climate-resilient and liveable cities.

Efforts to combat environmental degradation will focus on reforestation, soil conservation, and coastal protection, all of which are essential for safeguarding livelihoods. To ensure success, institutional frameworks will be strengthened, and local communities will be actively engaged in decision-making processes to ensure solutions are context-specific and widely supported. Additionally, international partnerships and access to climate finance will be crucial in scaling up these efforts and achieving long-term sustainability.

We envision a Somalia that not only adapts to environmental challenges but also leverages sustainable practices to drive long-term development, ensu-ring a resilient and prosperous future for all its citizens.

NTP I Development Approach and Methodology

NTP I Methodology and Process

The Federal Government of Somalia employed the Big Fast Results approach for the formulation and development of the National Transformation Plan (NTP). This methodology serves as a dynamic and inclusive platform for problem-solving, bringing together diverse stakeholders to address specific challenges within a focused and collaborative setting. Unlike traditional planning methods previously used for the NDPs formulations, the BFR approach is characterised by its intensity, collaborative spirit, and ability to break down silos and bureaucratic barriers, fostering a culture of innovation and inclusivity of all stakeholders.

At the core of the BFR, is its ability to facilitate inclusive planning and effective problem-solving. By convening a diverse group of participants—including subject matter experts, implementers, decision-makers, and community representatives—the method created a rich environment for generating innovative and practical solutions.

This inclusiveness ensures that the voices and perspectives of all relevant stakeholders are heard and meaningfully integrated into the planning process.
The BFR Methodology for developing the NTP involved four phases of consultations:

Pre-Lab Sessions:
Preparatory meetings to outline objectives, gather baseline data, and establish the framework for the Labs.

Lab Sessions:
Intensive, focused workshops where participants collaboratively identified challenges, proposed solutions, and set actionable goals and specific, measurable, attainable targets.

Post-Lab Sessions:
Follow-up discussions and evaluations to refine the outcomes, validate the findings, and establish clear, targeted milestones for key priority goals and objectives.

Federal Member States (FMS) Consultation Engagement:
Comprehensive discussions with FMS stakeholders to gather input and align priorities with local needs.

The NTP I is designed to create new job opportunities, boost sectoral contributions to GDP, and increase private sector participation in national development. For these objectives to be achieved, it is critical that they are communicated clearly and embraced by all stakeholders, ensuring a solid foundation for successful

These Labs engage a wide range of stakeholders, including representatives from the public and private sectors, academic institutions, donor groups, and civil society organisations. The purpose of these Labs is to translate high-level national plans into actionable, detailed implementation programs, referred to as the '3-feet plan.' During the Labs, participants work together to identify the responsible organisations, define the required resources, set budgets, establish timelines, and determine key performance indicators (KPIs).

Through open discussions, stakeholders explore challenges, prioritise issues, and justify the need for change. They also propose solutions and review the outcomes of the labs on a weekly basis, ensuring that the process remains aligned with the overarching goals

Comprehensive consultations are conducted throughout this phase, involving all key stakeholders, including federal and regional member states, Ministries, Departments, and Agencies (MDAs), associations, and civil society groups. These consultations are designed to: .

- Set clear, realistic objectives that reflect national priorities.
- Engage relevant stakeholders to gather input and foster collaboration.
- Promote interdepartmental coordination to ensure a unified approach.
- Leverage expert insights to inform decision-making and drive evidence-based policy.
- Establish effective feedback loops to ensure continuous improvement.
- Actively involve MDAs in the decision-making process for more inclusive governance.
- Implement performance evaluation mechanisms to strengthen policy development and enhance the effectiveness of implementation.

This collaborative and consultative approach ensures that the transformation process is both inclusive and practical, setting the stage for successful and sustainable outcomes.

In the Labs, participants worked together to identify key 'Initiatives' and 'Entry Point Projects'—two powerful tools designed to drive transformation

Initiatives

Initiatives are bold, government-led programs or action plans, crafted to achieve specific socio-economic, environmental, or political objectives. These are typically broader and more comprehensive, especially within the social sectors, aiming to tackle systemic challenges and create lasting change.

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Entry Point Projects

On the other hand, Entry Point Projects are strategically selected key Interventions designed to address particular challenges within a sector, particularly in the economic space. These projects are intended to deliver quick, tangible results that generate momentum and excitement, setting the stage for larger, more ambitious initiatives down the road.

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Enablers

Complementing these transformative efforts are Enablers, which provide the foundational support required for the success of both Initiatives and Entry Point Projects. Enablers focus on cross-sectoral mechanisms such as Resource Mobilisation and Infrastructure, ensuring that the necessary financial, policy, and operational frameworks are in place to drive implementation and scale. While not directly delivering sector-specific outcomes, Enablers are critical to creating an environment where all other key interventions can thrive.

To support these goals, various projects are identified through the Labs, each contributing to the broader vision. These projects are often led by the private sector in economic areas, or by development agencies in social sectors, ensuring that expertise and resources are brought together in the most effective way possible. This document highlights the deep connectedness and interplay between Initiatives, Entry Point Projects, and Enablers across sectors within Somalia, in achieving the holistic and sustainable development towards "The Somalia We Want" across the various thematic areas outlined. To simplify presentation, numerous chapters' group these key interventions under umbrella terms such as Strategic Priority Projects, Strategic Supplementary Priority Projects, and Key Strategic Priorities.

The 'True North' and Key Performance Indicators (KPIs) provide a clear roadmap, setting specific targets that guide each sector's path forward.

Meanwhile, the combination of

Initiatives and **Entry Point Projects**

forms a dynamic, action-driven framework—one that tackles immediate challenges while laying a strong foundation for sustainable growth and long-term success.

Core Strategies: Accelerating Somalia's Transformation

NTP I outlines key priorities aimed at addressing Somalia's systemic challenges, unlocking its economic potential, and paving the way for sustainable development.

Aligned with "The Somalia We Want" vision, these priorities focus on achieving rapid and meaningful progress across critical sectors. By combining targeted initiatives, innovative partnerships, and clear performance metrics, the plan ensures that resources are used efficiently and that the benefits of growth are shared inclusively across the population

Economic Growth, Increased Productivity and Investments

Strategic Investments in Infrastructure

Completion of monumental projects like the Mogadishu-Afgoye and Mogadishu-Jowhar roads are set to significantly improve connectivity, boost trade, and create a solid foundation for Somalia's economic diversification.

Empowering Micro, Small, and Medium Enterprises (MSMEs):

Initiatives such as the Somali Quality Infrastructure Development Project (SQIP) are focused on enhancing the quality of Somali products to meet international standards, opening doors to high-value markets and increasing exports.

Sustainable Agriculture, Livestock, and Fisheries Development

Strategic investments in climate-smart agriculture, enhanced livestock infrastructure, and modern fisheries infrastructure—along with their associated value chains—will not only help address food security challenges but also drive rural economic growth and resilience. Since fisheries involve an open-access resource, appropriate governance mechanisms will be established to ensure long-term sustainability, enhance productivity, and contribute to poverty alleviation.

Peaceful, Democratic and Stable Nation

Strengthening the Rule of Law:

Reforms within the National Security Architecture (NSArch) are designed to foster stronger federal-state collaboration, modernize the Somali Police Force, and promote community-focused law enforcement to ensure safety and justice for all.

Counter-Extremism Strategy

Through public awareness campaigns, youth engagement initiatives, and hybrid rehabilitation centres, Somalia is addressing the roots of violent extremism—both ideologically and operationally—by empowering communities and offering pathways for reintegration

Improved Quality of Life and Jobs Creation

Education and Skill Development:

Initiatives like the Alternative Education Pathways and the National Special Needs Inclusion Programme are focused on ensuring that all Somalis, particularly marginalised communities and youth, have equal access to quality education, helping to bridge gaps and unlock opportunities for the future.

Strengthening the Health Sector

With investments in upgrading healthcare infrastructure and expanding access to essential services, Somalia is poised to improve maternal and child health outcomes while addressing long-standing disparities in service quality and access, ensuring a healthier future for all.

Adaptive Social Protection:

Somalia's national social protection program builds resilience and reduces poverty through predictable cash transfers to vulnerable households. Through links with job creation and skill development, it enhances resilience, strengthens human capital, and supports sustainable safety nets for long-term economic stability.

Environment and Climate Resilience

Climate-Smart Agriculture and Livestock:

To mitigate the effects of climate change, Somalia is scaling up adaptation strategies, including sustainable irrigation systems and drought-resilient crop initiatives. These efforts are helping to safeguard food security while promoting long-term agricultural sustainability.

Renewable Energy Projects:

Investments in solar and wind energy are not only reducing Somalia's reliance on diesel but also driving the transition to sustainable, decentralised energy solutions. These projects are paving the way for a cleaner, more resilient energy future



Path to Prosperity: Ground-breaking Initiatives for Somalia's Sustainable Development

The projects outlined in this section represent a transformative leap forward for Somalia, marking a pivotal shift towards achieving 'The Somalia We Want'. These game-changing initiatives are not just about meeting immediate needs; they are designed to chart a sustainable, inclusive, and resilient future for the country.

From modernising infrastructure and revolutionising the healthcare and education systems, to unlocking the potential of key industries like energy, agriculture, and fisheries, these projects will lay the foundation for long-term prosperity. By harnessing innovative approaches, fostering private-sector partnerships, and empowering local communities, they will drive economic growth, improve quality of life, and build the resilience needed to tackle the challenges ahead.

This is a moment of immense opportunity—an opportunity to reshape Somalia's future and create a legacy of transformation for generations to come.

Digital Transformation and Infrastructure Projects

Digital Revenue Collection

Modernising Somalia's public finance system with digital technologies to streamline tax and revenue collection, boosting compliance and reducing fiscal leakages.

Key projects like the Non-Tax Revenue Portal (NTRP), Somali Customs Automated System (SOMCAS), and the Integrated Tax Administration System (ITAS) will ensure better revenue tracking, increasing collections by 10% by 2029.

Expansion of District Health Information Software (DHIS2) & Health Information Systems

By 2027, expanding DHIS2 to create a unified Health Information System, linking both public and private sector records for enhanced healthcare delivery.

Full interoperability with private systems and operationalisation of e-LMIS will lead to better planning and improved healthcare outcomes.

Upgrading Regional Hospitals

Refurbishing 18 regional hospitals to provide 24/7 services, modern diagnostics, and EPHS-compliant care, ensuring improved healthcare access and equity across Somalia.

Reducing reliance on imports by expanding local pharmaceutical production, enhancing the supply chain, and producing a range of essential medicines to strengthen healthcare systems.

Education and Social Development

National Special Needs Inclusion Programme

Ensuring inclusive education for children with disabilities through accessible curricula, adaptive tools, and vocational training for older learners to support integration into the workforce.

Mobile Schooling Initiative

Expanding education access for nomadic and displaced communities through mobile classrooms with flexible curricula and trained teachers.

Girls' especially adolescents' School Attraction and Retention Programme

Targeting gender disparities in education by offering community outreach, scholarships, and financial incentives to increase female enrolment and retention.

Energy and Infrastructure Development

Enhancing Governance and Institutional Capacity in the Energy Sector

Somalia is strengthening institutional development in the energy sector, including streamlining Energy Service Providers to enhance efficiency and regulatory oversight. This effort is supported by the Somalia Electricity Sector Recovery Project and Accelerating Sustainable and Clean Energy Access Transformation in Somalia, two World Bank-funded initiatives expanding sustainable and clean energy access.

Afgooye Natural Gas Project

Establishing a key natural gas facility to reduce dependence on diesel and provide affordable, cleaner energy, supporting both household needs and domestic fertiliser production for enhanced food security.

Establishment of Somalia National Electricity Company (SONEC) and the Somalia National Oil Company (SONOC)

SONEC will unify energy providers, expand renewable energy projects, and reduce electricity costs to foster inclusive economic growth.

SONOC will unlock Somalia's hydrocarbon potential.

Somali High-Speed Connectivity Corridor

To enhance connectivity between Federal Member States, economic zones, airports, and seaports, key transport corridors will be developed, some of them are Mogadishu - Haradhere - Hobyo Road, Mogadishu- Marka-Baraawe Road, Haradhere-Beelbuur-Feerfeer Road, Hargeysa-Burco Road, Cerigaabo - Meydh Road, and Garacad- Galkacyo - Galdogob - Tuur Dubi Road. These strategic road networks will improve trade, mobility, and economic integration, facilitating access to vital commercial hubs and strengthening regional connectivity across Somalia.

Agriculture and Industry Revitalisation

Integrated Water Management for Agriculture

Constructing dams and irrigation systems to ensure reliable water access for agriculture, reduce drought vulnerability, and enhance food security for millions.

Somali Fisheries Modernisation Project

Revitalising the fisheries sector by developing modern infrastructure, creating 20,000 jobs, promoting sustainable practices and strengthening climate resilience to increase exports and reduce post-harvest losses. Additionally, support the sector's long-term development to ensure sustainability and economic growth.

Baidoa Livestock Processing Complex

Building a major export-oriented livestock processing facility to enhance Somalia's position as a top exporter in the Middle East and North Africa, creating value-added opportunities in the livestock sector

Economic Growth and Private Sector Engagement

Diaspora Engagement Initiative

Mobilising remittances and intellectual resources from the Somali diaspora to support education, healthcare, and technology sectors, fostering global partnerships for local development

Somali Quality Infrastructure Development Project (SQIP

Strengthening the quality of infrastructure to integrate Somali MSMEs into global value chains, increasing exports, boosting GDP growth, and creating new jobs.

Infrastructure and Urban Transformation

Mogadishu-Jowhar Road Project

Enhancing logistical efficiency and expanding trade networks by connecting Mogadishu to the Middle Shabelle region, facilitating better market access for agriculture.

Mogadishu Urban Transformation Plan

Transforming Mogadishu into a model urban centre with affordable housing, upgraded public transport, and revitalised public spaces to improve living conditions and attract investment.

Security and Counter-Extremism Initiatives

Counter-Extremism and Stabilisation Initiative

A comprehensive programme to combat violent extremism through community engagement, peacebuilding, and rehabilitating former combatants, strengthening security and stability across the country.

These transformative initiatives will drive Somalia's sustainable development, addressing key economic, social, and infrastructure needs while fostering greater inclusivity and resilience.

Strategic Priority Projects

Agriculture and Livestock

Begin the rehabilitation of the Sabuun Barrage and Hawadley Reservoir.

Construct Somalia's first Integrated Agri Marketplace.

Inaugurate the Research and SARIS Headquarters.

Roll out a Digital Climate Advisory System (DCAS) to support climate-resilient agriculture.

Complete the drilling of four boreholes for fodder production.

Fisheries

- Pilot pre-license inspections for foreign vessels to enhance regulatory oversight and to better align with the South West Indian Ocean Fisheries Commission, particularly on Minimum Terms and Conditions for access to fisheries, such that Somalia could accept pre-inspection reports from other SWIOFC members, streamlining licensing processes for foreign and local fisheries.
- Establish legal and regulatory frameworks for Fisheries Special Economic Zones (SEZs).
- Approve a five-year Marine Compliance and Surveillance (MCS) training plan.
- Finalise the harmonisation of Federal Member States (FMS) and Federal Government of Somalia (FGS) legislation.
- Rehabilitate two key fishing community sites to improve livelihoods.

Logistics

- Secure USD 1 billion in funding for the development of new seaports in Mogadishu, Barawe, and Hobyo.
- Finalise Memoranda of Understanding (MOUs) with Federal Member States (FMS) for a unified motor vehicle registration system and standardized license plates
- Complete runway extension and tarmacking at Dhuusamareeb Airport to enhance regional connectivity.
- Finalise the National Transport Policy to guide infrastructure development.
- Complete a feasibility study for a new dry dock in Mogadishu to support the maritime sector.

Resource Mobilisation

- Establish an Aid Management Unit to enhance aid coordination and efficiency.
- Implement a Single Window System for import-export processes, streamlining trade and improving transparency.

Energy

- Establish the Somalia National Electricity Company and the Somalia National Oil Company to drive the energy sector's development.
- Develop a Power Purchase Agreement (PPA) framework roadmap to attract private investment in energy.
- Conduct an asset inventory and mapping of Transmission and Distribution (TND) infrastructure to inform future investments.
- Launch a pilot resource pooling initiative for fuel importers to enhance supply chain efficiency.
- Issue regulation for the Extractive Industries Fiscal Regime Law and other relevant regulations to strengthen governance and transparency of the petroleum sector.

Education

- Basic education opportunities to 75% by building 3,784 schools, rehabilitating 419 schools, building 1065 labs, and digitizing education.
- Increase technical vocational education and training (TVET) and higher education enrolment by 86% by building 3 new Somali National University campuses, rehabilitating Somali National University (Mogadishu), and equipping 12 new TVET centres.
- Increase the literacy rate from 53.7% to 75% by enrolling 1,768,035 learners in adult education, vocational classes and literacy and numeracy programs.

Increase the literacy rate from 53.7% to 75% by enrolling 1,768,035 learners in adult education, vocational classes and literacy and numeracy programs.

- Provide pre-service, in-service, and bridging programs to 50,220, 34,875 and 8,180 teachers, respectively.
- Develop, review, and implement curricula across all education sectors.
- Establish the National Commission for Higher Education, Somali National Examination Board, Teachers' Service Commission, National Qualifications Authority, and Somali National Curriculum Board.
- Enhance equity of education by improving the enrolment of vulnerable groups to 30% with a gender parity index of 1:Increasing girl's enrolment and retention,
- Introducing mobile schooling initiative to accommodate children in nomadic communities and IDP centres and supporting learners with disabilities by providing 65,978 assistive devices.

Healthcare

- Enact the National Medicine Bill, paving the way for a robust and regulated pharmaceutical sector.
- Standardise health worker pay scales and job classifications to improve workforce efficiency.
- Sign Public-Private Partnership (PPP) contracts for two State Referral Hospitals, enhancing service delivery.
- Equip 20 regional hospitals with Comprehensive Emergency Obstetric and Neonatal Care (CEmONC) & Emergency Obstetric and Neonatal Care (EmONC) services.

Social Protection

- Conduct social protection policy and program review.
- Develop a strategic framework for the social protection sector.
- Reach 70,000 households with social protection support for flood response.
- Develop operational documents for the productive safety-net programme.

Family and Human Rights - Gender

- Secure parliamentary approval for laws supporting the representation of women and marginalised groups in elections.
- Develop comprehensive legal aid services for women, girls, internally displaced persons (IDPs), children with disabilities (CAWDs), and survivors of violence.
- Enact the Rape, Indecency, and Offenses Bill, along with Female Genital Mutilation (FGM) prevention laws to protect women's rights.

Family and Human Rights - Disabilities

- Develop and distribute accessible electoral materials (Braille, audio, simplified language) to ensure inclusivity.
- Advance the National Disability Bill to further promote rights for persons with disabilities.

Youth and Sports Development

- Restore the National Physical Fitness Centre to promote health and wellness among youth.

Culture

- Develop the National Culture and Arts Act to protect and promote Somali culture and heritage.

Water

- Initiate the construction of new water distribution systems, boreholes, and reservoirs to expand access to clean water.

Security

- Complete National Defense Bill and review of National Defense Strategy.
- Implementation of MoD Weapon, Ammunition and Explosives Procurement Policy.
- Pensions and Gratitude Bill.
- Weapon, Ammunition and IED Procurement Policy.
- Military Training and Doctrine Policy.

Inclusive Politics

- Enact an Intergovernmental Relations Bill to enhance coordination and cooperation between federal and state governments.
- Establish a strong electoral legal framework, including the creation of a Ministerial and Technical Election Coordination Office, Electoral Task Force, and Electoral Dispute Resolution Mechanism (EDRM).
- Implement voter registration kits and verify voting centres for a credible electoral process

Environment and Climate

- Implement sand dune management and restoration initiatives to combat environmental degradation.
- Launch reforestation and afforestation programs to restore degraded lands across Somalia.
- Roll out the Environmental and Social Impact Assessment (ESIA) regulations, applying them to 40% of all national projects.
- Establish early warning systems including weather, climate, hydrological, and environmental services.

Tourism

- Host the inaugural Somali Diaspora Cultural Festival & Fair, showcasing Somalia's rich cultural diversity.
- Launch the "Somalia Uncovered" digital campaign to promote Somalia as a tourism destination.

Media and Communication

- Establish a Communication Coordination Office to streamline government messaging.
- Launch a Film Academy, Classification Board, and Copyright Board to support the media sector's development.
- Create transparent regulatory frameworks aligned with global standards to strengthen media governance.

Employment and Labour

- Implementation of Decent Work Country Program
- Updating Labour Force Survey.
- Develop Youth Employment Strategy.
- Develop Online Job Portal.
- Rehabilitation of IVTC, TVET MIS and Curriculum Harmonisation.
- Develop Child Labour Policy and Action Plan.
- Implementation of Labour Migration Policy and Regulation of PREAs.
- Registration all workplaces for OSH by digital system
- Awareness and capacity building for OSH sectors

PART 2

NATIONAL TRANSFORMATION PLAN (NTP) PILLARS

Pillar 1. Transformational Governance

OVERARCHING GOAL:

A Peaceful, Democratic and Stable Nation

Overview

Somalia is navigating a critical juncture in its journey toward stability and democracy, addressing legacies of decades of conflict, institutional fragility, and societal divisions. Building a stronger nation and society is a key part of the NTP. This is done to deal with problems that affect governance, security, justice, and social cohesion, and to lay the groundwork for a strong and welcoming state.

Political stability remains at the heart of national transformation. A lot of progress has been made, like setting up state governments and passing four chapters of constitutional amendments. However, the Provisional Constitution is still not complete, as it doesn't address issues like judicial reforms, resource allocation, Mogadishu capital city status or the roles of different governments working together. These gaps undermine the country's federal framework and electoral processes, which currently rely on a clan-based power-sharing system. Finalising the constitution and transitioning to universal suffrage are vital steps in creating an inclusive, transparent, and legitimate governance structure that reflects the aspirations of the people of Somalia.

Strengthening local governance is equally critical for service delivery to citizens. Local governments often lack the institutional capacity, fiscal resources, and autonomy to deliver essential services such as healthcare, education, and infrastructure. Reforms under this pillar focus on fiscal decentralisation, capacity building, and empowering local administrations to respond effectively to community needs, ensuring equitable service delivery, and restoring public trust in governance after decades of absence.

Somalia's national cohesion has been fractured by decades of conflict, inter-clan disputes, and marginalisation. Grassroots reconciliation efforts and transitional justice mechanisms, including truth, justice and reconciliation commissions, and reparations, are key to addressing historical grievances and rebuilding relationships among communities. These initiatives aim to foster national unity, reduce inter-clan tensions, and cultivate a shared sense of identity and purpose.

At the international level, diplomatic engagement and cooperation are essential for advancing Somalia's development goals. Somalia continues to rely on financial and technical assistance while seeking to assert its sovereignty and leadership on the global stage. Strengthened bilateral and multilateral relationships, regional integration, and diaspora engagement will support national priorities and enhance Somalia's global standing.

Domestically, the justice system requires urgent reform to address its fragmented legal frameworks and limited access to formal courts beyond state capitals. Public trust in the judiciary remains low, exacerbated by inefficiencies and a lack of accountability. Reforms under this pillar prioritise harmonising legal frameworks, expanding access to justice, and modernising correctional facilities to focus on rehabilitation and alignment with international human rights standards. These efforts aim to ensure fairness, reduce recidivism, and enhance public safety.

Fundamentally, security remains a critical enabler of all these efforts. Somalia continues to face persistent threats from violent extremism, weak border controls, and the proliferation of illicit arms. The security sector reforms outlined in this pillar aim to develop capabilities and professionalise defence and security sector institutions, implement counter-terrorism strategies, and transition security responsibility from international support missions to Somali Security Forces. By building a cohesive, accountable security apparatus, these efforts aim to safeguard Somalia's sovereignty and ensure public safety.

Somalia's public sector faces significant challenges, including weak institutions, corruption, resource constraints, and fragmented governance structures. Low public trust, skill gaps, outdated systems, and limited digital integration further undermine its effectiveness. However, growing political will, prudent utilisation of scarce resources, technological advancements, and a focus on citizen-centred engagement present an opportunity for transformative change. The reform agenda, centred on three interconnected priorities, aims to address historical legacies and equip institutions to meet modern governance demands with accountability and transparency.

Despite ongoing challenges, Somalia has shown progress in key areas, including constitutional reform, inter-clan dialogues, and strengthened international partnerships. However, these efforts must be sustained and scaled to address deeply entrenched issues. By addressing governance, justice, security, and social cohesion in tandem, the NTP I aims to restore trust in institutions, foster unity, and build a resilient state capable of meeting the aspirations of its people. Through these interconnected reforms, Somalia can achieve sustainable peace, stability, and democracy, laying the groundwork for a prosperous future

Game Changers

Across this pillar, there are **ten key game-changing** initiatives aimed at addressing Somalia's most pressing challenges by establishing a robust constitutional and electoral framework, empowering local governance, fostering national unity, modernising the corrections system, countering extremism, and building a resilient and inclusive state that promotes stability, accountability, and democratic governance:

1

Building a Robust and Inclusive Federal System

Somalia officially adopted the federal system in 2004 with the establishment of the Transitional Federal Charter, which laid the groundwork for a federal state structure as part of a larger peace and state-building process. This shift was further solidified in the 2012 Provisional Federal Constitution, which formally recognised Somalia as a Federal Republic, consisting of two tiers of government, namely, the Federal Government level and Federal Member States (FMS) level, which is comprised of the Federal Member State government and the local governments, under a framework of shared powers agreed upon by all levels of governance.

The federal system was intended to address longstanding issues of clan-based conflict, improve governance, and promote local autonomy in a way that reflected Somalia's diverse communities. However, the implementation of federalism in Somalia has faced various challenges, including disputes over the delineation of boundaries, division of powers, and resource-sharing between the federal government and member states. The introduction of federalism and the formation of federal member states also presented opportunities for conflict management, economic development, increased efficiency, and enhanced political participation. However, significant challenges persist, including security issues, clan conflicts, and power-sharing disputes that continue to pose risks. The devolution of power is crucial for communities, as their distinct needs are often overlooked by a unitary government. The establishment of federal member states has empowered these regions to create their own governmental structures, enabling tailored approaches to governance and development. As a result, it allows local populations to gain a stronger voice and greater stake in their governance.

2

Finalising the Provisional Constitutions

Finalising Somalia's Provisional Constitution is essential to establishing clear governance structures, resolving jurisdictional conflicts, and defining resource allocation and judicial independence. This initiative creates a unified framework for federal and state governments, laying the foundation for transparent and inclusive democratic governance.

3

Implementation of Unbundled Functional Assignments

A fundamental aspect of a federal system is the establishment and effective implementation of clear functional and competency assignments across different levels of government. This clarity delineates responsibilities, fosters accountability, and ensures that government entities are held responsible for their specific roles.

Effective implementation enhances service delivery, promotes transparency, and improves efficiency by minimising overlap among federal, state, and local governments. This allows for tailored services that meet the unique needs of local communities and ensures better resource allocation to areas in need. This will lay the groundwork for an inclusive, robust, and resilient federal system, promoting active citizen participation, strengthening institutional capacities, enhancing responsiveness to challenges, and fostering accountability which are key elements for a thriving democracy.

4

Execution of Intergovernmental Relations Framework

An effective intergovernmental relations (IGR) framework is crucial for enhancing policy coordination and implementation, thereby fostering a stable and resilient governance system that aligns with Somalia's federal aspirations. This framework not only strengthens accountability but also builds trust among various levels of government and the communities they serve. By promoting collaboration and clear communication, the IGR framework can facilitate the seamless execution of policies, ensuring that they are responsive to the needs of the population and contribute to the overall development and stability of the nation.

5

Establishing a Robust Electoral Legal Framework

A refined electoral legal framework eliminates ambiguities and biases in election laws, ensuring equitable voter registration and fair representation. By promoting transparency and inclusivity, this initiative builds public trust and enhances the legitimacy of Somalia's electoral processes.

6

Local Government Development

Strengthening local government systems through fiscal decentralisation and institutional capacity building empowers administrations to deliver equitable services efficiently. Improved governance at the local level fosters public trust, accountability, and responsiveness to community needs.

7

Peacebuilding and Reconciliation

Promoting national cohesion involves grassroots reconciliation efforts and inclusive dialogues to address historical grievances. Transitional justice mechanisms such as truth commissions and reparations aim to heal societal divisions, reduce inter-clan tensions, and enhance social harmony.

8

Strengthening Diplomacy and International Cooperation

This can be achieved by enhancing diplomacy, diaspora inclusion, and regional integration to elevate Somalia's regional and global alliances, participation in decision making processes, and secure international development goals.

10

Corrections System Modernisation

Modernising the corrections system focuses on upgrading prisons infrastructure and implementing rehabilitation programmes aligned with international human rights standards. These reforms reduce recidivism, improve inmate treatment, and facilitate societal reintegration, enhancing public safety.

11

Implementation of Unbundled Functional Assignments

Somalia has been faced with the existential threat of terrorism. In response to this extraordinary challenge, the government has developed a multi-faceted national counter-terrorism strategy comprising of six mutually reinforcing pillars: offensive operations to militarily interdict and degrade terrorist groups to rid them of territorial control; strengthening urban security to prevent and counter terrorist groups infiltration and attacks in state capitals and Mogadishu; instituting systems to strengthen counter-terrorist financing with the view of crippling terrorist groups finances and sources of revenue; enhancing strategic communication to amplify government successes and drown out terrorist groups' narratives; prevention and countering of violent extremism ideologies to identify and address roots causes through appropriate soft-power initiatives. This initiative emphasises public awareness, youth engagement, adopting inclusivity to bridging inequalities, conflict resolution, economic development, and robust border security measures; rolling out tailored stabilisation programs in territories recovered from terrorist groups to afford the affected populations peace dividends to spur confidence and win hearts and minds.

UN SDGs Addressed:



Enhances women's representation in politics and decision-making.



Enhances women's representation in politics and decision-making.

Chapter 1: Inclusive Politics

OBJECTIVE:

Driving Inclusive Political Reforms and Resilience

1.1. Overview

Following decades of conflict and institutional breakdown, Somalia has made significant strides toward strengthening governance structures. The passage of the 2012 Provisional Constitution marked a pivotal milestone, establishing a federal system and enabling the formation of Federal Member States (FMSs). These efforts laid the groundwork for federalism, creating a governance framework aimed at inclusivity and shared authority. Peaceful transfers of power have further solidified government continuity, underscoring Somalia's commitment to political stability.

However, challenges remain, particularly disagreements between the Federal Government of Somalia (FGS) and FMSs regarding federalism, decentralisation, and the finalisation of the constitution.

These unresolved issues impede Somalia's ability to hold direct elections under universal suffrage and fully realise democratic governance. The current FGS is tasked with addressing these challenges by completing the federalisation process, finalising the constitutional review, and preparing for democratic elections in 2026.

Recent milestones, such as the approval of the first four chapters of constitutional amendments, highlight progress in advancing federalism and reaffirm the Somali government's commitment to reform. Yet, persistent security concerns, limited intergovernmental collaboration, and the need for a cohesive electoral framework necessitate urgent action to strengthen governance mechanisms and promote inclusivity. Key priorities and roadblocks hindering tangible reform on federalism include:

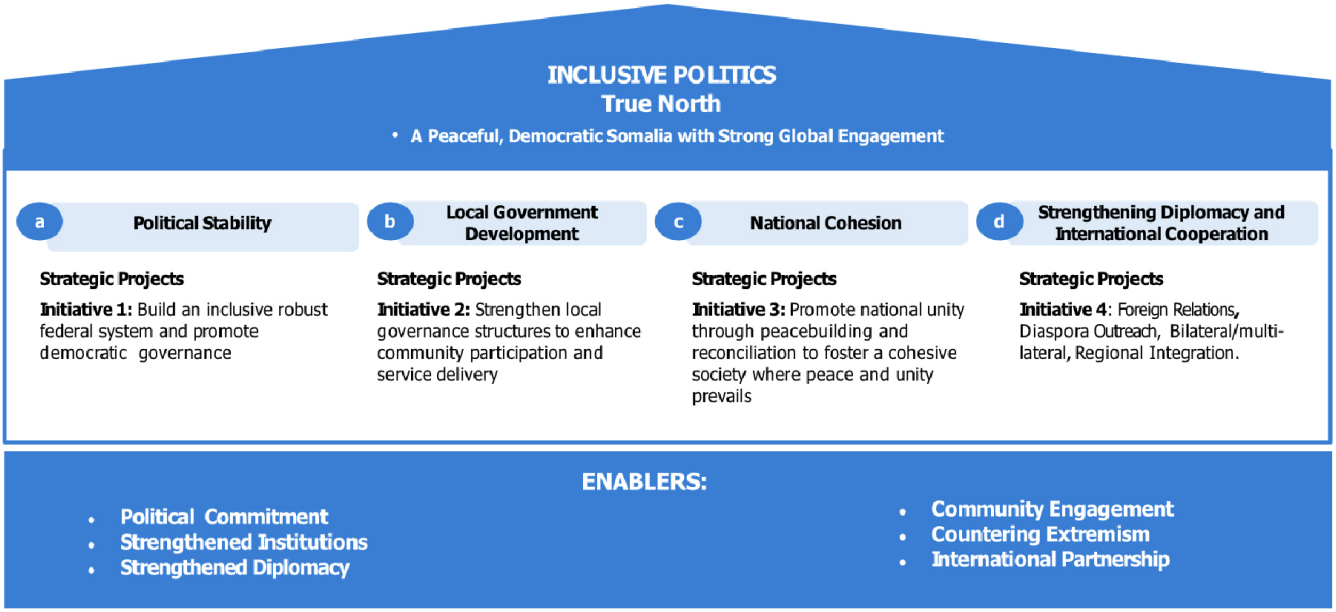
Political stability will address issues related to the establishment of an inclusive federal system through the finalisation of the constitution, the unbundling of functional assignments, the development of a comprehensive intergovernmental relations (IGR) framework, and the democratisation of Somalia governance through free and fair elections.

Local government development will highlight the empowerment of the third tier of government by providing fiscal and administrative autonomy to ensure effective service delivery.

National cohesion will concentrate on political and social reconciliation key interventions aimed at addressing the root causes of conflicts. These causes include historical grievances, inadequate power-sharing arrangements, unresolved territorial clan disputes related to grazing and water access, high energy consumption, and water disposal issues resulting from urbanisation. Additionally, it will examine the increasing social deprivation faced by internally displaced persons and the impacts of climate change. The goal of these key interventions is to restore national cohesion and resolve political impasses

Strengthening diplomacy and international cooperation plays an integral part in enhancing diplomacy, diaspora inclusion, and regional integration by boosting Somalia's sovereignty, attracting technical assistance, and securing international development aid.

House Chart for Inclusive Politics



1.2. Theory of Change

Somalia's journey toward inclusive politics is a foundational element of its broader governance and development framework. Following decades of conflict and institutional breakdown, the FGS has embarked on an ambitious reform agenda to promote political stability, national cohesion, local government development, and strengthened international diplomacy. These strategic pillars underpin the overall reform agenda aimed at fostering a peaceful, democratic Somalia with robust global engagement.

The fragmented political landscape in Somalia has been shaped by internal factionalism and prolonged conflicts, amplified by the absence of a cohesive central government. Furthermore, the lack of consensus on federalism and decentralisation has led to growing discontent and trust among various stakeholders. Despite progress, including the passage of the Provisional Constitution in 2012 and the formation of Federal Member States (FMS), challenges such as limited public participation, unresolved constitutional issues, and inadequate local governance persist. These challenges undermine trust in government institutions, hinder equitable resource distribution, and exacerbate social divisions.

To achieve these overarching goals and ambitions, the NTP I outlines four strategic initiatives necessary to achieve a peaceful, democratic Somalia with strong global engagements. These include:

1. **Promoting Political Stability** by establishing an inclusive and resilient federal system through constitutional review will resolve disputes over resource sharing, power allocation, and promoting governance.
2. **Achieving National Cohesion** through grassroots reconciliation, inclusive dialogues, and restorative justice initiatives will address clan-based conflicts and elite factionalisation to foster trust and promote a shared national identity.
3. **Enhancing Local Government Development** through strengthening institutional capacity, formalising roles, and promoting administrative and fiscal decentralisation will enable effective local governance that fosters citizen participation and delivers community-focused services.
4. **Strengthening Diplomacy and International Cooperation** by enhancing diplomacy, diaspora inclusion, and regional integration will elevate Somalia's regional and global alliances, participation in decision making processes, and secure international development goals

Attaining political stability aims to be achieved through a well-defined federal structure, equitable resource allocation, and the peaceful resolution of disputes. Local government development will lead to improved service delivery, greater public trust, and enhanced citizen participation in governance. These pillars will be aided by cultivating greater national cohesion efforts aimed at fostering reconciliation, reducing inter-clan tensions, and promoting social harmony. Strengthened diplomacy will position Somalia as a reliable partner in regional and global affairs, bolstering its international standing and economic prospects.

The long-term impact of these reforms is a stable, democratic, and inclusive Somalia, where governance systems are transparent, accountable, and responsive to the needs of all citizens. A robust federal framework will provide the foundation for sustainable development, economic growth, and national unity.

These reforms represent a comprehensive approach to addressing the country's political and governance challenges. By focusing on political stability, local governance, national cohesion, and international cooperation, the NTP I charts a cohesive path towards achieving a democratic, inclusive, and peaceful Somalia.
Somalia's political landscape has been fragmented due to internal factionalism, prolonged conflicts, and the absence of a cohesive central government. The lack of consensus on federalism and decentralisation has intensified discontent and distrust among various constituencies. Despite progress, including the passage of the Provisional Constitution in 2012 and the formation of Federal Member States (FMS), several challenges persist:

- **Limited public participation in governance**
- **Unresolved constitutional issues**
- **Inadequate local governance structures**

These challenges undermine trust in government institutions, hinder equitable resource distribution, and exacerbate social divisions throughout the country.

In response to these challenges, the Federal Government of Somalia (FGS) has initiated an ambitious reform agenda aimed at achieving political stability, national cohesion, and local government development. The strategic initiatives of this agenda are designed to foster:

- **A peaceful, federal, and democratic Somalia**
- **Stronger local governments with financial and administrative autonomy for effective service delivery**
- **National cohesion through reconciliation efforts to address grievances and rebuild the social fabric.**
- **Enhancing Somalia's position on global and regional stages**

By addressing these challenges and pursuing these reforms, the FGS aims to establish a more inclusive, representative political system capable of delivering equitable services across all localities.

1.3. Key Result Areas

Key Result Area 1: Political Stability

Case for Change

Somalia's political landscape continues to exhibit fragility, characterised by an incomplete federalisation process, weak governance structures, and inadequate mechanisms to guarantee free and fair elections. Significant milestones have been achieved, including the recent finalisation of the first four chapters of the Provisional Constitution, agreements by the National Consultative Council (NCC) regarding the allocation of powers, fiscal federalism, security architecture, and justice model, as well as the successful adoption of the three electoral bills. However, challenges remain in effectively operationalising these frameworks and transferring the political agreement into legislative framework or constitutional provision to ensure inclusivity, transparency, and legitimacy in political processes.

The fundamental key priority areas within the political stability initiative encompasses the process of change and its outcomes. The key areas under this initiative include federalism and elections.

Strategic Objective 1: Build an Inclusive and Resilient Federal System

While the 2012 Provisional Constitution laid the groundwork for a federal system, it lacked clarity in defining legal and institutional structures. Although it established three tiers of government—federal, state, and district (the latter under state jurisdiction)—it did not specify the functions assigned to each level nor provide a framework for intergovernmental relations. The introduction of federalism and the formation of Federal Member States presented opportunities for conflict management, economic development, increased efficiency, and enhanced political participation. However, significant challenges persist, including security issues, clan conflicts, and power-sharing disputes that continue to pose risks. The formal adoption of federalism in Somalia represented a pivotal step in regional autonomy and local governance. The devolution of power is crucial for communities as their distinct needs are often overlooked by a unitary government. To address these challenges and achieve the successful building of an inclusive federal system, the following initiatives are critical:

Initiative 1. Finalisation of Constitutional Review process of Somalia

The goal of the finalisation of the constitutional review process aims to move the country from Provisional constitution to a permanent constitution accepted by the Somali people at large. The Final Constitution will serve as a cornerstone for ending Somalia's perpetual transition and clan-based political system, and for restoring stable constitutional governance in Somalia. The review and finalisation of Somalia's provisional constitution are vital for achieving national consensus, peace, and political stability. This process, rooted in federalism, is a national priority and presents an opportunity for transformative progress in the country.

Key Interventions:

- Building consensus and political will in the constitutional review process
- Drafting constitutional amendments for politically contentious articles
- Coordinating and facilitating the constitutionalisation of key agreements
- Promoting inclusivity in the Constitutional Review Process with a special focus on marginalised groups
- Finalising technical amendments to the provisional constitution
- Coordinating and facilitating working sessions on constitutionalising the existing agreements of political contentious issues (core principles
- Submitting the Reviewed Constitution to the Federal Parliament
- Adoption of the Provisional Constitution by the Federal Parliament
- Public Outreach and Civic Education Initiatives
- Harmonisation of Federal Member State Constitutions with the New National Constitution
- Holding a public referendum for the approved constitution
- Implementation of the Adopted Constitution for Effective Governance

Initiative 2. Strengthening Intergovernmental Relations

The goal of the finalisation of the constitutional review process aims to move the country from Provisional constitution to a permanent constitution accepted by the Somali people at large. The Final Constitution will serve as a cornerstone for ending Somalia's perpetual transition and clan-based political system, and for restoring stable constitutional governance in Somalia. The review and finalisation of Somalia's provisional constitution are vital for achieving national consensus, peace, and political stability. This process, rooted in federalism, is a national priority and presents an opportunity for transformative progress in the country.

Key Interventions:

- **Develop Legislative and Policy Frameworks:** through a clear framework for intergovernmental relations, enhancing collaboration and accountability among different government levels.
- **Establishing effective institutions for better coordination** and service delivery, resulting in enhanced citizen trust in government processes and improved public services

Initiative 3. Unbundling of Functions and Competency Assignment

Key Interventions:

- **Governance Effectiveness:** Assigning functions based on capacity to a more efficient government structure
- **Preparedness and Guidelines:** Clear guidelines and frameworks for function assignments, public institutions to fulfil their roles, potentially leading to improved public services.
- **Alignment with the Constitution:** Reviewing and development of sector policies to ensure that government actions are aligned with constitutional mandates, fostering better governance and citizen rights protection.
- **Implementation of sector-specific laws** that facilitate the effective operation of government functions to improve accountability and transparency in public service delivery.

Initiative 4: Fiscal Decentralisation

Key Interventions:

- **Local Revenue Generation:** Increased local revenue generation will empower local governments financially; allowing them to address community needs more directly and effectively, potentially enhancing the quality of services provided.
- **Revenue Sharing Mechanisms:** Establishing clear revenue-raising powers and equitable sharing mechanisms to promote fairness in resource distribution.
- **Public Sector/Civil Service Reform and Capacity Building:** Civil service rationalisation that leads to a more efficient and responsive government structure.
- **Capacity Assessments:** Conducting capacity assessments and implementing training to empower civil servants to improve performance and service quality.

Strategic Objective 2: Hold free, fair and credible elections

Somalia urgently needs to improve its ranking in the "State Legitimacy Index," which assesses the representativeness and openness of government and its relationship with citizens. The goal is to raise Somalia's State Legitimacy ranking from the current score of 9.6 to 8.1, a change that necessitates the conduct of free and fair elections at all three levels of government.

Key foundational laws, including the Electoral System Act, Establishment Act of National Independent Electoral and Boundaries Commission (NIEBC) and the Political Parties Act, have been passed, yet critical gaps remain in finalising complementary regulations and addressing ambiguities that can disadvantage opposition parties or marginalised groups. Boundary delimitation, often a contentious issue globally, poses a specific risk in Somalia, where unresolved land disputes and security concerns can further marginalise vulnerable populations, including internally displaced persons (IDPs), women, and youth.

Without equitable voter registration and polling access, trust in the electoral process risks further erosion. The National Independent Electoral Boundaries Commission (NIEBC), though pivotal, faces institutional weaknesses, including insufficient technical expertise, inadequate resources, and limited operational capacity. These deficiencies undermine its ability to oversee credible elections and voter registration, critical for transitioning to universal suffrage for the first time in five decades.

Political representation remains skewed, with women, youth, and marginalised communities underrepresented in political parties and elected bodies. Without immediate and comprehensive reforms, Somalia risks perpetuating a clan-based power-sharing system, stalling democratic progress, and undermining national cohesion.

By addressing these challenges through initiatives that strengthen electoral frameworks, ensure transparent and inclusive voter registration, build institutional capacity, and secure electoral environments, Somalia can establish a resilient foundation for political stability. These reforms will enable fair competition, promote trust among stakeholders, and reflect the diverse aspirations of its citizens, ensuring a sustainable transition to democratic governance.

Initiative 1. Establish a Robust Electoral Legal Framework

Key Interventions:

- Build on the Establishment Act of NIEBC, the Electoral Law, and the Political Parties Act of 2024.
- Finalise complementary regulations, bylaws, and implementation manuals to operationalise the legal framework
- Eliminate ambiguities in existing electoral laws to ensure clarity and consistency.
- Address potential biases that may favour incumbents or disadvantage opposition parties and independent candidates.
- Engage political parties, civil society, and citizens in the legislative refinement process to build confidence
- Ensure elections are perceived as legitimate, equitable, and representative of the electorate's will

Initiative 2. Delimitation of Voter Registration Boundaries

Key Interventions:

- **Impartial Boundary Delimitation:** Ensure voter registration centers and polling stations are allocated fairly, avoiding practices like gerrymandering.
- **Baseline from 2024 Electoral Law:** Use district boundaries from the 1990s as a reference for delimitation to maintain consistency and reduce political manipulation.
- **Criteria for Location Selection:** Base the determination of registration and polling locations on population density, infrastructure, security concerns, and land disputes.
- **Focus on Marginalised Groups:** Prioritise access for marginalised groups, internally displaced persons (IDPs), and women to promote inclusivity.
- Strengthen Electoral Integrity: Establish an equitable voter distribution system to eliminate discrimination and ensure a transparent and inclusive electoral process.

Initiative 3. Strengthening Institutional Capacity of NIEBC

Key Interventions:

- **Strengthen Institutional Capacity:** Enhance NIEBC's operational, technical, and managerial skills through targeted training programs and recruitment of skilled personnel.
- **Specialised Training:** Provide training in voter registration, campaign finance regulation, boundary delimitation, and result management to address key expertise gaps.
- **Resource and Infrastructure Support:** Equip NIEBC with the necessary infrastructure and resources to effectively oversee voter registration, political party management, and election-day operations, ensuring minimal irregularities.

Initiative 4. Comprehensive Voter Registration

Key Interventions:

- **Comprehensive Voter Registration:** Register all eligible Somali voters to create an inclusive, accurate, and transparent voter list for the country's first universal suffrage elections in over five decades.
- **Strategic Electoral Insights:** Use the voter registration process to gather critical insights into local electoral dynamics, aiding better planning for upcoming district, state, and federal elections in 2025–2026.
- **Focus on Marginalised Groups:** Prioritise the inclusion of women, youth, and internally displaced persons (IDPs) to ensure equitable representation
- **Foundation for Trust and Representation:** Deliver a credible voter list that fosters trust in democratic institutions and lays the groundwork for a representative and inclusive electoral system.

Initiative 5. Registration of Political Parties and Candidates

Key Interventions:

- **Structured Party Registration:** Register political parties and candidates per the 2024 Political Parties Act, ensuring compliance with national outlook, gender and ethnic inclusion, and internal democratic processes
- **Transform Political Associations:** Transition clan-based associations into institutionalised, nationally representative political parties.
- **Promote Competitive Systems:** Strengthen democratic governance through competitive and transparent party systems.
- **Enhance Political Stability:** Foster political inclusivity and accountability to encourage stability and public trust in multiparty elections.
- **Build Electoral Legitimacy:** Strengthen the legitimacy of elected representatives and Somalia's democratic institutions.

Initiative 6. Electoral Security Coordination

Key Interventions:

- **Establish Electoral Security Task Forces:** Create and coordinate specialised teams to address security risks before, during, and after elections through proactive measures like risk assessments, security deployments, and rapid response protocols.
- **Collaborate with Key Stakeholders:** Work with law enforcement, local communities, and electoral stakeholders to safeguard voters, candidates, and election officials.

Foster a Secure Electoral Environment: Prevent disruptions, mitigate election-related violence, and ensure citizens can safely exercise their democratic rights, protecting the credibility of the elections.

Initiative 7. Establishing a Fair Electoral Justice System

Key Interventions:

- **Introduce Alternative Dispute Resolution:** Establish mechanisms under NIEBC to expedite decisions on administrative complaints and electoral irregularities, complementing the constitutional and high courts.
- **Encourage Internal Party Frameworks:** Support political parties in developing internal dispute resolution systems to address grievances like candidate eligibility and voter registration issues.
- **Ensure Fairness and Integrity:** Provide accessible and transparent avenues for electoral justice to build trust among voters, political parties, and stakeholders, safeguarding the electoral process.

Initiative 8. Transparent Voting, Counting, and Results Management

Key Interventions:

- Ensure Transparent Electoral Process: Implement robust procedures for each stage of the electoral process, including campaign management, vote casting, counting, and result announcement.
- Enhance Transparency in Results: Establish a multi-tiered results system and secure protocols to prevent irregularities and ensure credible result dissemination.
- Build Public Confidence: Foster transparency and accountability to reduce disputes, enhance public trust, and ensure the legitimacy of election outcomes.

Initiative 9. Voter Education and Information Campaigns

Key Interventions:

- **Widespread Voter Education Campaigns:** Implement campaigns to inform citizens about electoral processes, voting procedures, and their role in democratic governance.
- **Inclusive Outreach:** Use accessible platforms like media, public workshops, and outreach programs to reach marginalised communities, youth, and underrepresented groups.
- **Empower Citizens for Active Participation:** Equip citizens with the knowledge and confidence to participate meaningfully in elections, promote higher voter turnout, and enhance electoral credibility

Initiative 10. Enhancing Representation of Marginalised Groups

Key Interventions:

- **Address Barriers to Participation:** Tackle cultural, financial, and systemic obstacles to the political participation of women, youth, and marginalised communities.
- **Targeted Support and Advocacy:** Conduct advocacy campaigns and provide financial support for female candidates to encourage broader participation.
- **Promote Gender and Youth Inclusion:** Implement policies to ensure gender and youth representation within political parties and elected bodies.
- **Institutionalise Inclusivity:** Build on previous achievements to create a more inclusive electoral system that reflects the diversity and aspirations of Somalia's citizens.
- **Support Youth Leadership and Political Participation:** It is the government's priority to equip youth with the right skills for good governance, participation, and leadership. The government is promoting civic engagement, support democratic and participatory governance, meaningful youth participation through this NTP at all levels by providing them with skills training on conflict resolution, peace building, and social as a tool for the prevention of violence, building partnerships for peace, and promotion of youth reintegration at the community level.

Initiative 11. Women Political Participation and Representation

Key Interventions:

- Promote women's political representation.
- Implement Temporary Special Measures (TSM) to address women's under-representation in decision-making roles.
- Implement regulations, procedures, and bylaws to ensure women's representation.

- Use strategies such as quotas and reserved seats.
- Drive structural changes for long-term gender mainstreaming.
- Achieve the 30% women quota as stipulated in the three electoral bills recently enacted by the Federal Government of Somalia (FGS).
- Highlight current representation of women in Somalia's federal and state parliaments and district councils.

Initiative 12. Increasing Participation and Representation for Persons with Disabilities (PWDs)

Key Interventions:

- Ensure inclusive electoral processes for PWDs.
- Draft and implement policies to promote accessibility in elections
- Consult with stakeholders to identify requirements for accessible polling stations.
- Train election staff on inclusive voting processes
- Develop accessible electoral materials (Braille, audio, simplified language).
- Distribute electoral materials widely with awareness campaigns.
- Establish independent monitoring bodies to enforce accessibility standards.
- Define compliance benchmarks and conduct audits during election periods.
- Address physical, informational, and procedural barriers.
- Empower PWDs to achieve 5% of political seats and exercise electoral rights.

Initiative 13. Internally Displaced Persons (IDPs)

Key Interventions:

- Recognise approximately 4.1 million IDPs in Somalia.
- Address marginalisation due to structural barriers.
- Advocate for an enabling environment for IDP participation in government.
- Raise public awareness on electoral processes among IDPs.
- Implement measures and mechanisms to ensure meaningful participation in elections.
- Engage IDPs in executive, legislative, and electoral dispute judicial processes



Key Result Area 2: Political Stability

Case for Change

Somalia's local governance remains weak, with limited institutional capacity, unclear intergovernmental roles, and insufficient resources. Local governments struggle to deliver essential services like healthcare, education, and infrastructure, leading to public distrust and inequitable access for communities.

This focus aims to address these challenges by strengthening institutional capacity, formalising intergovernmental responsibilities, and promoting fiscal decentralisation. Empowering local governments financially and administratively will enhance their ability to meet community needs efficiently and equitably.

The expected outcomes include improved public service delivery, expanded access to basic services, and increased trust in local governance. By building accountable and responsive local systems, this initiative will position local governments as drivers of inclusive development and citizen engagement.

The local government development key interventions aim to strengthen institutional capacity of the local governments, formalising intergovernmental responsibilities, and promoting fiscal and administrative decentralisation. Empowering local governments financially and administratively will enhance their ability to meet community needs efficiently and equitably.

To closely monitor improvements in local government development Key Interventions, the NTP will utilise the "Public Service Delivery Indicator" which is currently ranked at 9.6, with the goal of improving it to 8 over the next five years.

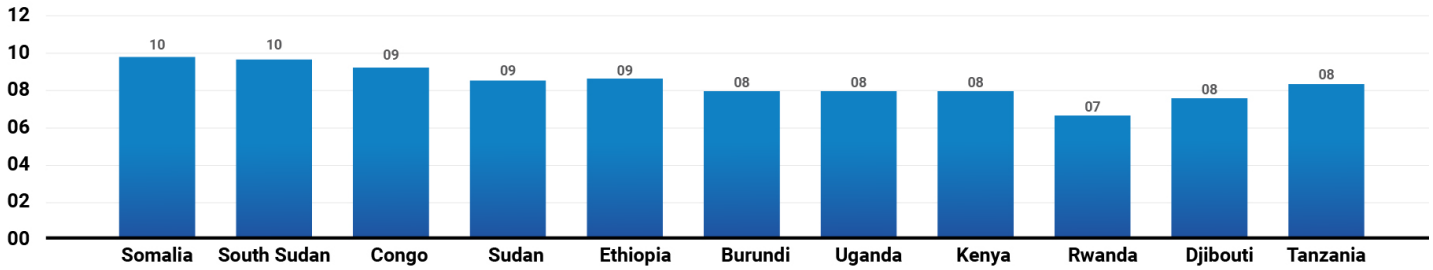


FIGURE 2: PUBLIC SERVICE INDICATOR4

Initiative 1. Effective Local Governance Systems

Key Interventions:

- **Build Institutional Capacity:** Strengthen the administrative and operational capacities of local governments to improve service delivery.
- **Formalise Intergovernmental Roles and Responsibilities:** Clarify and structure roles between national and local governments to enhance coordination and accountability.
- **Promote Administrative and Fiscal Decentralisation:** Empower local governments financially by devolving budgeting, resource allocation, and revenue generation.
- **Ensure Responsiveness to Local Needs:** Align governance systems with local priorities to improve accountability, efficiency, and responsiveness.
- **Improve Public Service Delivery:** Achieve a measurable improvement in the public service index from 9.8 to 4 by 2029, focusing on healthcare, education, and infrastructure.
- **Increase Trust in Local Governance:** Strengthen local governance structures to enhance public confidence and trust in local government operations

Initiative 2. Strengthening the National Institute for Local Government

Key Interventions:

- **Capacity Building for Local Officials:** Provide tailored training packages to local officials and civil servants to enhance decision-making and promote inclusive governance.
- **Digital Tools for Service Delivery:** Introduce digital platforms to improve service delivery in key sectors like health, education, and civil registration.
- **Empower Financial Decentralisation:** Support local governments with financial decentralisation to allocate resources effectively, fostering trust and aligning with federal principles for peace, security, and economic growth.

Initiative 3. Developing Governance Infrastructure for Local Administration

Key Interventions:

- **Infrastructure Development:** Construct and rehabilitate district community centres, police stations, courts, and local markets to enhance service delivery and public trust including newly liberated areas.
- **Strategic Planning and Cost-Efficiency:** Prioritise resources and plan strategically to address local needs while ensuring cost-effective infrastructure projects.
- **Coordination Across Governments:** Ensure robust coordination between federal, state, and local governments to align infrastructure investments with national and local development goals.
- **Promote Inclusive Governance and Stability:** Use infrastructure investments as a foundation for inclusive governance, fostering stability and community engagement.
- **Wadajir Framework:** A key approach to strengthening local governance in Somalia is the implementation of the Wadajir Framework, which provides a structured pathway for engaging local governance institutions before the establishment of formal district councils. The framework emphasises social reconciliation, participatory governance, and locally-driven decision-making as foundational steps before formal governance structures are put in place. In various districts, it has facilitated community-led social reconciliation initiatives, peace dividend investments, and capacity-building efforts to lay the groundwork for inclusive and accountable governance. By aligning with the Wadajir Framework, the NTP ensures that governance interventions are contextually responsive, particularly in areas where institutional foundations are still emerging.

Initiative 4. Institutionalising Local Governance Structures

Key Interventions:

- **Formalise Local Governance:** Implement Local Government Laws and establish district councils and committees to ensure service delivery, equitable resource allocation, and adherence to the constitution
- **Empower Local Governments:** Provide training programs and promote financial decentralisation to enhance accountability and foster community trust.
- **Support Democratic and Inclusive Governance:** Strengthen public sector capacity to align with Somalia's vision for efficient, inclusive, and democratic local governance.

Initiative 5. Expanding Digital Public Services

Key Interventions:

- **Introducing Digital Platforms for Public Services:** Implement online registration systems for health, education, and civil services to reduce delays and enhance transparency.
- **Foster Citizen Participation:** Use digital tools to increase accessibility and promote greater citizen engagement in governance.
- **Train Civil Servants on Digital Systems:** Provide training to civil servants to ensure effective implementation of digital systems, contributing to a responsive and advanced governance framework.

Initiative 6. Implementing the District Development Framework (DDF)

Key Interventions:

- **Prioritise Development Projects:** Use the District Development Framework (DDF) to guide resource allocation, addressing key community needs and securing additional funding for infrastructure and services.
- **Promote Transparent, Participatory Planning:** Ensure development aligns with national objectives and local priorities through a transparent and inclusive planning process.

Initiative 7. Promoting Financial Autonomy for Local Governments

Key Interventions:

- **Decentralise Budget Management:** Empower local administrations with the autonomy to allocate resources based on local priorities.
- **Ensure Financial Transparency:** Implement public reporting and community consultations to promote accountability and build public trust.
- **Enhance Service Delivery and Governance:** Strengthen local governance structures and improve service delivery by addressing regional challenges through financial autonomy

Initiative 8. Establishing and Empowering the NILG for Decentralisation

Key Interventions:

- **Provide Comprehensive Training:** Offer training programmes in public administration, financial management, and participatory governance to enhance local authorities' skills and institutional resilience.
- **Facilitate Peer Learning and Technical Assistance:** Support local governments with peer learning exchanges and technical assistance to bridge capacity gaps and improve responsive, inclusive governance.

Initiative 9. Enhancing Governance for Sustainable Infrastructure

Key Interventions:

- **Strategic Infrastructure Planning:** Prioritise projects based on affordability, cost-efficiency, and long-term sustainability, focusing on asset life cycles, maintenance, and climate resilience.
- **Establish Clear Regulatory Frameworks:** Ensure robust coordination across all government levels to streamline decision-making and resource allocation, promoting stability and inclusive development.

Initiative 10. Rebuilding Security and Justice Infrastructure

Key Interventions:

- **Build Local Security Infrastructure:** Construct police stations and district courts in key locations to enforce legal frameworks and improve access to justice.
- **Strengthening Rule of Law and Trust:** Enhance local security infrastructure to support the rule of law and foster greater citizen trust in governance.

Initiative 11. Civil Registration and Vital Statistics (CRVS)

Key Interventions:

Expand Birth Registration Coverage:

- Increase birth registration from the current rate of less than 6%.
- Implement measures to ensure all vital events, not just births, are registered.

Integrate CRVS with Essential Sectors:

- Address the fragmented structure of the current CRVS system.
- Ensure integration with health and other essential sectors for better accessibility and effectiveness.

Launch and Expand Unified Digital CRVS System:

- Continue the implementation of the unified digital CRVS system launched in 19 districts in October 2024.
- Expand the coverage of the unified digital CRVS system across the entire country.

Support Reliable Documentation and Governance:

- Ensure every individual has legal rights and privileges through proper documentation.
- Use the CRVS system as a reliable source of health and demographic statistics.
- Promote effective governance and improved public services through accurate data.

Key Result Area 3: National Cohesion

Case for Change

Somalia's history of conflict and grievances has left deep societal divisions and weakened national unity. Persistent inter-clan disputes, marginalisation, and lack of trust among communities have hindered peacebuilding and reconciliation efforts, threatening long-term stability and development.

This focus area emphasises on promoting national cohesion through grassroots reconciliation efforts and inclusive dialogues that engage diverse stakeholders, including marginalised groups.

Transitional justice mechanisms such as truth commissions and reparations will address historical grievances, fostering restorative justice and rebuilding trust among communities.

To ensure that viable transformation is being made in reconciling different constituencies of the nation, the national cohesion initiative utilises two indicators, namely, the "Group Grievance indicator" and the "Factionalised Elites Indicator". The first indicator, "Group Grievance," assesses societal divisions, especially

those rooted in social or political characteristics, and their impact on access to services, resources, and participation in the political process. This measure includes ethnic, religious, and other group-based tensions, which could be exacerbated by unequal access to opportunities and systemic discrimination. Notably, it acknowledges historical grievances where communal groups feel aggrieved due to past injustices or conflicts. Somalia currently holds a rank of 8.7, surpassing the average regional target of 7.2. Hence, the national cohesion in the Group Grievance initiatives for the upcoming five years is projected to be the regional average score of 7.2.

The second indicator, "Factionalised Elites", reflects the fragmentation of state institutions along ethnic, clan, or other social lines and the rivalry among political elites. The score of 10 out of 10 for Somalia is a clear indication of extreme fragmentation, with political elites divided along clan and factional lines. This division often results in brinkmanship, gridlock, and political stalemate, where ruling factions prioritise their own interests over the country's stability and development. The national cohesion in the Factionalised Elites initiatives for the upcoming five years is projected to be the regional average score of 8.7

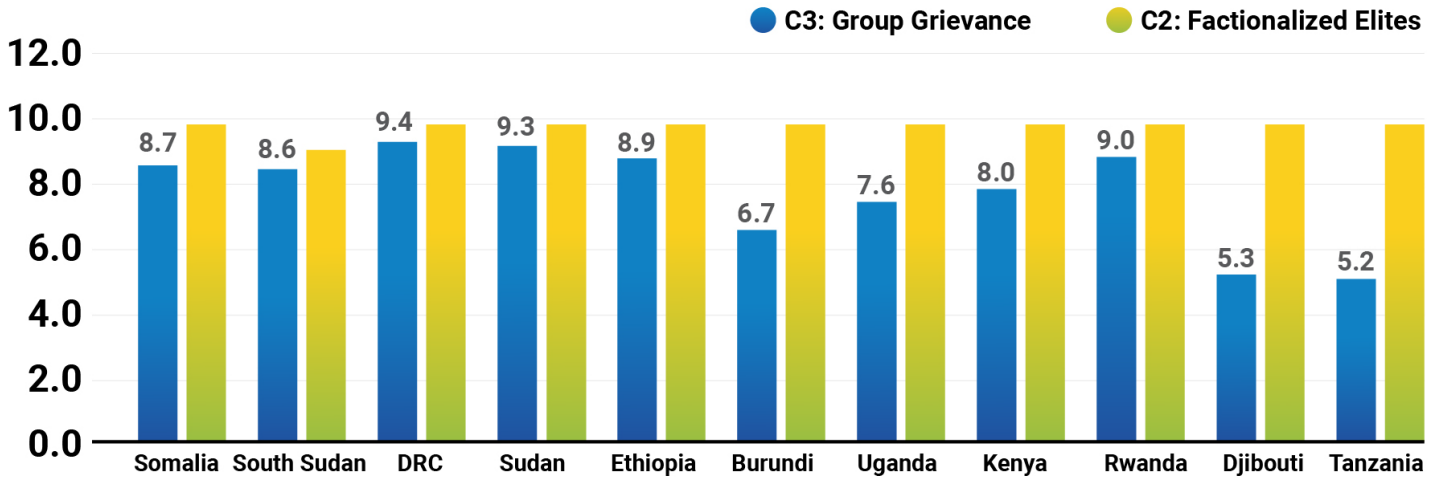


FIGURE 3: COHESION INDICATORS5 (FACTIONALISED AND GROUP GRIEVANCE)

In parallel with political reforms, Somalia has made significant stride in stabilisation efforts, particularly in newly recovered areas. The government has prioritised the establishment of inclusive local administrations to ensure governance structures are representative, transparent, and responsive to community needs. This includes laying the groundwork for essential governance functions, fostering national cohesion, and delivering key public services to strengthen the legitimacy of the state.

A key pillar of these efforts is the rebuilding of the social contract between the government and communities. Ensuring inclusive decision-making, equitable service delivery, and responsive governance, the government seeks to restore trust and enhance citizen engagement. These measures not only promote stability and local ownership but also create the conditions for long-term development and resilience in liberated territories.

Strategic Objective: Fostering a peaceful, inclusive, and united society by addressing the root causes of conflict, promoting social harmony, and strengthening resilience against divisions.

Initiative 1. Peacebuilding and Reconciliation

Key Interventions:

- **Promote National Unity and Peacebuilding:** Focus on grassroots reconciliation efforts and inclusive dialogues involving diverse stakeholders, including marginalised groups.
- **Implement Transitional Justice Mechanisms:** Use tools like truth commissions and reparations to address societal divisions and foster trust among communities.
- **Promote peacebuilding** through intercultural dialogue, cultural heritage and traditional conflict resolution, leveraging oral traditions, storytelling, music, and communal rituals to foster dialogue, respect for diversity, mutual understanding, and national healing across diverse communities.

Initiative 2. Inspiring Common Vision and Hope for a Shared Future

Key Interventions:

- **Foster Inclusive Dialogue:** Engage federal, state, and local governments, along with academia, civil society, and marginalised groups, to promote reconciliation and progress.
- **Promote Shared Identity and Belonging:** Implement outreach programs to foster a sense of belonging and a shared vision for a stable, harmonious future.
- **Address Divisions and Build Mutual Respect:** Bridge societal, political, and ideological divides, inspiring hope and commitment to a cohesive national identity.

Initiative 3. Confronting Past Harms

Key Interventions:

- **Implement Transitional Justice Mechanisms:** Use truth commissions and reparations programs to acknowledge past injustices, empower victims, and promote accountability.
- **Foster Healing and Dialogue:** Engage local leaders and marginalised groups through community-based interventions to create spaces for reconciliation, bridging divides and restoring trust.

Initiative 4. Strengthening National Cohesion and Conflict Prevention

Key Interventions:

- **Promote National Cohesion:** Address social and political tensions while fostering inclusivity through conflict resolution frameworks like mediation and negotiation programs.
- **Raise Awareness on Diversity:** Implement educational campaigns to highlight the value of diversity, peaceful coexistence, and reduce prejudice.
- **Integrate Traditional and Formal Mechanisms:** Combine traditional conflict resolution methods with formal processes to enhance trust and resilience for a more stable Somalia.

Initiative 5. Building Trust Between Society and State Institutions

Key Interventions:

- **Enhance Trust in Governance:** Strengthen trust between Somali citizens and state institutions through transparency and accountability measures
- **Improve Transparency and Accountability:** Promote community consultations and public reporting to ensure clear communication and responsible governance.
- **Capacity-Building for State Officials:** Provide training programs to equip state officials with the skills to effectively engage with communities and address their needs.
- **Foster Citizen Participation:** Encourage collaboration and active citizen participation in governance to reinforce the legitimacy of state institutions and build a resilient society.

Initiative 6. Enhancing Post-Conflict Recovery and Reconstruction

Key Interventions:

- **Support Community-driven Recovery:** Focus on community-driven decision-making to ensure recovery efforts address local needs, with an emphasis on vocational training, education, and small business support.
- **Rehabilitate Infrastructure:** Restore essential services by rehabilitating schools, health facilities, and other critical infrastructure.
- **Build Strong Partnerships:** Collaborate with local and international organisations to ensure coordinated and impactful recovery initiatives, fostering hope and stability for Somalia's future

Initiative 7. Institutionalising Sustainable Peace

Key Interventions:

- **Integrate Peacebuilding into Governance:** Embed policies supporting dialogue, mediation, and conflict resolution within governance systems to empower communities to address grievances.
- **Break the Conflict Cycle:** Create a sustainable foundation for peace and prosperity through integrated approaches that address community needs and build long-term stability.
- **Strengthen Local Institutions and Partnerships:** Enhance local institutions and foster international partnerships to build capacity for sustainable peace efforts
- **Promote Justice and Human Rights:** Establish a robust legal framework to support reconciliation, societal harmony, and ensure past conflict lessons guide a peaceful future

Initiative 8. Establish robust stabilization system and supports dialogue in the newly liberated areas

Key Interventions:

- **Promote Socio-Economic Growth:** Focus on enhanced service delivery and socio-economic growth to ensure communities recover and thrive, fostering resilience and self-reliance.
- **Break the Conflict Cycle:** Create a sustainable foundation for peace and prosperity through integrated approaches that address community needs and build long-term stability.
- **Empower Local Stakeholders:** Engage local leaders and communities in decision-making to strengthen their role in governance and development

Rebuild trust and prevent conflict: Strengthen relationship between communities and government institutions, reduce tension and prevent resurgence of conflict.

Key Result Area 4: Strengthening Diplomacy and International Cooperation

Case for Change

Somalia is at a pivotal moment in its diplomatic and international engagement efforts. Somalia continues to recover from prolonged instability, fostering strong diplomatic ties and strategic global partnerships is crucial for sustainable development, peace, and economic growth. Enhancing Somalia's diplomatic capabilities and international cooperation will not only increase its global influence but also attract foreign investment and reinforce its role as a trusted international partner.

Somalia's foreign policy faces significant challenges, including a low budget, limited institutional capacity within its diplomatic corps, a negative national image due to extended periods of conflict, and a fragmented diaspora community.

Achieving a peaceful, stable Somalia requires strengthening both multilateral and bilateral relations, focusing on international cooperation, regional integration, engaging the diaspora, projecting a positive national image through soft power, cultural diplomacy and building the capacity of Somalia's diplomatic corps. The prioritization of trade and expansion of regional integration should not come at the expense of addressing pressing internal issues and security concerns, which could otherwise undermine both Somalia and the East Africa region's efforts toward regional integration and threaten stability of regional blocs in East Africa and the Horn region

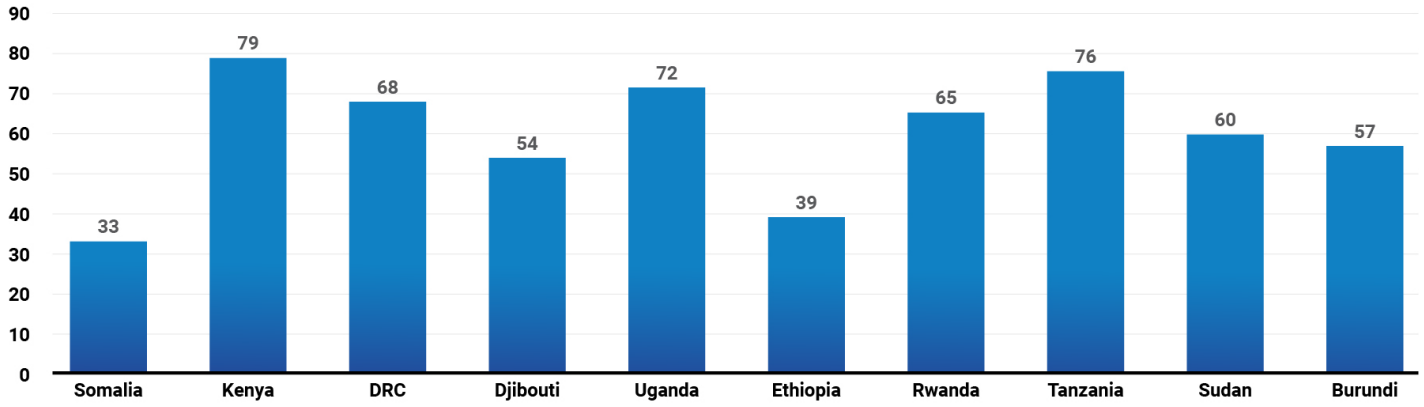


FIGURE 4: POLITICAL GLOBALIZATION INDEX RANKING OF EAC AND IGAD MEMBER COUNTRIES6

With these reforms, Somalia aims to elevate its Political Globalization Index to 60.3, aligning with the regional average. Key to this transformation is shifting from politically driven nominations to a professional, merit-based foreign service, empowering MOFAIC to prioritize skill-based appointments and train diplomats in positive image branding.

Somalia's foreign relations strategy emphasizes its commitment to regional integration and international cooperation. As of January 2025, Somalia has joined the UN Security Council 2025-2026 term. As a full member of key regional organisations including the Intergovernmental Authority on Development (IGAD), the East African Community (EAC), and the Horn of Africa Initiative, Somalia has cemented its role in regional diplomacy and economic cooperation. Furthermore, Somalia has signed agreements to join the Common Market for Eastern and Southern Africa (COMESA) and the African Continental Free Trade Area (AfCFTA), which are currently awaiting parliamentary approval.

It is important, under the NTP to ensure that commitments under these various arrangements are implemented timeously and with vigour which provides a strong signal to the private sector and international community. These regional partnerships are complemented by Somalia's participation in numerous multilateral organisations, including the United Nations (UN), the African Union (AU), and the Arab League.

Somalia's membership in various regional organisations has been a cornerstone of its diplomatic strategy, recently reaching a significant milestone with its full membership in the East African Community (EAC). This step marks a new chapter in Somalia's journey toward regional integration. As an EAC member, Somalia gains a valuable platform to harmonise trade policies, strengthen customs and border management, and deepen economic ties with neighbouring countries. To support this integration, Somalia has developed a comprehensive roadmap, appointing a Director General and a State-Minister within the Ministry of Foreign Affairs to spearhead these efforts. Additionally, the country has begun adapting the EAC Treaty to its national context and is working to finalise essential procedures and protocols for joining the customs union and common market by 2027. These strategic moves underscore Somalia's commitment to regional cooperation and economic alignment within East Africa. It is important to maintain a tight implementation schedule which should also serve as a catalyst for economic and business environment reforms.

By cultivating close ties with IGAD and EAC members, Somalia can better protect its sovereignty and territorial integrity while addressing mutual security and economic challenges. Engaging the diaspora in state-building and leveraging their advocacy abroad is equally critical to advancing Somalia's interests globally.
This comprehensive approach will position Somalia as a capable, credible, and respected player in the international arena, better equipped to pursue peace and development. initiatives for strengthening diplomacy and international cooperation.

Initiative 1. Bilateral and Multilateral Partnerships

Key Interventions:

Membership in International and Regional Organisations:

- Utilise memberships in key organisations such as the United Nations (UN), African Union (AU), Arab League, Organisation of Islamic Cooperation (OIC), East African Community (EAC), and Common Market for Eastern and Southern Africa (COMESA) to expand political, economic, security, and social influence.

Participate in Development Initiatives

- Engage in development initiatives through the UN and AU to benefit from support in areas such as security, human and political rights, and capacity building.
- Collaborate with other nations on shared challenges like conflict prevention, counter terrorism, smuggling, human trafficking and climate resilience.

Establish a Robust International Cooperation Policy

- Develop a policy to govern how institutions across the Federal Government of Somalia (FGS) conduct relations with foreign partners.
- Provide guidance and frameworks for effective coordination of all support and developmental initiatives for Somalia.
- Operationalise clear structures and frameworks for all stakeholders to follow.

Transition UN Office Mandate:

- Shift the UN office in Somalia from a political role to a development-focused mandate.
- Align the UN office's role with Somalia's progress in state-building and its evolving capacity for self-governance.
- Adapt the UN's presence to Somalia's strengthened institutions and consolidated peace, reducing the need for a politically focused presence.

Initiative 2. Regional Integration

Key Interventions:

- **Increased Market Access:** By joining the EAC, Somalia will gain access to a larger market, with a combined population of nearly 300 million people. This can provide new opportunities for Somali businesses to expand and increase their sales by accessing a more extensive customer base. Collaborative efforts in sectors like agriculture, manufacturing, and tourism can drive Somalia's economic growth and attract investment.
- **Free Movement of People and Goods:** Membership in the EAC would allow for the free movement of people, goods, and services across borders. Somali citizens would have the opportunity to travel, work, and study in other EAC countries, fostering regional integration and promoting cultural exchange.
- **Regional Infrastructure Development:** The EAC significantly emphasises developing regional infrastructure, such as transport networks, energy grids, and communication systems. Somalia could benefit from these infrastructure projects, contributing to enhanced connectivity, trade facilitation, and regional economic integration.
- **Increased Foreign Direct Investment:** The EAC has a strong and growing economy, which can attract investment from both domestic and foreign investors. This can benefit businesses by accessing expanded capital sources, new technologies, and new markets. Overall, Somalia joining the EAC has the potential to create a more favourable business environment for the private sector by providing increased access to new markets, improved infrastructure, and a more favourable business climate. By leveraging these benefits, the private sector in Somalia can grow and succeed, helping to drive economic growth and development. Somalia will also capitalize on its participation in regional initiatives, such as the Horn of Africa Initiative, which prioritizes regional coordination and cooperation for infrastructure connectivity, including transport corridors, power interconnections and single digital market.
- **Collaboration on Security and Stability:** As an EAC member, Somalia would have the opportunity to collaborate with other member states to address common security challenges, such as terrorism, piracy, and cross-border crimes. This would enhance regional security and stability, benefiting Somalia's security situation. Approaches to FDI will also continue to look outward to deepening relations with countries in the GCC, China, Turkey and others who are seeing a growing investment footprint in Somalia.
- **Strengthen and build capacity** for the Investment Promotion Office (SOMINVEST) and the Ministry of Commerce and Industry to develop an enhanced work programme. This includes to operationalise the Special Economic Zones.
- **Shared Resources and Knowledge:** Member states can pool resources, expertise, and research efforts to tackle common challenges, such as healthcare, education, and sustainable development.

Initiative 3. Promote Diaspora Inclusiont

Key Interventions:

Strengthen Cultural Ties:

- Promote cultural practices that maintain connections between the diaspora and Somalia.
- Encourage skill transfer programs to leverage the expertise of diaspora members.

Enhance Financial Remittance Channels:

- Facilitate safe and efficient channels for remittances, which are estimated between 1.4 to 2 billion USD annually.
- Ensure remittances support food security, education, health, investments, and emergency needs for approximately 40% of Somali households

Promote Diaspora inclusion in Governance:

- Encourage diaspora women and youth to seek employment in the civil service.
- Support their involvement in advisory positions with senior government officials.
- Empower them to shape key governance issues and contribute to a more peaceful, democratic, and stable Somalia.

Expand Diaspora Integration Programs:

- Develop programmes that integrate diaspora contributions into national development plans.
- Foster partnerships between diaspora communities and local governments.

Facilitate Knowledge and Expertise Exchange

- Organise conferences, seminars, and workshops to facilitate the exchange of knowledge and expertise.
- Promote mentorship programs where experienced diaspora members can guide younger generations

Initiative 4. Improved Institutional Capacity

Key Interventions:

Expand Curriculum at Diplomatic Institute

- Under MOFAIC leadership, include specialised training programmes in areas such as international negotiations, commercial policy, language proficiency and public diplomacy (positive image branding).
- Prioritise merit and competence in recruitment to ensure representatives can effectively advocate for Somalia's interests globally.
- Create a cohort of career diplomats that are active serving the country even when the government changes.

Infrastructure Upgrades at Diplomatic Institute:

- Invest in additional classrooms and state-of-the-art digital tools.
- Support policy analysis and international collaboration through upgraded infrastructure

Create Pipeline of Skilled Diplomats:

- Equip diplomats to shape Somalia's foreign policy and foster international partnerships.
- Ensure diplomats can effectively represent Somalia in international policymaking.

Strengthen Diplomatic Corps:

- Enhance representation in international policymaking.
- Secure strategic partnerships through a stronger diplomatic presence
- Project a positive global image of Somalia.
- Ensure effective participation in global governance frameworks

Key Result Area	Initiatives	Explanation
Strengthening Diplomacy and International Cooperation	• **Establish an International Cooperation Policy and the Somali International Cooperation Agency (SICA)** • **Promote Regional Integration with EAC** • **Manage Global Partnerships** • **Develop the Institute of Diplomacy** • **Enhance Diaspora Inclusion**	**These initiatives are essential for empowering Somalia to actively engage in global diplomacy, promote economic growth through strategic partnerships, and consolidate efforts to support national stability and development.**

1.4. Enablers

Enabler 1: Strengthening Institutional Capacity for Governance and Trust

Establishing transparent, accountable, and resilient government institutions is essential for building public trust and ensuring the effective delivery of public services. This enabler focuses on enhancing the operational capacity of local governments, judicial systems, and administrative frameworks. Targeted capacity-building initiatives will include specialised training for civil servants, streamlined governance protocols, and modernised infrastructure to support efficient service delivery. Strengthening oversight mechanisms and promoting transparency in decision-making processes are critical to reinforcing public confidence in governance. By prioritising institutional resilience, Somalia can ensure stability, uphold the rule of law, and build a foundation for sustainable national development.

Enabler 2: Empowering Communities for Inclusive Decision-Making

Engaging local communities in governance and conflict resolution is a cornerstone of inclusive politics. This enabler advocates for grassroots participation in policymaking, fostering a sense of ownership and accountability. Key initiatives include establishing community forums, reconciliation programs, and conflict mediation platforms that address grievances at the local level. These efforts will prioritise marginalised and vulnerable groups, ensuring that diverse voices are represented. By creating avenues for dialogue and collaborative decision-making, this approach fosters trust between communities and the state, strengthens social cohesion, and mitigates potential sources of conflict.

Enabler 3: Promoting Inclusive State-Building

Inclusive state-building requires a commitment to equitable governance that leaves no group marginalised. This enabler focuses on institutionalising inclusive practices through constitutional reforms, fair representation in governance structures, and the establishment of robust safeguards against discrimination. Advocacy campaigns and multi-stakeholder dialogues will encourage the participation of women, youth, and minority groups in the political process. By addressing systemic inequities and promoting shared ownership of national development, this enabler ensures that state-building efforts align with the principles of justice and equality, fostering a unified and cohesive society.

Enabler 4: Countering Extremism Through Peacebuilding and Education

To address the root causes of extremism, this enabler prioritises peacebuilding, education, and social inclusion. Community-driven initiatives will promote alternatives to radicalisation, including vocational training, civic education, and youth empowerment programs. Targeted outreach efforts will engage vulnerable populations, particularly in areas affected by conflict or poverty, providing constructive pathways for their integration into society. Partnerships with religious leaders, civil society organisations, and educational institutions will reinforce narratives of tolerance, justice, and social harmony. These initiatives aim to undermine extremist influences and build resilience at both the individual and community levels, fostering long-term peace and stability.



Chapter 2: Security

OBJECTIVE:

Enhancing Defence and Security

2.1. Overview

The security sector is the foundation of Somalia's efforts to build a peaceful, stable, and prosperous nation. Recognising the persistent threats from insurgent groups and violent extremist groups such as Al Shabaab, organised crime, and inter-clan conflicts, Somalia's security strategy has adopted a comprehensive approach aimed at tackling these complex challenges. These efforts are embedded in the National Security Architecture (NSArch) and the Security Sector Development Plan (SSDP), which form the strategic framework guiding the country's security reforms.

This approach balances immediate operational needs with long-term institutional development, aiming to create a resilient security apparatus that aligns with Somalia's broader state-building goals is the phased approach laid out in the SSDP, addressing the 'Now,' 'Next,' and 'Later' stages of security development. The 'Now' phase focuses on generating and equipping sufficient forces to conduct offensive operations and hold territory, while also prioritising governance reforms, including the enactment of critical legislation such as the Somali Police Force Act and Defence Act.

8 DECENT WORK AND ECONOMIC GROWTH

Ensures a secure environment for economic activities.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Focuses on national security, counterterrorism, and law enforcement reforms.

UN SDGs Addressed:

Somalia's security reforms are not limited to developing military capabilities. These efforts extend to all rule of law and related institutions such as the Somali Police Force (SPF) to take on stabilisation roles in newly liberated areas and adopting community policing models. Investments in infrastructure, such as police stations and training facilities, alongside digital innovations for case management and accountability are integral to creating a responsive and trusted police force. The security sector focuses on addressing systemic vulnerabilities and fostering a unified framework for national stability. These efforts, supported by targeted investments and international cooperation, are transforming the security landscape, creating a stable foundation for Somalia's future development.



FIGURE 6: HOUSE CHART: KEY FOCUS AREAS FOR DEFENSE AND SECURITY SECTOR7

2.2. Theory of Change

As a core element of the NTP I of 2025-2029, the Federal Government of Somalia (FGS) is embarking on an ambitious initiative to build a robust, accountable, and sustainable security sector aimed at ensuring long-term peace and stability.

The NTP I aims to address systemic and structural challenges including weak institutional frameworks, limited resources and inadequate capacities, and persistent threats to national security from violent extremist groups (including Al Shabaab). On the Global Terrorist Index, Somalia has the highest score among the eastern and Central Africa region. Against that background; it has also set a target to reduce its Global Terrorist Index score from 7.81 to 4.5 by 2029. Achieving this milestone will require to tackle terrorist activities, capacitate Somali security forces and implement comprehensive counter terrorism strategy.

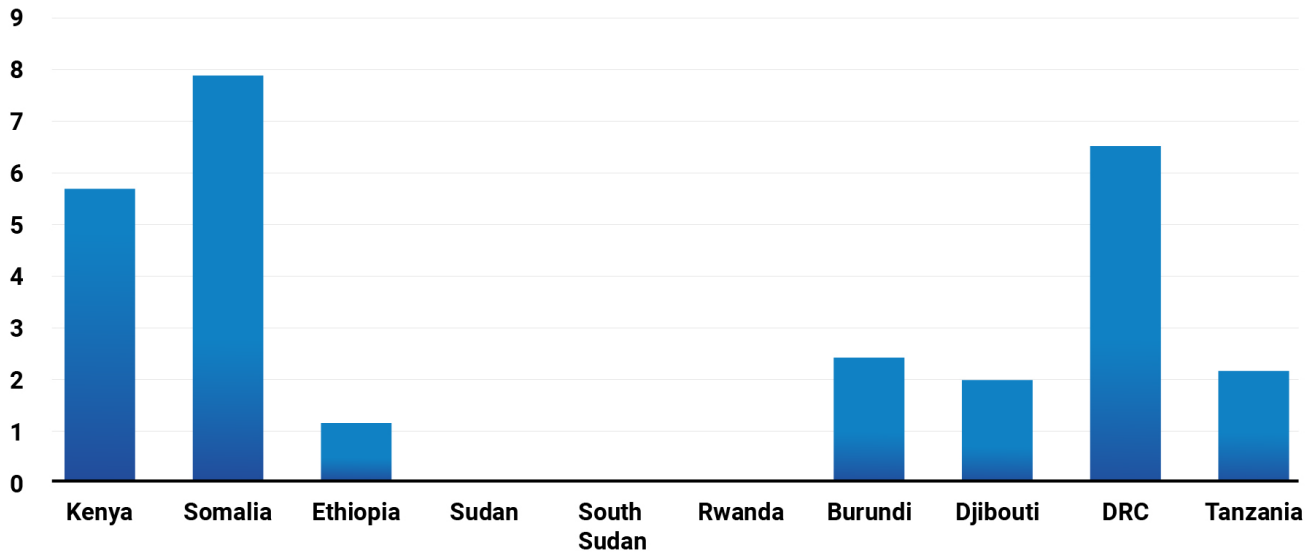


FIGURE 7: EASTERN AND CENTRAL AFRICA REGION8

With its setting of the True North for the security sector, NTP lights the way for legislations, policies and strategies with a comprehensive approach as its hallmark and that align with each other across the board. In this regard, the SSDP as informed by NSArch, takes a phased approach in developing and reforming security institutions to attain sustainable capabilities. Somalia's vision is to establish a security system capable of safeguarding its citizens while adhering to principles of good governance and international standards, addressing decades of conflict and underdevelopment.

To achieve this vision, SSF and its respective Defence and Internal Security line ministries will focus on five strategic priorities, each addressing a critical aspect of Somalia's security landscape:

1. National Security Architecture: Implementing the NSArch to establish a clear, federated security model. Strengthening the collaboration of federal and state level government on security roles and governance.
2. Security Sector Development Plan: Implementing the SSDP to building the four core capabilities of accountability and oversight, management and command, equipment and infrastructure, and capacity building and training through phased approach ("Now," "Next," "Later") to address immediate, mid-term, and long-term security needs.
3. National Counter-Terrorism Strategy: Implementing the multi-faceted Counterterrorism strategy consisting of the six pillars: Military operations, urban security, countering terrorist financing, strategic communications, ideological warfare, and stabilising territories liberated from terrorist groups.
4. AUSSOM Transition: Implementing AUSSOM mandate, including, protection of key infrastructure, conducting joint operations with SSF and in the process supporting the implementation of SSDP through training, advising and mentoring roles to strengthen SSF capabilities to enable them to assume full responsibility for security at the end of the transition
5. Compliance with UNSC obligations and countering transnational crimes: Strengthening the Central Monitoring Department (CMD) to meet UNSC monitoring and reporting obligations, countering transition crimes, and implementing the national WAM strategy

With the above in place, an improved security environment, marked by reduced terrorism and conflict, will enable Somalia to achieve both social and economic progress. Strengthened governance, characterised by effective accountability mechanisms and transparency in resource allocation, will enhance public trust in both the government and security forces.

Professional security forces, equipped with the necessary training and resources, will be capable of independently addressing internal and external threats.

Financial sustainability, achieved through reduced donor dependency and efficient resource mobilisation, will ensure the longevity and sustainability of these reforms

However, these initiatives hinge on key assumptions, namely the availability of commitment from the political leadership of the day which is essential to implementing security sector reforms. Continued support from international partners is critical for capacity building and financial assistance. Additionally, aligned financial planning and effective stakeholder coordination are required to address evolving security threats and operational demands. While these assumptions provide a foundation for the plan's success, several risks must be considered: political instability, financial constraints, and resistance from extremist groups pose significant challenges. Mitigation strategies, including robust planning and adaptive measures, are integrated into the roadmap to address these risks. The NTP I recognises that transforming Somalia's security sector is a complex but essential undertaking. It requires coordinated efforts from all stakeholders to address systemic gaps, build institutional capacities, and foster collaboration.

2.3. Key Result Areas

As a core element of the NTP I of 2025-2029, the Federal Government of Somalia (FGS) is embarking on an ambitious initiative to build a robust, accountable, and sustainable security sector aimed at ensuring long-term peace and stability.

The NTP I aims to address systemic and structural challenges including weak institutional frameworks, limited resources and inadequate capacities, and persistent threats to national security from violent extremist groups (including Al Shabaab). On the Global Terrorist Index, Somalia has the highest score among the eastern and Central Africa region. Against that background; it has also set a target to reduce its Global Terrorist Index score from 7.81 to 4.5 by 2029. Achieving this milestone will require to tackle terrorist activities, capacitate Somali security forces and implement comprehensive counter terrorism strategy.

Key Result Area 1: Implementation of the National Security Architecture

Case for Change

Somalia's security landscape is characterised by fragmented governance structures, limited institutional capacity, and persistent threats from insurgent groups. While significant efforts have been made to strengthen the country's security framework, achieving a fully coordinated and unified approach has been a challenge. Historically, lack of cohesive collaboration between the federal government and state-level governments and contentious pre-election process has hindered the development of an effective and unified security apparatus, leaving critical vulnerabilities in the country's national defence and public safety posture.

To address these challenges, the federal and state leadership have reached a political agreement on Somalia's National Security Architecture. This agreement prioritises building Somalia's security forces that are acceptable, able, affordable and accountable, through collaborated and coordinated efforts with key stakeholders. Comprehensive training programs will enhance operational readiness, while equipping and force generation initiatives will ensure that security forces are adequately resourced to meet evolving threats. This initiative aims to establish a professional and self-sufficient security framework capable of safeguarding national security and reducing reliance on external actors. Targeted capacity-building measures will address institutional weaknesses, fostering stronger collaboration between federal and state entities.

By aligning force generation with Somalia's long-term security needs, this initiative will not only enhance immediate response capabilities but also lay the foundation for sustainable stability. Ultimately, this effort seeks to rebuild public trust in state security institutions, creating a resilient and cohesive security architecture that supports peacebuilding and national transformation leading to prosperity.

Strategic Objective: Enhance intergovernmental agreements on security architecture

Initiative 1. Promoting Equitable Security Participation

This initiative highlights the need for federal and state governments to create national security architecture that is inclusive and merit-based. It aims to ensure broad representation from all sectors of society while avoiding actions that may reinforce existing divisions. By focusing on fairness and inclusivity, this approach seeks to build a more cohesive and effective security sector.

Key Interventions:

- Create a national security framework that is inclusive and merit-based
- Build a more cohesive and effective security sector

Initiative 2. Enhancing Synergy between Federal and State Security

Strengthening collaboration between and among the institutions at the federal and state levels is vital for effective security planning and operations. This initiative calls for reinforcing cooperative frameworks based on shared objectives and mutual respect for the distinct roles and responsibilities of both levels of government.

Key Interventions:

- Strengthen collaboration between and among institutions at the federal and state levels.
- Reinforcing cooperative frameworks based on shared objectives

Initiative 3. Enhancing Constitutional Adherence and Engagement with Stakeholders

To maintain legitimacy and order, the government must uphold both the letter and the spirit of the provisional constitution. Optimising engagements with state and non-state stakeholders in strict compliance with the constitution and political agreements is critical to fostering trust and stability.

Key Interventions:

- Uphold both the letter and the spirit of the provisional constitution.
- Optimise engagements with state and non-state stakeholders in strict compliance with the constitution and political agreement.

Initiative 4. Establishing Clear Guidelines for Integration and DDR

This initiative focuses on developing clear SSF rationalisation and integration policy and protocols, within the existing framework of the NSArch. A broader post-Violent Extremism security architecture for Somalia will also include a comprehensive Integration, Disarmament, Demobilisation and Reintegration (IDDR) policy for the integration of grassroots forces, such as the "Macawisley", into SSF and disarming, demobilising and reintegrating disengaged combatants into the society. These guidelines should align with constitutional provisions and the principles outlined in the revised 2023 NSArch to ensure smooth and lawful integration efforts.

Key Interventions:

- Develop policy for Integration, Disarmament, Demobilisation and Reintegration (IDDR) for the integration of grassroots forces into Somali Security Forces
- Align Constitutional provisions with the revised 2023 NSArch.
- Reinforcing cooperative frameworks based on shared objectives.

Key Result Area 2: Security Sector Development Plan (SSDP)

Case for Change

Somalia's security institutions, including the Somali National Armed Forces (SNAF) and Somali Police Force (SPF), are vital for national stability and public trust. However, both face challenges such as insufficient training, inadequate resources, and limited accountability, undermining their effectiveness in addressing security threats.

These initiative aims to transform the SNAF and SPF into a professional and accountable force through improved command structures, expanded training, and robust oversight, enabling it to safeguard sovereignty and meet international standards. For the SPF, the focus is on increasing personnel to 40,000, enhancing operational readiness, and adopting community-focused policing to strengthen public trust and address localised security needs. By building well-equipped, ethical, and effective security forces, Somalia can establish a foundation for peace, stability, and long-term development.

Strategic Objective: Strengthen Security Sector Capabilities

Initiative 1. Building a Capable and Accountable Somali National Armed Forces (SNAF)

This initiative is dedicated to transforming the Somali National Armed Forces (SNAF) into a professional and accountable security force under robust civilian oversight. Efforts include strengthening command and control structures, enhancing operational readiness, and expanding training centres to support career progression and role specialisation. By improving accountability and oversight mechanisms, the initiative ensures that the SNAF operates effectively and ethically while safeguarding Somalia's sovereignty.

Key Interventions:

- Transform SNAF into a professional and accountable security force.
- Enhance operational readiness, and expand training centres to support career progression and role specialisation.

Initiative 2. Enhancing the Somali Police Force's Efficiency and Capacity

This initiative focuses on improving SPF ability to maintain law and order and contribute to stabilisation efforts, particularly in newly liberated areas. By expanding the force size to 40,000 personnel and enhancing training facilities, the initiative ensures the SPF is well-equipped and operationally ready. Additionally, it aims to transition the police force into a community-focused and accountable institution, capable of fostering public trust and addressing security needs in urban and rural settings.

Key Interventions:

- Improve SPF's ability to maintain law and order and contribute to stabilisation efforts.
- Expand SPF 40,000 personnel and enhance training facilities

Initiative 3. Enhancing National Intelligence Capabilities

The National Intelligence and Security Agency (NISA) operates under the framework of the Ministry of Internal Security (MoIS). It operates across various areas of security, encompassing both policing and militarised activities, alongside its core intelligence functions. Meanwhile, regional administrations have either established or are in the process of developing their own intelligence bodies. However, clear mechanisms for coordination, command, and reporting between these regional agencies and the NISA are still evolving.

Through legislation apparatus and aligned reforms implemented by its own leadership, NISA's functions will be streamlined to make it more responsive to the intelligence needs of Somalia's current security situation as well as lay the foundation as the cornerstone for the vision of Somalia security.

Key Interventions:

- Streamline NISA functions to make it more responsive to its core mandate of intelligence;
- Develop information sharing and intelligence architecture for collaboration and cooperation;

Initiative 4. Capacity Building of the Custodial Corps

The Custodial Corps plays a critical role in Somalia's law and order/criminal justice system, encompassing detention, rehabilitation, and public safety. However, its effectiveness is hindered by outdated frameworks, insufficient training, limited administrative capacity, and inadequate infrastructure. This initiative aims to build the Corps' capabilities and enhance its capacity to deliver on its mandate. Key objectives include bridging its roles in detention, rehabilitation, and public safety; strengthening administrative and managerial functions; modernising oversight mechanisms; refining recruitment and training protocols; and upgrading physical infrastructure. To achieve these goals, Key Interventions focus on regulatory reform and strategic planning, bolstering administrative structures, professional development, staffing expansion, and infrastructure development. By addressing these critical gaps, the initiative seeks to modernise Somalia's Custodial Corps, ensuring its sustainability and alignment with international standards while contributing to enhanced public safety and justice delivery.

Key Interventions:

- Build the Corps' capabilities and enhance its capacity to deliver on its mandate.
- Bolster administrative structures, professional development, staffing expansion, and infrastructure development.
- Modernise Somalia's Custodial Corps, ensuring its sustainability and alignment with international standards while contributing to enhanced public safety and justice delivery.

Initiative 5. Regulating Immigration, Customs and Border Control

This initiative aims to safeguard Somalia waters from threats by enhancing capabilities to deal with maritime threats through legislations and regulatory frameworks, regional cooperation, improving surveillance, updating and enhancing law enforcement. It focuses on improving surveillance in high-risk zones, strengthening counterterrorism operations, updating maritime laws, and clarifying jurisdictional boundaries. Its objective is also to improve governance over water resources. The initiative also prioritises training personnel, fostering regional and international partnerships, and enhancing risk management and contingency planning frameworks.

Key Interventions:

- Safeguard Somalia's maritime from threats and by enhancing surveillance, updating and enhancing law enforcement
- Improve governance over water resources

Initiative 6. Implementing Climate Adaptation Strategies to Reduce Resource-Based Conflicts

This initiative addresses the link between climate change and security. Climate change induced resource-based conflicts, loss of livelihood and displacements contribute to insecurity in Somalia. By integrating climate adaptation, conflict resolution,

and sustainable development, and rule of law, it aims to reduce tensions over critical resources like water and land. Through enhanced coordination, community dialogue, and climate security policies, Somalia seeks to build resilience, mitigate conflicts, and ensure long-term peace and stability.

Key Interventions:

- Integrate climate adaptation, conflict resolution, sustainable development, and rule of law

Initiative 7. Promoting Women's Participation in Security and Peacebuilding

Women, Peace, and Security (WPS) is a crucial initiative for sustainable peace and stability in Somalia. It ensures women's active participation in security decision-making, promotes gender-sensitive peacebuilding, and protects vulnerable populations. Aligning with national and international frameworks, WPS enhances the effectiveness of security institutions and fosters an inclusive society.

- Engage women in active participation in security decision-making to promote gender-sensitive peacebuilding and protect vulnerable populations.

Initiative 8. Regulating Immigration Customs and Border Control

Immigration is essential for strengthening national security, ensuring public safety, and supporting effective governance. The Immigration and Citizenship Agency (ICA), through an inter-agency support mechanism, plays a vital role in safeguarding the nation's sovereignty through stringent immigration controls, border security, and management of cross-border movements. By advancing its digital infrastructure and biometric security measures, ICA needs to enhance its capacity to respond to evolving threats, ensuring the integrity of national processes. Regulating immigration and naturalization, including the monitoring of asylum seekers and refugees, is crucial to maintaining order and stability while supporting Somalia's broader goals of security and development. Somalia's porous borders, which is recognised as a national security threat in the national threat assessment, can be addressed through adequately resourced coordinated inter-agency framework to deal with transnational crimes and general cross-border insecurity.

- Safeguard the nation's sovereignty through stringent immigration controls, border security, and management of cross-border movements.
- Regulate immigration and naturalization, including the monitoring of asylum seekers, migrants, returnees and refugees.

Key Result Area 3: Counter-Terrorism Strategy

Case for Change

Somalia faces persistent threats from terrorist groups that have global ties, such as Al-Shabaab and ISIS. The presence of these terrorist organisations has significantly impacted national security, political stability, border security and institutional capacities. The current counter-terrorism frameworks would benefit from a more comprehensive and multidimensional approach to address evolving threats. Therefore, enhancing these systems could help reduce potential vulnerabilities that terrorist groups might exploit.

In light of this, a counter-terrorism strategy has been developed that translates into implementable initiatives to address the persistent threats posed by these groups. These groups exploit weak governance structures, socio-economic vulnerabilities, and porous borders to sustain their operations and undermine national sovereignty.

This strategy prioritises liberating territories from terrorist groups' control through military operations, strategic communications, countering terrorist financing, redesigning urban security, deploying local context specific PCVE, and stabilisation of territories recovered from terrorist groups.

Communities impacted by terrorism often avoid cooperating with the government. Hence, the strategy shall also focus on rebuilding public trust and enhancing social resilience. Its initiatives should prioritise community engagement, rehabilitation programs, and the stabilisation of liberated areas to foster trust and support among local populations. Countering violent extremism (CVE) programs, particularly targeting youth and marginalised groups, can help address ideological extremism that fuel radicalisation and recruitment into terrorist organisations.

Strategic Objective: Build Counter Terrorism Capacities

Initiative 1. Conducting Phased and Targeted Military Operations

This initiative will execute phased military operations targeting terrorist-controlled areas. Led by SNAF with support from all the other SSF, community defence forces and special forces, and international partners, these campaigns aim to liberate terrorist strongholds while minimizing civilian casualties. The phased approach ensures a sustainable transition to peace and stability in recovered areas.

Key Interventions:

- Liberate terrorist strongholds by engaging community defence forces while maintain minimum civilian casualties

Initiative 2. Enhancing Urban Security

This initiative focuses on securing Somalia's major urban centres, including Mogadishu and state capitals, through the development of tailored urban security strategy, including enhancing urban security infrastructures and deploying specialised units. Integrated support from international allies will ensure advanced technologies and training are leveraged to address urban security challenges effectively. This approach aims to safeguard civilians and critical assets, fostering a stable environment for development.

Key Interventions:

- Develop urban security strategy to secure Somalia's major urban centres, including Mogadishu and state capitals.

Initiative 2. Enhancing Urban Security

To dismantle terrorist groups' financial networks, this initiative will implement advanced financial tracking systems and reinforce mandated institutions. A critical component will be integrating a National ID database and banking know your customer (KYC) system to monitor and block illicit financial flows. By enhancing oversight mechanisms, the initiative supports transparency and accountability in financial transactions, aligning with national and global anti-money laundering standards.

Key Interventions:

- Implement advanced financial tracking systems and reinforce mandated institutions
- Integrate a National ID database and banking KYC system to monitor and block illicit financial flows.

Initiative 4. Developing a National Counter-Terrorism Communication Strategy

This initiative will design and implement a synchronised national counter-terrorism communication strategy. The strategy will counter Al Shabaab and ISIS's narratives, promote high-level defections, and highlight government successes in fostering peace and stability. This initiative will promote the successes of other counter terrorism efforts. Utilising public, private and multimedia platforms, it will engage various stakeholders to amplify messages of resilience and hope, undermining extremist propaganda.

Key Interventions:

- Design and implement a synchronised national counter-terrorism communication strategy.

Initiative 5. Expanding Prevention and Countering of Extremist Ideologies

To address the root causes of violent extremism, this initiative seeks to expand capabilities in preventing and countering violent extremism. It includes educational programs, counter-narrative campaigns, and community engagement efforts specialised in for youth and less privileged groups. Collaboration with local communities and religious leaders will encourage disengagement from violent extremism and promote national cohesion, contributing to long-term stability. Additionally, this initiative will lay the foundations to motivate defections from the terrorist organisation and will provide better rehabilitation opportunities for defectors.

Key Interventions:

- Carry out counter-narrative campaigns, and community engagement efforts targeting youth and less privileged groups.
- Collaborate with local communities and religious leaders to encourage disengagement from violent extremism and promote national cohesion.

Initiative 6. Strengthening Stabilisation in Recovered Areas

To secure newly recovered areas, this initiative establishes robust rule of law infrastructures and deploys police forces at both Federal State levels. Rapid response units and expanded community policing programs will foster trust and collaboration with local communities, ensuring sustained security and governance.

In addition, security services complement stabilisation enablers such as humanitarian delivery and the provision of basic public services such as water, health and education with the support of international partners.

Key Interventions:

- Establish robust rule of law infrastructures and deploys police forces at both Federal and State levels.
- Provide basic public services such as water, health and education

Key Result Area 4: AUSSOM Transition of Security Responsibility to Somali Security Forces

Case for Change

With the mandate to prop-up Somalia's security against existential threat from terrorist groups, AUSSOM also contributes to building the capacity and capabilities of the Somali Security Forces (SSF) and ultimately supporting the government's goal in transferring all security responsibilities to the SSF in alignment with the Somali-led Security Architecture.

The transition of security responsibilities from AUSSOM to the SSF is more than a tactical or operational shift. The UNSC mandate supports the broader vision of Somalia's state-building efforts, linking security with governance, economic recovery, and sustainable development. The success of this transition is vital for creating the conditions necessary for a successful transition. Therefore, the timely and full implementation of the Mission's mandate to support the implementation of the SSDP will guarantee a successful security transition.

The joint and co-located feature of the Mission is aimed at fostering increased focus on capacity building and technical and logistical support of SSF alongside AUSSOM personnel. This involves close collaboration between SSF and AUSSOM personnel, focusing on skills transfer, joint operations, and the integration of best practices. The goal is to accelerate the development of the SSF and ensure that they are capable of managing security operations independently by the end of the mission.

Strategic Objective: Security Transition to SSF

With the mandate to prop-up Somalia's security against existential threat from terrorist groups, AUSSOM also contributes to building the capacity and capabilities of the Somali Security

Initiative 1. Strengthening the capabilities and capacity of the Somali Security Forces

This intervention focuses on enhancing the training, resources, and operational capacity of the SSF to ensure they are fully equipped to maintain security in Somalia. The objective is to ensure that the SSF can effectively manage security responsibilities after AUSSOM's exit, reducing dependency on international support.

Key Interventions:

- Enhance the training, resources, and operational capacity of the SSF to assume security responsibilities after
- AUSSOM's exit, reducing dependency on international support.

Key Result Area 5: Compliance With UNSC Obligations And Countering Transnational Crimes

Case for Change

To strengthen Somalia's compliance with United Nations Security Council (UNSC) resolutions and enhance national security, the Central Monitoring Department (CMD) oversees the comprehensive overhaul of control, monitoring, and reporting mechanisms is essential. These mechanisms support key initiatives such as the National Weapons and Ammunition Management (WAM) Strategy, the Charcoal Ban, IED threat reduction, maritime interdiction, and enforcement of UNSC sanctions against Al-Shabaab. Current systems are fragmented, leading to inefficiencies in data collection, enforcement, and timely response to security threats. A more integrated and coordinated approach is needed to improve oversight and ensure accurate, timely reporting

Revamping these mechanisms will improve monitoring of weapons stockpiles, facilitate the UNSC charcoal ban's implementation, and strengthen counter-IED efforts. It will also enhance information-sharing between Somali authorities, the Panel of Experts and transition of its role to CMD, and international partners to ensure more effective arms embargo enforcement and other components of UNSCR 2713 (2023). Improved maritime security and counter-smuggling measures will disrupt terrorist financing and bolster Somalia's maritime domain awareness.

Additionally, the overhaul should address the issue of illegal weapons held by non-proscribed non-state actors, such as clan militias, which contribute to instability. A sustainable mechanism to disarm these groups in the long run is crucial, requiring cooperation between local leaders, national authorities, and international partners. Equally important is the integration and/or demobilisation of community defence forces into Somalia's security forces or reintegrating them into the community to lead a productive civilian life. This process will help reduce militia influence, promote security sector reform, and support reintegration through training and social programs.

In summary, revamping Somalia's control, monitoring, and reporting systems will enhance UNSC compliance, improve security, and create pathways for the reintegration of non-state actors into the formal security apparatus, ultimately fostering a safer and more stable environment for all Somalis.

Finally, the CMD oversees the overall monitoring of transnational crimes including but not limited to the implementation of the charcoal ban and arms trafficking measures. In addition, the CMD supports the strengthened capacity and capabilities of the SSF in order to facilitate the effective implementation of the government's anti-smuggling measure.

Strategic Objective: Strengthening Somalia's national security and UNSC compliance through integrated control, monitoring, and enforcement mechanisms.

Initiative 1. Implementation of National WAM Strategy

The CMD leads the coordinated execution of Somalia's National Weapons and Ammunition Management (WAM) Strategy. The ONS guarantees adherence to UNSCR obligations while addressing weapons lifecycle management and strengthening cooperation.

Key Interventions:

- Coordinated execution of Somalia's National Weapons and Ammunition Management (WAM) Strategy.

Initiative 2. Implementation of the Charcoal Ban

The CMD oversees the implementation of the UNSC charcoal ban to curb the illicit financing of terrorism as well as its environmental impact. The CMD supports the monitoring of stockpiles and ensures their proper disposal in order to stop the illicit trade and its exploitation

Key Interventions:

- Implement of the UNSC charcoal ban to curb the illicit financing of terrorism as well as its environmental impact.

Initiative 3. Addressing the threat of Improvised Explosive Devices (IEDs)

Aligned with UNSCR 2713 (2023), CMD drafts and oversees the implementation of legislations and policies, monitoring of explosive precursors, and professional training for Explosive Ordinance Disposal teams thereby strengthening Somalia's capabilities to fight IED threats. This program reduces dangers and improves public safety by encouraging awareness and following the sources of IED components

Key Interventions:

- Implement legislations and policies, monitoring of explosive precursors, and professional training for Explosive Ordnance Disposal teams thereby strengthening Somalia's capabilities to fight IED threats.

Initiative 4. Maritime interdiction and maritime domain awareness

The CMD supports the government's SSF to have strengthened surveillance, interdiction, and counter-smuggling measures to disrupt illicit flows financing terrorism. This includes fisheries protection, port law enforcement capacity-building, and collaboration with UNODC and global partners to improve maritime domain awareness and enforcement.

Key Interventions:

- Port law enforcement capacity-building, and collaboration with UNODC and global partners to improve maritime domain awareness and enforcement.

Initiative 5. Panel of Experts, Security Council Committee and UNSC Bi-Annual Report

By means of open reporting and close collaboration with the Panel of Experts, CMD ensures Somalia's compliance with the UNSC arms embargo on Al-Shabaab. This includes facilitating inspections, providing access to facilities and records, and sharing detailed reports on arms flows and stockpile management. The initiative contributes to national and international security by fostering information exchange, addressing gender considerations, and implementing actionable recommendations for improved arms control in collaboration with FMS, ATMIS, and global partners.

Key Interventions:

- CMD-led research, control, monitoring mechanism on WAM and implementation of UNSC-related obligations and sharing detailed reports on arms flows and stockpile management.

2.4. Enablers

- Institutional development and capacity building
- National Defence Bill
- National Security Strategy
- National Maritime Security Strategy
- WPS Strategy
- NISA Act
- National Defence Strategy
- Ammunition and Explosives Procurement Policy
- Pensions and Gratitude Bill
- CIED Strategy
- Military Training and Doctrine Policy
- Federal Police Act
- SEMA Establishment Act
- MDAs Strategic Plans
- Corrections Act
- Provisional Constitutions [Chapter 14]
- Anti-Terrorism Law
- Maritime Anti-Piracy Law
- Public Order Law Act
- Aviation Security Policy
- Firearms Bill
- Amnesty Policy
- Private Security Regulation
- Drones Management Regulation
- National Strategy for P/CVE
- National Programme for the Treatment and Handling of Disengaged Combatants

Chapter 3: Rule of Law



Expands access to justice, judicial reforms, and human rights protection.

OBJECTIVE:

Reforming the Judiciary

3.1. Overview

Somalia has made progress in strengthening its justice and rule of law framework, beginning to lay the groundwork for a more equitable and accountable system. Since 2012, efforts to re-establish rule of law institutions have led to tangible achievements, including the operationalisation of courts and Attorney General's Offices in major urban centres, the establishment of critical bodies like the Judiciary Training Institute (JTI) and progress toward finalising a political agreement on Somalia's justice and corrections model.

However, gaps remain including the absence of a Constitutional Court and a Judicial Service Commission, as well as limited capacity and poor infrastructure.
Key legal and institutional advancements include the enactment of the National Disability Act, progress in legislating the Rape and Indecency Offenses Bill, the Child Rights Bill, Juvenile Justice Bill, and the Female Genital Mutilation (FGM) Bill. The ratification of the Convention on the Rights of Persons with Disabilities (CRPD) in 2019 and the establishment of the National Disability Agency in 2018 further demonstrate Somalia's intent to uphold human rights and strengthen inclusivity.

Additionally, the FGS has made strides in reaching a political agreement on the country's justice and corrections structure, enabling collaboration among federal and state-level institutions. This progress, alongside stabilisation efforts in newly recovered regions, has created opportunities to expand access to justice, reinforce the rule of law, and ensure the inclusion of marginalised groups.

However, foundational structural and operational challenges remain. The judiciary operates under a fragmented legal framework that combines elements of Italian civil law, British common law, customary Xeer, and Shari'a law. These inconsistencies, coupled with outdated legal instruments such as the Penal and Civil Codes, impede justice delivery and create jurisdictional conflicts between federal and state courts. The lack of oversight mechanisms, such as the Judicial Service Commission (JSC) and Constitutional Court, further undermines judicial independence and accountability.

Court administration suffers from inefficiencies, including manual case handling, delays, and inadequate infrastructure, limiting citizens' access to justice. Corrections and detention systems are overcrowded, poorly managed, and fail to meet human rights standards. While progress has been made in human rights legislation, resistance to key laws, such as the FGM Bill and Rape and Indecency Offenses Bill, reflects the challenge of aligning international standards with Somalia's socio-cultural and religious values.

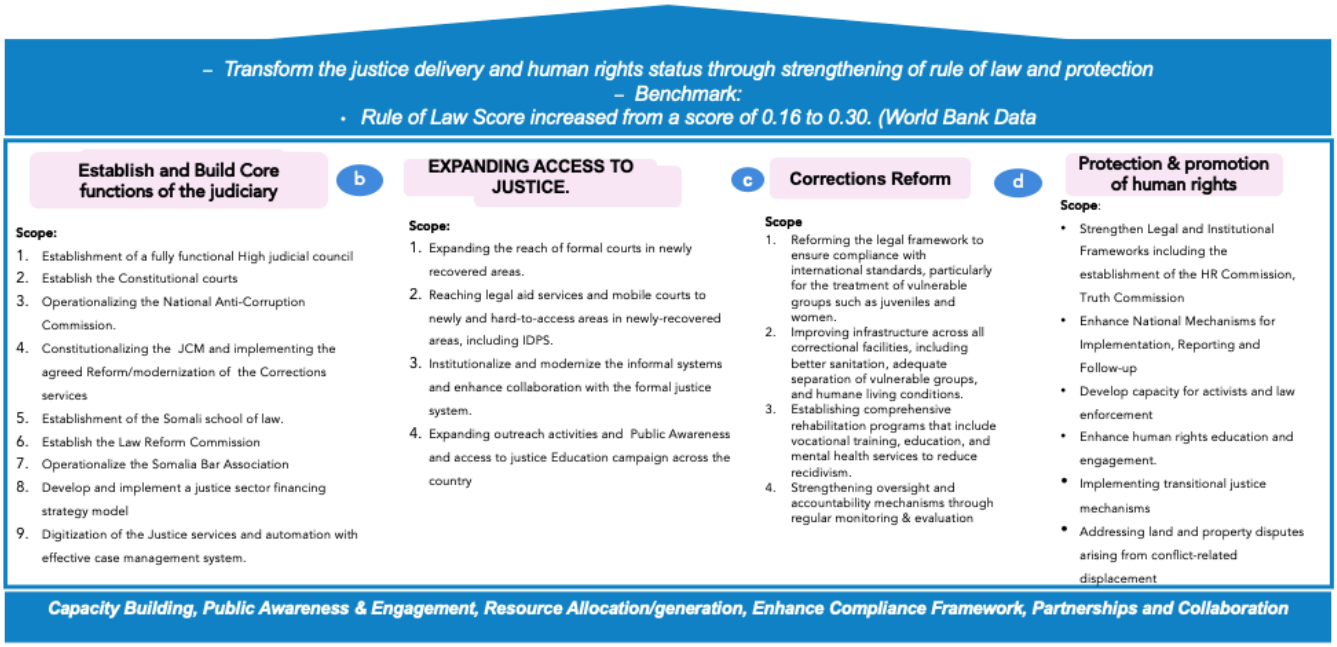


FIGURE 8: HOUSE CHART: KEY FOCUS AREAS FOR JUDICIAL REFORM9

3.1. Overview

Somalia's justice and human rights framework will be transformed to ensure equitable access to justice, uphold human dignity, and build public trust in governance. Addressing the structural, legal, and administrative challenges will strengthen the justice sector's capacity to deliver fair, transparent, and inclusive services, fostering national stability and development.

The pathway to achieving this vision begins with comprehensive legal and institutional reform to harmonise outdated laws and operationalise critical oversight bodies like the Judicial Service Commission and Constitutional Court. These reforms will enhance judicial independence, transparency, and accountability, laying a strong foundation for an equitable legal system.

To expand access to justice, investments will be made in infrastructure, mobile courts, and legal aid services to reach marginalised communities, ensuring justice is accessible regardless of geographic or financial barriers. Strengthening the Somali Bar Association will further enhance the quality and professionalism of legal services.

Modernising judicial administration through digital case management systems, specialized courts, and improved inter-agency collaboration will increase efficiency, reduce delays, and restore public confidence. Simultaneously, corrections and detention reform will address overcrowding, improve facility conditions, and ensure compliance with human rights standards. Finally, advancing human rights, dignity, and inclusion will integrate vulnerable populations, including persons with disabilities, into governance, education, and public life. By balancing international human rights standards with Sharia principles and cultural values, Somalia will create an inclusive justice system that protects its citizens and promotes societal cohesion.

1. Legal and Institutional Reform

Enacting/reviewing laws and aligning them with international human rights standards through the Law Reform Commission, establishing/improving and operationalising key justice institutions and instruments, modernisation/ digitalisation of the justice system chain, and enhancing sector collaboration.

2. Access to Justice

is crucial, especially for vulnerable groups such as women, children, and internally displaced persons (IDPs). Key efforts include expanding free legal aid services, deploying mobile courts in remote areas, and training legal professionals in gender-sensitive and child-friendly practices. Public awareness campaigns will help individuals understand their legal rights, while efforts to reduce legal fees and language barriers will promote inclusivity. Collaboration with civil society, traditional leaders, and government institutions will strengthen legal service delivery.

3. Legal and Institutional Reform

Focuses on humane treatment, reducing overcrowding, and enhancing rehabilitation and reintegration programs. Expanding prison infrastructure, introducing alternative sentencing like parole and community service, and providing vocational training will support inmate reintegration. Improved healthcare, including mental health services, and training corrections staff in human rights-based practices will ensure compliance with international standards. Sustainable reforms will require coordinated efforts from government, civil society, and international partners.

The first pillar, Justice Sector Legal and Institutional Reform, focuses on strengthening legal frameworks and judicial institutions. This includes amending the Provisional Constitution to define judicial roles and powers clearly, enacting the High Judicial Council Act to oversee appointments and ethics, and harmonising federal and state laws to reduce jurisdictional conflicts. Additionally, the Law Reform Commission will align domestic laws with international human rights standards. Institutions such as the Justice Academy and Judicial Services Commission will be operationalised to enhance professional development and accountability within the judiciary.

The second pillar, Expanding Access to Justice, addresses geographic and socio-economic barriers that limit access to legal services. This includes establishing formal court facilities in underserved areas and deploying mobile courts to reach remote communities, including extending the state's justice footprint to newly recovered areas in the ongoing counter-insurgency efforts. Legal aid clinics and Alternative Dispute Resolution (ADR) mechanisms will be expanded to serve vulnerable groups, including women, children, and internally displaced persons (IDPs).

Nationwide public awareness campaigns will educate citizens about their legal rights and available services, fostering greater trust and engagement with the formal justice system

The third pillar, Corrections System Modernisation, targets systemic deficiencies in Somalia's correctional facilities. Planned Key Interventions include improving infrastructure, enhancing staff training, and introducing rehabilitative programs. Six existing prisons will be renovated, and four new facilities will be constructed to reduce overcrowding. Vocational training and reintegration programs will prepare inmates for productive reintegration into society, while capacity-building initiatives for custodial staff will ensure humane and professional management. Mental health services will also be prioritised, addressing the psychological well-being of inmates and staff.

These integrated reforms aim to produce beneficial outcomes across the country's rule of law system. Legal and institutional reforms will establish a cohesive and transparent justice framework, with harmonised laws and merit-based judicial appointments ensuring greater consistency and fairness.

Access to justice initiatives will bridge the urban-rural divide, enabling underserved populations to seek redress through formal and alternative mechanisms. Enhanced public awareness will empower citizens to engage with the legal system, contributing to a culture of accountability. Modernised correctional facilities and rehabilitative programs will reduce recidivism, improve living conditions, and support the successful reintegration of former inmates into society. Professional development for correctional staff will promote ethical practices, transparency, and effective management. These outcomes collectively aim to restore public trust in the justice system, reduce systemic discrimination, and align Somalia's rule of law framework with international standards.

The long-term impact of these reforms is a just, equitable, and resilient Somalia, where the rule of law upholds human rights, ensures accountability, and fosters national cohesion. By integrating statutory, customary, and Sharia laws within a unified framework, Somalia will create a legal system that reflects its cultural diversity while adhering to global norms. Strengthened justice and corrections systems will contribute to long-term stability, economic development, and national reconciliation.

The NTP I represents a comprehensive approach to addressing the systemic weaknesses and structural gaps in its rule of law framework. By focusing on legal reforms, access to justice, and corrections modernisation, the NTP I provide a cohesive roadmap in order to achieve a transparent, equitable, and effective justice system. With strong political will and collective action, Somalia can build a foundation for peace, stability, and sustainable development, ensuring justice and human rights for all its citizens.

3.3. Key Result Areas

Key Result Area 1: Legal and Institutional Reform

Case for Change

Somalia's justice sector faces systemic challenges, including fragmented legal frameworks, inadequate judicial independence, and outdated laws and institutional structures. These challenges have hindered the effective delivery of justice, eroded public trust, and compromised compliance with international legal standards. Addressing these issues is critical to strengthening the rule of law and fostering public confidence in Somalia's legal system. This initiative prioritises the establishment or operationalisation of core legal instruments, including finalising the amendments to the Provisional Constitution, developing a new Organisation of the Judiciary Law, and establishing the Judicial Service Commission and the Constitutional Court.

These measures aim to clarify judicial roles, reduce jurisdictional conflicts, and create a unified legal framework. Legislative reforms, such as the operationalisation of the Law Reform Commission and the drafting of the Somali Bar Association Act, will align Somalia's laws with governance needs and international human rights obligations while regulating the legal profession. Incorporating key international treaties, such as the Convention Against Torture, into domestic laws and building judicial capacity will ensure compliance with global standards.

Modernising judicial administration through digitalisation and performance metrics will enhance efficiency, transparency, and public trust. Strengthening institutions like the High Judicial Council and Somalia school of law will promote accountability and continuous professional development, while the establishment of a Justice Sector Coordination Forum is expected to improve interagency collaboration and information-sharing. Collectively, these reforms will provide a foundation for a resilient, transparent, and efficient justice sector that upholds the rule of law and advances Somalia's national development goals.

Strategic Objective: Foundational Legal and Institutional Reform

Initiative 1. Establish and Operationalise Core Legal Instruments

This initiative focuses on addressing foundational gaps in Somalia's legal and judicial framework by updating, finalising, and enacting key legal instruments essential for the judiciary's effective functioning and alignment with a federal governance system and international laws. Central to this effort is the Judiciary Structure Act, which will codify the roles, jurisdictions, and hierarchy of Somalia's judiciary, ensuring it reflects constitutional principles and supports federalism. The initiative prioritises the harmonisation and modernisation of Somalia's outdated laws, including the Penal Code, Civil Code, and other essential legal frameworks. These laws will be revised to align with contemporary governance needs, international legal standards, and the realities of Somalia's plural legal traditions, creating a cohesive and inclusive legal system.

A significant component of this initiative is the establishment of clear jurisdictional boundaries between federal and state courts. This will resolve inconsistencies, reduce jurisdictional conflicts, and provide clarity in judicial processes.

Key Interventions:

Amend and Finalise the Provisional Constitution

- Strengthen judicial independence and administrative autonomy.
- Remove ambiguities in judicial oversight and enhance checks and balances between government branches.

Develop and Amend the Organisation of the Judiciary Act

- Define the structure, jurisdiction, and operational guidelines for courts at federal and state levels.
- Clarify the jurisdictional boundaries between federal and state courts to prevent conflicts.

Enact the High Judicial Council Act

- Establish a transparent and merit-based framework for judicial appointments and oversight.
- Strengthen ethical guidelines and judicial accountability mechanisms.

Harmonise Federal and State-Level Laws

- Conduct consultative processes involving federal and state stakeholders to address jurisdictional conflicts and standardise judicial procedures.
- Ensure alignment with international legal standards and Somalia's plural legal traditions.

Revise and Modernise the Penal Code and Civil Code

- Update these codes to reflect contemporary governance needs and international human rights standards.
- Ensure alignment with Somalia's federal structure and legal traditions.

Strengthen International Treaty Compliance and Customary Legal Integration

- Review and incorporate relevant international conventions into Somalia's legal framework.
- Ensure the recognition and formalisation of customary and religious legal practices in alignment with constitutional principles.

Implement the Somalia Bar Association Act and human rights legislation to safeguard vulnerable groups and promote legal reforms.

Incorporate key international treaties into Somalia's legal framewor

Initiative 2. Operationalise Core Legal and Judicial Institutions

This initiative focuses on establishing and strengthening judicial institutions, such as the High Judicial Council and the Justice Academy. The JSC will serve as a critical oversight body, tasked with ensuring transparency and meritocracy in judicial appointments, promotions, discipline, and dismissals. By institutionalising the JSC, Somalia can establish clear frameworks for judicial accountability, performance monitoring, and adherence to ethical standards, thereby restoring and strengthening public confidence in the judiciary. These institutions will enhance judicial accountability, enforce ethics, and provide continuous professional development for legal practitioners.

Somalia currently lacks robust performance evaluation mechanisms to hold judges accountable for the quality of their adjudication or justice services. Without such oversight, inefficiency, corruption, and meritocratic appointments persist, further eroding public trust in the judiciary. To address this, the introduction of performance monitoring systems will be essential to evaluate judicial outcomes and track the quality of justice service delivery.

Transparent mechanisms for judicial appointments, promotions, and disciplinary actions will ensure that these processes are merit-based and free from political interference.

In tandem, this initiative prioritises the operationalisation of the Constitutional Court, a key institution mandated to address constitutional disputes, ensure compliance with federal principles, and uphold the rule of law. Establishing the Constitutional Court will provide a vital mechanism for resolving conflicts between federal and state governments and safeguarding the constitutional order. This will reinforce the foundations of a transparent, accountable, and independent judicial system.

The expected outcomes include the operationalisation of the High Judicial Council and the establishment of the Somali School of Law. These institutions will improve institutional capacity, promote ethical governance, and ensure the judiciary's effectiveness.

Key Interventions:

Operationalise the Law Reform Commission

- Oversee the drafting and implementation of laws aligned with Somalia's governance needs and international standards.

Establish and Strengthen Core Judicial Institutions

- Operationalise the High Judicial Council, and the Somalia School of Law to improve judicial oversight, training, and governance.
- Establish specialised courts to handle family, commercial, and juvenile cases.
- Establish and Operationalise the Constitutional Court to resolve constitutional disputes and uphold compliance with federal governance principles.

Key Result Area 2: Improving Judicial Administration and Systems

Case for Change

Somalia's judicial system suffers from significant administrative inefficiencies that undermine the delivery of justice and erode public trust. The absence of specialised courts exacerbates the problem, as judges are required to act as generalists, handling a wide range of cases without the expertise or focus needed to effectively adjudicate complex legal matters. Another critical issue is the lack of robust digital systems to support case processing and institutional operations.

The reliance on manual handling of documents not only leads to frequent loss or mishandling of case files but also exposes sensitive information to confidentiality risks, reflecting systemic weaknesses in court administration. These inefficiencies further fuel perceptions of corruption, as the lack of transparency hampers oversight and makes accountability nearly impossible.

Inter-agency collaboration among courts, police, prosecutors, and corrections is also poorly coordinated. Misaligned priorities, insufficient communication, and inconsistent processes across these institutions result in fragmented justice delivery, contributing to delays and inefficiencies at every stage of the judicial process.

To address these issues, Somalia must modernise court administration by introducing digital case management systems to enhance efficiency, improve document security, and facilitate inter-agency collaboration. Establishing specialised courts will ensure that cases are adjudicated by judges with the appropriate expertise, leading to more consistent and effective outcomes. By implementing these measures, Somalia can improve transparency, reduce delays, and restore public trust in the judicial system. Modernising court administration will enhance oversight and accountability, strengthen inter-agency coordination, and ensure that justice is delivered efficiently, equitably, and in alignment with the rule of law.

Strategic Objective: To modernise and professionalise Somalia's judicial administration and systems by streamlining processes, reducing delays, enhancing inter-agency collaboration, and integrating specialised mechanisms such as forensic capabilities, ensuring transparency, accountability, and efficient justice service delivery

Initiative 1. Modernise Judicial Administration

Judicial administration will be modernised by digitising court systems to streamline case management and improve transparency. Standardised performance indicators will be introduced to monitor judicial efficiency and effectiveness. Expected outcomes include digitalised court systems that enhance efficiency and transparency and standardised performance metrics to evaluate institutional effectiveness. These reforms will reduce delays and improve public trust in the justice system

Key Interventions:

- Provide a transparent mechanism for resolving conflicts between federal and state governments.
- Clearly define jurisdictional boundaries between federal and state courts to improve judicial efficiency.
- Introduce digital systems to modernise court administration, enabling efficient case tracking, secure record management, and enhanced transparency in judicial processes. This will reduce delays, prevent document loss, and improve overall efficiency in case handling.
- Establish a forensic institute to enhance investigative and prosecutorial capacity through modern forensic tools and expertise. This will improve evidence collection, analysis, and preservation, leading to stronger cases, higher conviction rates, and increased public confidence in the justice system

Initiative 2. Strengthen Rule of Law Sector Coordination and Interagency Collaboration

This initiative aims to enhance coordination and communication among key Rule of Law institutions, including the courts, police, prosecutors, corrections, the Ministry of Justice, the Judiciary, and the Office of the Attorney General. Currently, fragmented communication and misaligned priorities among these entities lead to inefficiencies, delays, and ineffective justice delivery. By fostering collaboration and improving coordination mechanisms, this initiative will ensure that the justice system operates as an integrated and cohesive entity.

A key component of this initiative is the establishment of the Justice Sector Coordination Forum, which will serve as a platform for institutional dialogue, resource mobilisation, policy alignment, and information sharing. This forum will standardise procedures for case management, align institutional priorities, and improve overall efficiency in justice sector operations. Strengthened interagency coordination will also facilitate streamlined reform efforts, reduce duplications, and promote collaborative governance, ultimately resulting in a more effective and responsive justice system.

Key Interventions:

- Establish the Justice Sector Coordination Forum to facilitate dialogue, resource mobilisation, and policy alignment among key justice institutions.
- Strengthen coordination among the Ministries of Justice at both federal and state levels, Judiciary, Office of the Attorney General, police, prosecutors, and corrections to improve efficiency in justice delivery.
- Develop standardised case management procedures to streamline justice processes and reduce delays.

Key Result Area 3: Expanding Access to Justice

Case for Change

Somalia's justice system faces significant barriers to accessibility, particularly for underserved and remote communities. Limited infrastructure, insufficient outreach, and a lack of affordable legal services have left many citizens reliant on traditional mechanisms that often fail to uphold human rights standards. Courts in many areas are outdated, overcrowded, and poorly equipped, while newly recovered regions from conflict lack functioning judicial facilities. These gaps in access to justice perpetuate inequality and prevent vulnerable populations, including women, youth, and minority groups, from engaging with formal legal systems. Citizens in rural and remote areas are often unable to access legal services due to geographic and financial barriers. Mobile courts and legal aid clinics are critical to bringing justice closer to marginalised communities, resolving disputes, reducing case backlogs, and improving legal literacy.

Another significant challenge is the absence of a fully functional Somali Bar Association (SBA). While operational, the SBA lacks a legal foundation due to stalled legislation. Without this framework, the legal profession is poorly regulated, leading to inconsistent standards and unethical practices. The SBA's inability to accredit legal practitioners, organise continuing legal education (CLE), or enforce disciplinary measures has further eroded public trust in the legal system. Moreover, the lack of clinical legal education initiatives and support for pro-bono legal services limits access to justice for indigent defendants and marginalised groups.
Addressing these barriers is essential to fostering trust in the judiciary and creating an inclusive and equitable justice system. Expanding legal infrastructure, deploying mobile courts, strengthening legal aid mechanisms, and operationalising the SBA will enable Somalia to provide justice services that are accessible, fair, and aligned with international human rights standards.

Strategic Objective: To provide equitable access to legal services across Somalia's urban, peri-urban, and rural areas, prioritising vulnerable populations, newly recovered regions, and underserved communities by addressing barriers of cost, distance, and inadequate infrastructure

Key Interventions:

- Renovate existing court facilities and construct new ones in underserved areas to increase access to justice. Construction of New Courts: Establish courts in underserved and newly stabilised regions to enhance judicial reach.
- Provision of Essential Equipment: Supply courts with necessary infrastructure, including IT systems, case management tools, and security enhancements.
- Capacity Building: Train judicial staff and court personnel to effectively manage and operate new and renovated court facilities.
- Deploy mobile courts to reach remote communities, addressing local disputes and provide accessible legal services

Initiative 1. Establish Formal Court Facilities

This initiative focuses on renovating existing court facilities and constructing new courts in underserved and newly recovered regions, especially as part of stabilisation efforts. Improved infrastructure will enhance access to formal justice systems, signal the government's commitment to justice reform, and provide a visible presence of state authority in areas transitioning from conflict. Mobile courts will be deployed to reach remote communities, addressing local disputes and providing accessible legal services.

Initiative 2. Strengthen Legal Aid and Alternative Dispute Resolution (ADR) Mechanisms

This initiative focuses on expanding legal aid clinics and institutionalising ADR mechanisms to reduce court backlogs and address the needs of vulnerable populations. Simplifying legal processes will make justice more accessible to marginalised groups. Expected outcomes include increased access to justice for vulnerable populations and reduced court caseloads through the adoption of ADR. Enhanced public satisfaction with the justice system will be a key result

Key Interventions:

- Expand legal aid clinics and institutionalise ADR mechanism to reduce court backlogs and address the needs of vulnerable populations.

Initiative 3. Justice for Persons with Disabilities

Ensuring access to justice for persons with disabilities is a fundamental goal of this initiative. This initiative focuses on removing physical, communication, and attitudinal barriers in the justice system. Measures include developing an Online Dispute Resolution platform, establishing legal aid services tailored to persons with disabilities, and adapting prisons and detention facilities to ensure accessibility. Comprehensive training for security forces, judges, and legal personnel will further enhance the capacity of the justice system to support persons with disabilities

Key Interventions:

- Remove physical, communication, and attitudinal barriers in the justice system.
- Develop an Online Dispute Resolution platform, establishing legal aid services tailored to persons with disabilities.

Initiative 4. Enhancing Public Outreach on Rule of Law Matters

This initiative aims to increase public awareness of legal rights, justice services, and dispute resolution mechanisms, ensuring broader access to justice, particularly for marginalised communities. Through legal literacy campaigns, media outreach, and community engagement, the initiative will empower citizens to seek legal redress, report violations, and utilise available justice services. Strengthening partnerships with civil society, religious leaders, and local institutions will enhance outreach efforts and ensure legal awareness is widely accessible.

Key Interventions:

- Implement nationwide legal literacy campaigns through community workshops, media platforms (radio, TV, social media), and digital solutions.
- Deploy mobile legal aid clinics and outreach programs to provide direct legal assistance in underserved and newly recovered regions.
- Strengthen partnerships with civil society, religious, and traditional leaders to integrate legal awareness into community discussions.

Key Result Area 4: Corrections System Reform

Case for Change

Somalia's corrections system faces critical structural and operational challenges that undermine public safety, human rights compliance, and effective rehabilitation. Overcrowded facilities, inadequate infrastructure, and the lack of rehabilitation programs hinder the justice system's ability to reintegrate former offenders into society. Many correctional facilities suffer from poor sanitation, insufficient healthcare services, and outdated security measures, exacerbating detainee hardships and contributing to high recidivism rates. Additionally, mental health services remain scarce, further impeding efforts to create a rehabilitative environment.

The limited professional capacity of the Custodial Corps, coupled with outdated oversight mechanisms, results in inconsistencies in detention management, staff shortages, and ineffective rehabilitation efforts. Correctional officers lack adequate training and resources to implement international human rights standards, reducing public confidence in the justice system. Furthermore, Somalia's correctional system lacks structured reintegration programs, making it difficult for former offenders to transition successfully back into society.

To address these deficiencies, Somalia must undertake comprehensive corrections system reform by constructing and renovating correctional facilities, enhancing detainee rehabilitation services, strengthening the Custodial Corps, and integrating mental health services. Expanding alternative sentencing mechanisms will also alleviate prison overcrowding while ensuring that incarceration remains a tool for rehabilitation rather than punishment alone. These reforms will modernise Somalia's corrections system, improve public safety, and uphold international human rights commitments.

Strategic Objective: To modernise and professionalise Somalia's judicial administration and systems by streamlining processes, reducing delays, enhancing inter-agency collaboration, and integrating specialised mechanisms such as forensic capabilities, ensuring transparency, accountability, and efficient justice service delivery

Initiative 1. Implementation of National WAM Strategy

Somalia's corrections system faces critical challenges, including overcrowded facilities, inadequate infrastructure, limited rehabilitation programs, and insufficient mental health services. These issues undermine public safety, fail to meet international human rights standards, and hinder the successful reintegration of former offenders into society. This initiative aims to modernise Somalia's corrections system by addressing these structural deficiencies and implementing reforms to improve detention conditions, reduce recidivism, and strengthen the capabilities of correctional staff.

The initiative includes the construction and renovation of correctional facilities to alleviate overcrowding, improve sanitation, and ensure humane living conditions. Vocational training and reintegration programs will enhance employability and social acceptance for former offenders. Additionally, capacity building for the Custodial Corps and correctional staff will ensure professionalism, accountability, and adherence to ethical standards. A key component of the reform is improving mental health services in correctional facilities to support both inmates and staff, fostering a rehabilitative environment.

By implementing these Key Interventions, Somalia will establish a sustainable and humane corrections system that upholds international human rights commitments, enhances public safety, and supports societal reintegration.

Key Interventions:

- Construct and renovate modern correctional facilities by upgrading six existing prisons and constructing four new centres to alleviate overcrowding and improve living conditions.
- Upgrade sanitation and water systems to enhance hygiene and health standards in correctional facilities. Introduce vocational training and reintegration programs to enhance employability and reduce recidivism among former offenders.
- Expand alternative sentencing mechanisms to reduce prison overcrowding while promoting rehabilitation. Strengthen the Custodial Corps by improving administrative and managerial functions, refining recruitment and training protocols, and modernising oversight mechanisms.2
- Recruit and train additional correctional officers to improve staff-to-inmate ratios and enhance safety. Implement Continuous Professional Development (CPD) programs for correctional staff to enhance professionalism, ethics, and accountability.
- Establish mental health screening and treatment programs for both inmates and staff.
  Develop specialised care for vulnerable populations within correctional facilities.
- Promote mental wellness programs for correctional staff to enhance morale and reduce occupational stress.
- Enhance collaboration with community mental health providers to ensure continuity of care and reintegration support.
- Partner with international donors and organisations to mobilise financial and technical support for correctional system reforms.

  Develop monitoring and evaluation frameworks to ensure compliance with renovation, rehabilitation, and reintegration objectives.

Key Result Area 5: Human Rights

Case for Change

Somalia faces significant human rights challenges, including weak legal frameworks, limited institutional capacity, and widespread violations, which undermine public trust and societal cohesion. Strengthening human rights protections and fostering a culture of accountability are critical for ensuring compliance with international standards and promoting equitable governance. Reforming Somalia's legal and institutional frameworks is essential for addressing the root causes of human rights violations.

This initiative prioritises enacting key legislation, such as the Rape and Indecency Offenses Bill, Child Rights Bill, and FGM Bill, while operationalising a National Independent Human Rights Commission aligned with the Paris Principles. Establishing Human Rights Desks in police stations and prisons, alongside judicial training, will further bolster accountability and institutional integrity. Monitoring and reporting mechanisms will be strengthened through the Inter-Ministerial Task Force on Human Rights and a centralised human rights database

These measures will ensure transparency, track progress, and enhance policy implementation. Capacity development for activists and law enforcement institutions will foster accountability, professionalism, and conflict resolution, while public education campaigns will raise awareness and empower communities to advocate for their rights. Together, these initiatives will create a robust human rights ecosystem, positioning Somalia to uphold human dignity and foster inclusive national development.

Strategic Objective: Improve Human Rights protections

Initiative 1. Strengthening, Reforming, and Developing Legal and Institutional Frameworks

This initiative aims to reform Somalia's legal and institutional frameworks to strengthen human rights protections and ensure compliance with international standards. Key activities include reviewing draft legislation, providing human rights training for the judiciary, and establishing Human Rights Desks in prisons and police stations. It also focuses on enacting critical laws such as the Rape and Indecency Offenses Bill, the Child Rights Bill, and the FGM Bill, while ratifying regional and international human rights instruments.

A cornerstone of the initiative is the establishment and operationalisation of a National Independent Human Rights Commission aligned with the Paris Principles. By enhancing judicial mechanisms and addressing root causes of violations, the initiative will bolster Somalia's capacity to protect and promote human rights effectively.

Key Interventions:

- Review draft legislation, providing human rights training for the judiciary, and establishing Human Rights Desks in prisons and police stations.
- Establish Human Rights Desks in prisons and police stations.

Enact critical laws such as the Rape and Indecency Offenses Bill, the Child Rights Bill, and the FGM Bill, while ratifying regional and international human rights instruments.

Initiative 2. Establish National Mechanisms for Implementation, Reporting, and Follow-Up

This initiative seeks to strengthen Somalia's capacity to monitor and report on human rights compliance and progress. The Inter-Ministerial Task Force on Human Rights will be enhanced to implement the NMRF Policy 2024 effectively. A dedicated team within the NMRF Secretariat will be established to monitor human rights violations and track the implementation of policies. A centralised human rights database will ensure transparency and accountability, while periodic reviews and consultations with civil society organisations will provide ongoing evaluation and feedback. These measures will create a robust framework for tracking and improving Somalia's human rights environment.

Key Interventions:

- Enhance the Inter-Ministerial Task Force on Human Rights to implement the NMRF Policy 2024 effectively.
- Establish a dedicated team within the NMRF Secretariat to monitor human rights violations and track the implementation of policies

Initiative 3. Capacity Development for Activists and Law Enforcement Institutions

This initiative focuses on building the capacity of human rights activists and law enforcement officers to promote and protect human rights while ensuring media freedoms are responsibly exercised in Somalia. Contextual training modules will be developed in collaboration with stakeholders, emphasising human rights law, conflict resolution, and victim support. Partnerships with organisations like OHCHR will provide technical expertise and resources. Training programmes will be evaluated bi-annually to ensure continuous improvement, fostering a culture of accountability and professionalism among law enforcement institutions and human rights advocates.

Key Interventions:

- Build the capacities of human rights activists and law enforcement officers to promote and protect human rights.
- Develop contextual training modules in collaboration with stakeholders and emphasising human rights law, conflict resolution and victim support.
- Establish partnerships with organisations like OHCHR.

Initiative 4. Human Rights Public Education, Awareness, and Community Engagement

Raising public awareness and fostering community engagement are central to this initiative. A nationwide human rights awareness campaign will be launched using radio, television, and social media, complemented by updated legal materials and guides in Somali. Community dialogues and workshops will be organised in rural areas to engage grassroots communities and address local human rights concerns. Educational materials for schools and universities will integrate human rights principles into curricula, empowering the next generation with knowledge and understanding of human rights. This initiative aims to cultivate a society that values and upholds human rights at all levels.

Initiative 5. Advancing Disability Inclusion and Rights

This initiative focuses on promoting the inclusion, empowerment, and rights of persons with disabilities across all sectors of Somali society. It seeks to remove barriers to justice, education, healthcare, and public services while fostering accessibility and social acceptance. A key priority is supporting the implementation of the National Disability Policy and coordinating efforts across institutions to ensure disability rights are protected and integrated into governance, service delivery, and development planning.

To ensure equitable access to justice, the initiative aims to address systemic barriers such as physical inaccessibility, communication gaps, and discriminatory attitudes within the justice system. Measures include strengthening disability-inclusive legal aid services, adapting detention facilities to meet dignity and accessibility standards, and training justice actors—including judges, law enforcement officers, and legal aid providers—on eliminating bias and fostering inclusivity.

Furthermore, this initiative prioritizes consulting stakeholders such as Organisations of Persons with Disabilities (OPDs), and monitoring compliance across regions. Additionally, the initiative prioritises ensuring public infrastructure inclusivity by assessing accessibility, developing guidelines, and enforcing upgrades in Mogadishu and other major towns in Federal Member States (FMS).

Key Interventions:

- Strengthening Legal and Policy Frameworks
- Enhancing Access to Justice
- Improving Access to Public Services (Education,
- Healthcare, and Social Protection)
- Promoting Inclusive Infrastructure and Public Spaces
- Strengthening Stakeholder Engagement and Advocacy

Initiative 6. Human Rights Training for Judicial and Security Institutions

This initiative focuses on building the capacity of security and justice service providers to promote and protect human rights. Training modules will incorporate not only human rights law, conflict resolution, and victim support but also guidance on how these principles can align with Shari'a and Somalia's socio-cultural traditions. Contextual training will ensure that law enforcement officers understand how to address human rights issues while respecting local values, fostering a culture of accountability and professionalism. Training programs for security forces, judges, and legal personnel will ensure that the justice system is equipped to support persons with disabilities effectively.

Key Interventions:

- Launch a nationwide human rights awareness campaign using radio, television and social media outlets
- Organise community dialogue and workshops in rural areas to engage grassroots communities and address local human rights concerns.
- Introduce educational materials for schools and universities to integrate human rights principles into curricula, empowering the next generation with knowledge and understanding of human rights.

3.4. Enablers

- **Institutional Capacity building**
- **Civic education**
- **Public Awareness on human protection**
- **Political will**
- **Inter-agency Cooperation**

Chapter 4: Public Sector Management and Results Delivery

OBJECTIVE:

Improving Public Sector Management and Results Delivery

UN SDGs Addressed:



Introduces digital governance initiatives.



Strengthens civil service accountability and efficiency.

4.1. Overview

Somalia's public sector reform journey has been profoundly shaped by its turbulent history, particularly following the collapse of the central government in 1991. In the aftermath of the civil conflict, the country faced the monumental task of rebuilding state institutions, which had been severely weakened by decades of instability and governance collapse. These challenges have persisted, compounded by corruption, political instability, and fragile institutions, making public sector reform a critical priority for the Federal Government of Somalia (FGS).

Public sector initiatives aim to restore governance systems and public services by enhancing the efficiency, accountability, and responsiveness of government institutions. Key reforms focused on reinforcing civil service structures, strengthening policy and legal frameworks, and laying the groundwork for sustainable public administration. Over the past decade, successive Somali governments, in collaboration with international partners like the United Nations, the World Bank, and development agencies, have implemented impactful reforms, including capacity-building programmes and public finance management initiatives.

One major achievement of these Key Interventions was Somalia's reintegration into the international financial system, marked by successful debt relief under the Heavily Indebted Poor Countries (HIPC) initiative. Programmes like the World Bank's Capacity Injection Program (CIP) improved institutional capacity by embedding skilled workers into key government positions, while the Somalia Stability Fund (SSF) and Public Resource Management in Somalia (PREMIS) initiatives focused on rebuilding public finance systems and civil services within federal member states. These efforts have been instrumental in strengthening governance structures and improving the delivery of public services.

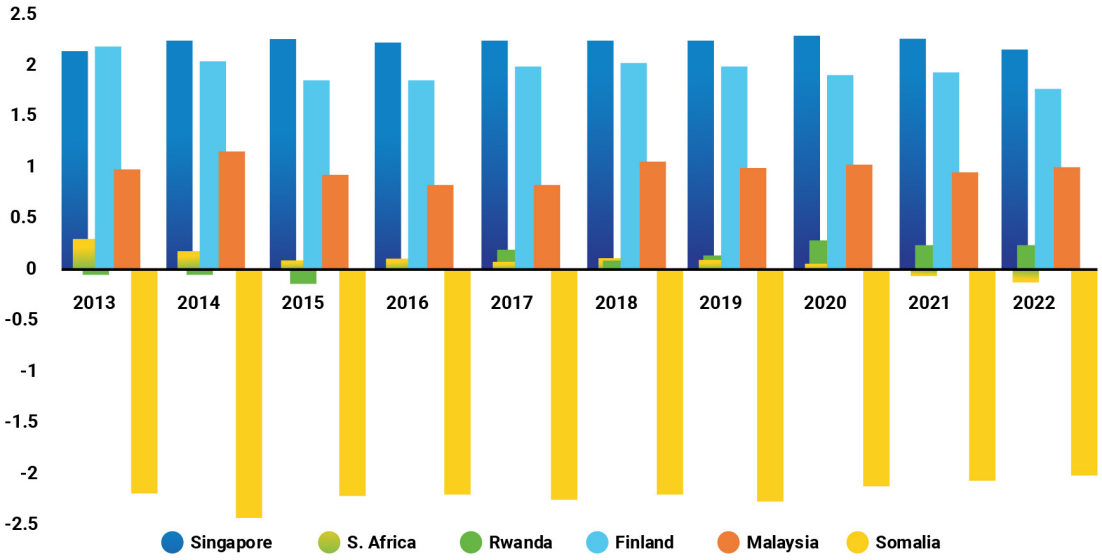


FIGURE 9: GOVERNMENT EFFECTIVENESS INDEX 2022

Despite this progress, ongoing challenges, including governance inefficiencies continue to impede development. Somalia's low scores on the Government Effectiveness Index (-2.03) and Transparency International's Corruption Perception Index (CPI), where it ranked 11 out of 100 in 2023, underscore the need for deeper, more targeted reforms. Public trust remains eroded by institutional fragility, weak enforcement mechanisms, and politicisation within civil service structures. Additionally, the marginalisation of citizen engagement in governance processes has limited the effectiveness of accountability mechanisms.

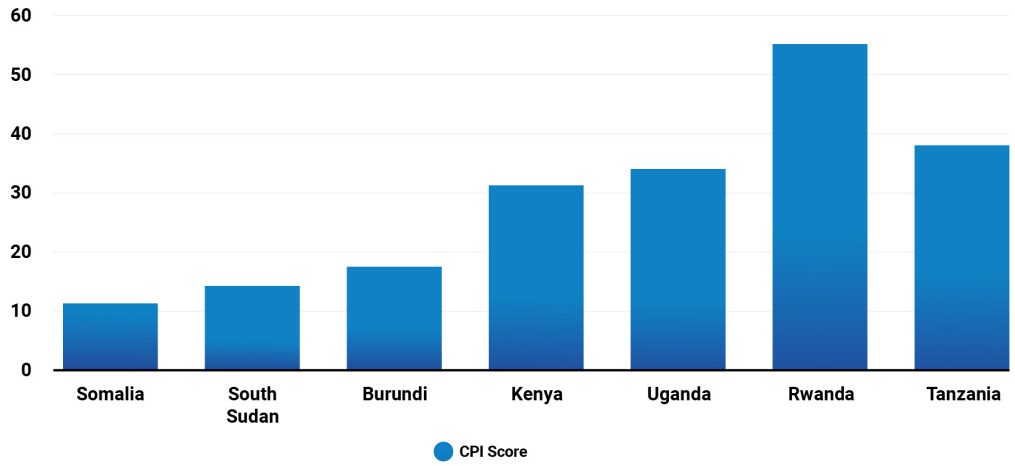


FIGURE 10: CORRUPTION PERCEPTIONS INDEX IN SOMALIA VS EAC11

Restoring institutional integrity and fostering transparency are at the heart of Somalia's public sector reform agenda. Corruption, which has led Somalia to rank as the most corrupt country globally, remains a significant challenge. Strengthening anti-corruption initiatives, enforcing accountability mechanisms, and implementing policies that promote fairness and transparency are essential steps for rebuilding public trust. The Country Policy and Institutional Assessment (CPIA) by the African Development Bank further highlights these issues, with Somalia's public sector management and institutions scoring only 1.9 out of 6, reflecting the scale of challenges in governance, transparency, and policymaking.

Digital transformation also holds immense potential for improving public sector management and service delivery in Somalia. However, the country's digital infrastructure remains underdeveloped, characterised by fragmented e-government services, low digital literacy, and limited ICT systems. Strategic investments in digital infrastructure, capacity building, and a unified digital strategy are necessary to bridge the digital divide and elevate Somalia's e-government capabilities to align with regional and global standards. Embracing technology can improve citizen engagement, streamline public administration, and enhance the transparency and efficiency of government operations.

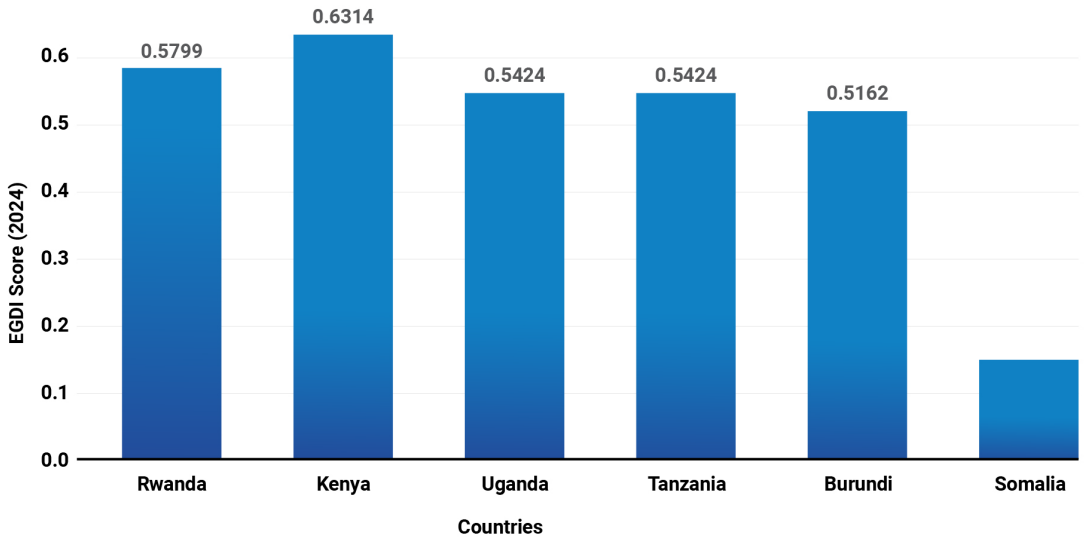


FIGURE 11: E-GOVERNMENT DEVELOPMENT INDEX FOR SOMALIA VS EAC12

There is growing political will to address these systemic weaknesses and embark on a comprehensive reform agenda. This commitment, supported by international partners, technological advancements, and the potential for citizen-centred engagement, is a critical foundation for addressing glaring institutional, financial, and human resource inefficiencies. These reforms must prioritise civil service professionalisation, merit-based recruitment, and the independence of government institutions from political pressures. By strengthening public administration systems and implementing targeted anti-corruption measures, Somalia can foster good governance, promote sustainable development, and rebuild public trust in government functions.

Challenges & Opportunities for Public Sector Management Reforms

Somalia's public sector reform faces various challenges that cut across governance, civil servant management, and digital transformation. The challenges—ranging from institutional fragility, resource constraints, and weak enforcement mechanisms to systemic corruption, insufficient public engagement, and underdeveloped digital infrastructure—pose serious obstacles to reform. These challenges are deeply entrenched, affecting governance, civil servant management, and digital transformation efforts. At the same time, significant opportunities present pathways to strengthen governance, accountability, and service delivery, to rebuild its institutions and restore public trust. Recognizing the urgent need for change, Somalia is undertaking ambitious reforms to improve institutional integrity, strengthen civil servant management, and embrace digital transformation. These efforts aim to modernise public sector operations, enhance service delivery, and create a more transparent and accountable government.

Structural and Institutional Challenges vs. Reform Opportunities

The fragility of Somalia's public sector institutions is a key challenge, with limited capacity for effective governance, outdated legal frameworks, and weak enforcement mechanisms. This structural weakness perpetuates systemic corruption, undermines institutional integrity, and diminishes public trust. In addition, ineffective collaboration among key integrity institutions and the lack of whistle-blower protections exacerbates a culture of impunity. Civil servant management is similarly constrained by outdated recruitment processes, insufficient training infrastructure, and political interference.

Digital transformation efforts face logistical and technical hurdles, such as underdeveloped IT infrastructure, limited internet penetration in rural areas, and low digital literacy. Despite these obstacles, Somalia can leverage significant opportunities to strengthen its public sector. Institutional reforms, guided by international best practices which can enhance accountability and service delivery. Public Financial Management (PFM) reforms offer a critical opportunity to improve fiscal discipline and transparency, laying a foundation for institutional resilience.

Establishing a civil service training institute and automating performance management systems through HRMIS can professionalise the workforce and enhance service delivery. In digital transformation, developing e-government platforms and implementing the Somali National ID system provide avenues to modernise public administration and facilitate data-driven policymaking.

Resource and Capacity Constraints vs. Development Opportunities

Severe resource constraints—ranging from insufficient funding to inadequate technological infrastructure and a shortage of skilled personnel—undermine reform efforts across all sectors. Public institutions struggle to implement necessary reforms without the financial means to invest in infrastructure, capacity-building, or technological advancements. The lack of cybersecurity professionals further hinders the ability to protect digital infrastructure and ensure secure government operations. Opportunities for resource development abound, however, Somalia can mobilise international partnerships to secure financial and technical resources for transformative projects.

For instance, the expansion of the Somali National ID system and the establishment of a Security Operations Centre (SOC) can benefit from international collaboration, bringing in expertise and funding. Rebuilding civil service infrastructure, including training facilities and HR systems, provides a chance to address resource gaps. Investing in digital tools, such as e-governance platforms and automated reporting systems, can streamline processes, improve service delivery, and enhance public sector efficiency.

Governance, Engagement, and Transparency Challenges vs. Civic Empowerment Opportunities

Governance reforms are hampered by limited public engagement, weak oversight mechanisms, and insufficient transparency in government processes. Civil society organisations and the media often lack the resources and capacity to investigate and expose corruption effectively, weakening public pressure for accountability. Furthermore, citizens face barriers to accessing government services and participating in governance processes, particularly in rural and underserved areas. Opportunities for civic empowerment and governance reform are promising.

By building robust public engagement mechanisms, Somalia can empower citizens to participate in governance, hold institutions accountable, and drive demand for transparency. Digital tools such as centralised e-government platforms and the Somali National ID system can improve access to services, foster inclusion, and enhance citizen trust. Strengthening legal and regulatory frameworks to protect whistle-blowers, promote transparency, and align with international standards can provide a solid foundation for public accountability.

Empowering civil society organisations and fostering media independence can further enhance oversight and advocacy, amplifying the collective push for governance reforms. Somalia's transformation agenda is at a critical juncture. While the journey toward an efficient, transparent, and accountable public sector is complex, the opportunities available provide a roadmap for success. By addressing the structural, resource, and governance challenges with targeted reforms and leveraging technological innovation and international collaboration, Somalia can build a more resilient and responsive public sector

This will not only enhance the delivery of public services but also restore public trust, strengthen governance, and lay the groundwork for sustainable national development.

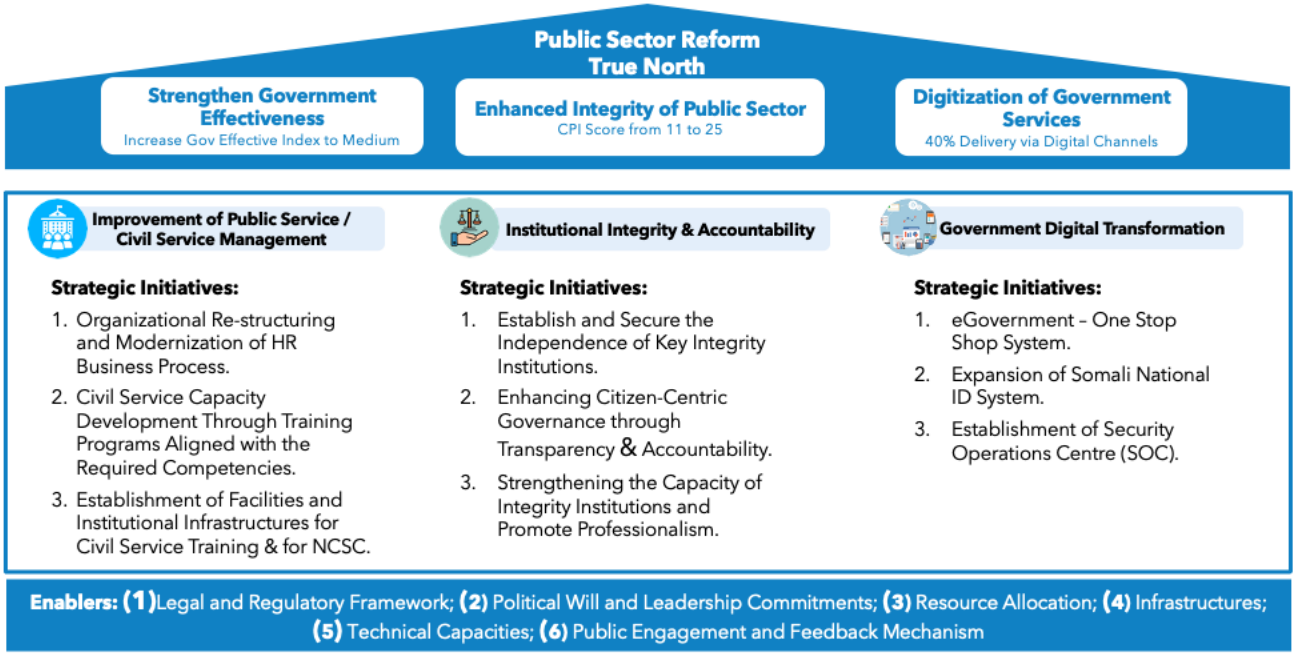


FIGURE 12: HOUSE CHART: KEY FOCUS AREAS FOR PUBLIC SECTOR REFORM13

4.2. Theory of Change

Somalia's public sector reform represents an ambitious yet vital endeavour to rebuild trust in institutions, enhance governance, and foster long-term socio-economic development. The Somali public sector has long grappled with structural weaknesses, resource constraints, systemic corruption, and outdated frameworks that hinder service delivery and governance effectiveness.

The politicisation of civil service, widespread nepotism, and insufficient meritocratic processes failed to instil public trust. Furthermore, the absence of robust accountability mechanisms and fragmented digital infrastructure exacerbates inefficiencies. Despite these hurdles, Somalia's growing political will, international partnerships, and technological advancements present a unique opportunity for reform if it intends to achieve the goals set out in CV2060 and the NTP I.

The NTP I outlines the pathways to addressing systemic weaknesses and transforming the public sector into a responsive, accountable, and citizen-focused system capable of delivering efficient and equitable services. These initiatives will be spearheaded by the relevant and respective government institutions. Anchored in Somalia's National Transformation Plan 2025-2029, the reform agenda revolves around three interconnected KRAs:

Improving Public Service and Civil Servant Management focuses on building a professional, merit-based workforce through structured training, competency-driven performance systems, and streamlined operations via HRMIS automation.

Enhancing Institutional Integrity and Accountability aims to combat corruption by empowering independent oversight bodies, establishing specialised courts, and promoting transparency through robust governance practices and whistleblower protections.

Government Digital Transformation aims to centralise government services into a single, secure and accessible digital platform

By reducing bureaucratic complexities, this initiative will streamline service delivery and improve citizen engagement with the public sector. Increased efficiency in accessing government services and improved public satisfaction with service delivery.

The first Key Result Area (KRA) pillar, public service and civil servant management, focuses on professionalising the workforce through merit-based recruitment, competency- driven performance systems, and the establishment of the Somalia School of Government and National Civil Service Commission (NCSC) facilities. Automation through an HR Management Information System (HRMIS) aims to streamline processes and enhance effective service delivery.

The second Key Result Area (KRA) pillar, institutional integrity and accountability, reinstates independence of anti-corruption commission, establishes anti-corruption court/unit, and promotes ethical governance through transparency initiatives and whistle-blower protections. Strengthened institutional integrity and anti-corruption measures will rebuild public trust and ensure equitable governance

The third Key Result Area (KRA), Government digital transformation, enhances the government digital transformation agenda, focusing on foundational initiatives that support a modern, inclusive, and secure digital ecosystem. The Expansion of the Somali ID System, Establishment of a Security Operations Centre (SOC), and One-Stop Shop e-Government System are three critical initiatives that illustrate sectoral development across national security, citizen accessibility, and service efficiency.

Government digital transformation will streamline service delivery, increase transparency, and foster economic opportunities through digital inclusion. By aligning public sector operations with international best practices and leveraging technology, Somalia aims to create a sustainable governance model that supports socio-economic development, reduces inequalities, and fosters resilience.

The long-term impact of these reforms will be a stable, transparent, and accountable public sector that restores public trust and drives national development. Somalia will emerge as a governance leader in the region, setting benchmarks for institutional resilience and citizen engagement.

Enhanced public sector performance will attract investment, spur economic growth, and strengthen Somalia's role on the global stage. The success of these reforms' hinges on several assumptions: sustained political commitment, active citizen participation, and continued international support. Robust collaboration among federal and state governments is critical to ensure coherence in implementing reforms. However, risks such as resource constraints, systemic resistance to change, and inadequate capacity may impede progress. Addressing these risks through strategic partnerships, targeted investments, and adaptive planning is crucial to achieving the reform agenda's goals.

Somalia's public sector reform agenda represents a decisive step toward transforming governance, rebuilding trust, and enhancing service delivery. By focusing on professionalising the civil service, strengthening institutional accountability, and embracing digital transformation, this Theory of Change provides a roadmap to achieving sustainable governance. With strong political will and collective action, Somalia can turn its vision of an efficient, citizen-centred public sector into reality.

4.3. Key Result Areas

Key Result Area 1: Improving Public Service and Civil Service Management

Case for Change

According to the World's Government Effectiveness Index, which assesses the perceptions related to: (i) the quality of public service, (ii) the civil service's independence from political pressures, (iii) the quality of policy formulation and implementation, and (iv) the government's commitment to these policies, Somalia stands at one of the lowest index score of (-2.03) in comparison with both the East African region and the global as well. These scores sharply contrast with Somalia's significant gaps in its governance effectiveness.

Somalia's public sector struggles with inefficiencies, fragmented structures, and a lack of skilled personnel, limiting its ability to meet governance demands and deliver quality public services. These systemic challenges have eroded public trust and hindered institutional credibility. In addition, there has been a long-standing public confidence deficit due to lack of meritocracy of civil servants inclined to clan-based political power-sharing structure (the so-called 4.5 formula) that has led to the politicisation of the civil service employees.

The public service and civil service management is constrained by outdated recruitment practices, a lack of training opportunities, and insufficient mechanisms for performance evaluation. Therefore, the government's prioritization for public service and civil servant reforms will ensure building capable public institutions that can deliver quality service to the public.

Strategic Objective: Professionalise the public service management and adhere to its values to improve government effectiveness from its current weak (medium (-1.5) performance by 2029

These initiatives prioritise the modernisation of public institutions administration through organisational re-structuring and standardised HR business processes, including merit-based recruitment and performance evaluation systems. By fostering transparency and competency, the public sector will align with international standards, enhancing efficiency and accountability. Addressing skills gaps through tailored training programs is another critical focus.

Equipping civil servants with the necessary competencies will ensure a motivated and capable workforce driving governance and national development goals. The establishment of a civil service training institute and School of Government will institutionalise capacity-building efforts, creating a professional and skilled civil service. By addressing long-standing training deficits, this initiative will lay the foundation for sustainable public sector reform and improved service delivery, fostering public trust and advancing Somalia's development agenda.

Initiative 1. Organisational Restructuring & Modernisation of HR Business Processes

This initiative aims to overhaul Somalia's public service institutions administration by introducing standardised structures, merit-based recruitment, and performance evaluation systems. The focus is on creating a transparent and competency-driven HR framework to professionalise public sector operations and align them with international standards. Enhanced accountability and efficiency in public service delivery will lead to a more responsive government. The establishment of streamlined organisational processes is expected to improve institutional credibility and foster public trust in governance.

Initiative 2. Civil Service Capacity Development Through Training Programs

This initiative addresses the skills gaps within Somalia's civil service by implementing customised training programs designed to equip employees with the competencies required for effective governance. It prioritises ongoing professional development and capacity-building efforts. The creation of a well-trained, motivated workforce will significantly enhance the quality-of-service delivery. This initiative aims to develop a civil service that is capable of meeting the demands of governance while driving national development goals.

Initiative 3. Establishment of Facilities for a Civil Service Training Institute

School of Government and National Civil Service Commission: This initiative seeks to establish a dedicated institution for training and developing civil servants, and effective management of civil service, fostering a culture of professionalism and lifelong learning. The institution Somalia School of Government will serve as the backbone for capacity-building efforts in the public sector management. The institution will produce a more skilled and professionalised civil service capable of delivering quality services governance. By addressing long-standing training deficits, this initiative will lay the foundation for sustainable capacity building in Somalia. To enable these institutions, they require infrastructure facilities for their effective operations.

Key Result Area 2: Institutional Integrity and Accountability

Case for Change

Somalia's governance institutions face systemic challenges, including institutional fragility, weak enforcement mechanisms, pervasive corruption, weak oversight mechanisms, and ineffective communication frameworks, all of which erode public trust and hinder democratic progress. Strengthening institutional integrity and accountability is vital for fostering a transparent and ethical public sector that aligns with governance standards.

Government's public institutions lack the capacity to implement and sustain necessary reforms, with legal frameworks often outdated and insufficient to combat contemporary governance issues. Moreover, limited collaboration among integrity institutions, coupled with inadequate accountability mechanisms perpetuates a culture of impunity and erodes public trust. Strengthening governance structures and fostering a culture of transparency lie at the heart of efforts to restore institutional integrity.

Thus, the government's efforts shall focus on empowering integrity institutions and establishing integrity and accountability mechanisms and to handle corruption cases, reducing impunity and fostering accountability. The priority focused on enhancing institutional integrity, accountability, and controls in Somalia's public sector is critical.

Strategic Objective: To enhance public sector integrity for better service delivery and increase the CPI score from 11 in 2023 to 25 by 2029

By enforcing transparency and building robust oversight mechanisms, it aims to restore public confidence in governance and promote ethical public service.

Initiative 1. Establish Key Integrity Institutions and Secure their Independence

This initiative focuses on empowering integrity institutions such as reinstating an anti-corruption commission, establishing anti-corruption courts/units and professional accountants to handle corruption cases. It also aims to enforce transparency and build robust oversight mechanisms within key governance institutions. Enhanced public trust in government institutions through reduced corruption and greater accountability. This initiative will also ensure compliance with governance standards and foster a culture of ethical public service.

Initiative 2. Enhancing Citizen-Centred Governance Through Transparency and Accountability

Somalia needs to initiate and implement citizen-centred and sound governance principles to build public trust, promote effective service delivery, and ensure a responsive approach. Improving this approach requires transparency and accountability across the nation, enhancing a citizen-centred governance model. Key objectives include increasing investigations into corruption cases that lead to judicial action, eliminating the culture of impunity, and ensuring adherence to audit reports and implementing their recommendations.

Initiative 3. Strengthening The Capacity of Integrity Institutions And Promoting Professionalism

Capacity development for integrity institutions will enable them to perform investigative, compliance, and accountability functions effectively. This is particularly important in public financial management, public property management, adherence to the law, and serving the public's best interests. Moreover, by prioritising high-quality training and cultivating a culture of integrity and responsibility, along with the necessary infrastructural support, these institutions will significantly improve their effectiveness in fulfilling their investigative, compliance, and accountability mandates.

Key Result Area 3: Government Digital Transformation

Case for Change

The E-Government Development Index (EGDI), a key metric in the United Nations E-Government Survey, evaluates countries' e-government progress through three sub-components of (i) Online Service Index (OSI), which measures the quality and availability of government services online; (ii) Telecommunication Infrastructure Index (TII), assessing ICT infrastructure like internet and mobile networks, and (iii) Human Capital Index (HCI), which evaluates the population's ability to use digital services based on education and literacy levels.

Somalia's EGDI score of 0.14677, ranking it 191 out of 192 countries, reflects severe challenges across all dimensions: limited online services, poor ICT infrastructure, and low human capital due to low literacy rates and limited education access. This underscores the urgent need for investment in digital infrastructure, education, and governance to improve Somalia's e-government capabilities and bridge the digital divide.

Somalia faces challenges with fragmented government services, inefficiency, and limited public access. The e-Government One-Stop Shop aims to address these issues by unifying services into a single platform, streamlining processes, reducing bureaucracy, and enhancing citizen access and satisfaction. Additionally, the Somali National ID System, which currently serves citizens in Mogadishu, has limited geographic reach and lacks integration with essential government services, constraining its effectiveness. To complement these efforts, a Security Operations Centre (SOC) is critical for safeguarding Somalia's infrastructure against cyber threats, mitigating system vulnerabilities, and fostering digital trust. Together, these initiatives will strengthen cybersecurity, promote economic growth, and facilitate digital adoption, aligning Somalia with global standards for a more secure and efficient digital landscape.

The E-Government One-Stop Shop, the Somali National ID System, and the SOC collectively focus on enhancing service delivery, expanding access, protecting critical infrastructure, and building a digitally secure and inclusive environment that supports Somalia's developmental and economic goals.

Strategic Objective: To transform government services through digital processes, improving Somalia’s digital adoption by elevating EGDI from its current position of 0.14677 (14%) to 0.40 (40%) by 2029

Initiative 1. Development of e-Government One-Stop-Shop System

The e-government One-Stop Shop System aims to centralise government services into a single, accessible digital platform. By reducing bureaucratic complexities, this initiative will streamline service delivery and improve citizen engagement with the public sector. Increased efficiency in accessing government services and improved public satisfaction with service delivery. This platform will also contribute to reducing administrative delays and enhancing transparency across public institutions. With implementation spearheaded by the relevant and respective government institutions.

Initiative 2. Expansion of the Somali National ID System

This initiative will provide every Somali citizen with a secure digital identity to facilitate access to essential public services. It also aims to strengthen national security and promote financial inclusion by creating a reliable citizen registry. The National ID system will enhance national planning, simplify access to government services, and foster digital inclusion.

This initiative is also expected to improve public sector efficiency and strengthen the country's overall governance infrastructure. With implementation spearheaded by the National Identification and Registration Authority (NIRA).

Initiative 3. Establishment of a Security Operations Centre (SOC)

The Security Operations Centre will focus on monitoring, detecting, and responding to cyber threats to protect Somalia's digital infrastructure. This initiative aims to bolster digital security and safeguard sensitive government data. Increased resilience against cyberattacks and improved digital trust in government operations. By securing critical infrastructure, the SOC will enable the Somali public sector to embrace digital transformation with confidence.

4.4. Enablers

Successful public sector reform in Somalia relies on a set of critical enablers that address systemic challenges and promote the long-term sustainability of reform initiatives. These enablers cut across governance, institutional integrity, and digital transformation, providing essential support for modernising the public sector, enhancing accountability, and improving service delivery. These enablers can be grouped into three critical areas: leadership and governance, legal and regulatory frameworks, and resource and capacity development. Together, they create a strong foundation for advancing reforms in civil servant management, institutional integrity, and digital transformation.

Leadership and Governance

Political will and leadership commitment are the cornerstones of effective public sector reform. Strong leadership drives the implementation of reforms, mitigates resistance, and models transparency and accountability across institutions. Leaders play a pivotal role in fostering institutional independence and setting a clear tone for modernisation efforts, particularly in areas such as merit-based civil servant recruitment and anti-corruption measures. Leadership is also vital for steering transformative initiatives like the Somali National ID system, the centralised e-government platform, and the establishment of a Security Operations Centre (SOC). By championing these projects and prioritizing cybersecurity, leadership ensures that reforms are implemented with consistency and public trust.

Legal and Regulatory Frameworks

Comprehensive and updated legal frameworks are essential for supporting institutional independence, reducing politicisation, and ensuring accountability. Robust legal and regulatory systems underpin all reform efforts, including civil servant management, digital transformation, and anti-corruption measures. For example, modernising policies related to civil service recruitment and performance evaluation enhances professionalism and reduces vulnerabilities to political interference. Similarly, implementing data protection and privacy laws is crucial for building public trust in digital systems like the National ID and SOC. By aligning with international standards, Somalia can ensure compliance with global best practices, reinforcing the credibility and sustainability of reforms.

Resource and Capacity Development

Adequate resource allocation and capacity development are fundamental to enabling effective reform implementation. Investments in infrastructure, technology, and human capital are necessary to support initiatives across the public sector. For civil servant management, this includes re-establishing a dedicated training institute to address skill gaps and enhance professionalism, alongside implementing HR Management Information Systems (HRMIS) to streamline operations and automate performance management. Similarly, resource allocation for digital transformation ensures the development of robust IT infrastructure, enabling the delivery of e-government services and improving accessibility. Addressing resource gaps, such as funding, skilled personnel, and technology, is also critical for anti-corruption and governance reforms. Building public engagement mechanisms further empowers citizens to participate in governance, fostering transparency and accountability while strengthening institutional integrity.

Transforming Governance for Effective Service Delivery: A Roadmap for Success

Effective governance and accountability are the cornerstones of Somalia's stability, development, and peacebuilding efforts. As the country continues its journey toward institutional reform, strengthening public sector management is essential for restoring public trust, improving service delivery, and fostering economic resilience. The **National Transformation Plan (NTP I)** provides a strategic blueprint to modernise the civil service, enhance institutional integrity, and leverage digital transformation to build a transparent and citizen-cantered governance system.

Strengthening Public Service and Civil Service Management

A well-functioning public sector requires a professional, capable, and motivated civil service. To achieve this, Somalia is prioritising civil service reforms that focus on merit-based recruitment, competency development, and performance-driven administration. The Government Training Institute will play a central role in equipping civil servants with the necessary skills to meet evolving governance demands. Additionally, the automation of human resource management systems will reduce inefficiencies and promote fairness in hiring and career progression. By investing in a professional and ethical civil service, Somalia aims to foster institutional stability and ensure government institutions effectively serve citizens.

Enhancing Institutional Integrity and Accountability

Institutional credibility depends on strong governance frameworks that uphold integrity, transparency, and accountability. Somalia is advancing anti-corruption efforts by empowering oversight bodies, strengthening enforcement mechanisms, and introducing whistle-blower protections to create a culture of ethical governance. reinstating an anti-corruption commission and anti-corruption court/unit will enhance legal enforcement, while digital monitoring tools will track public expenditures and service delivery outcomes. Capacity-building initiatives for government officials will further instil ethical leadership and accountability within public institutions. These measures are critical for reducing corruption, increasing public confidence, and ensuring the effective implementation of national priorities.

Driving Government Digital Transformation

Digital transformation is a game-changer in Somalia's public sector reform agenda. The government is investing in e-governance systems, data-driven decision-making, and interoperability across ministries to improve efficiency and reduce bureaucratic bottlenecks. The establishment of a National Data Centre will streamline information management, support evidence-based policymaking, and enhance public sector responsiveness. Furthermore, expanding digital access will ensure inclusive service delivery, particularly benefiting marginalised communities in rural and remote areas. By harnessing technology, Somalia can build a more agile, transparent, and citizen-centric government.

Table 1: Roadmap to Success

Challenges	Initiatives	Explanations
Structural and Institutional Challenges.	Initiative 1: Organisational Restructuring & Modernisation of HR Business Processes. Initiative 2: Civil Service Capacity Development Through Training Programs. Initiative 3: Establishment of Facilities for a Civil Service Training Institute and National Civil Service Commission (NCSC).	These initiatives aim to rebuild Somalia's public service management by introducing standardised HR frameworks, addressing skills gaps through tailored training, and institutionalising capacity- building efforts. Together, they address inefficiencies and fragmented structures, fostering a professional and effective civil service.
Severe Resource and Capacity Constraints.	Initiative 4: Establish Key Integrity Institutions and Secure their Independence.	Focused on improving institutional capacity, these initiatives empower anti-corruption bodies. The improvements ensure better service delivery, transparency, and enhanced public trust.
Lack of Government Engagement & Transparency.	Initiative 5: Enhancing Citizen-Centered Governance Through Transparency and Accountability. Initiative 6: Strengthening the capacity of integrity institutions and promoting professionalism.	These initiatives address gaps in communication and transparency. They aim to foster participatory governance and informed citizenry, essential for rebuilding trust and stability.
Inefficient government operations & limited citizen engagement.	Initiative 7: Development of e -Government One Stop Shop System Initiative 8: Expansion of the Somali National ID System.	Centralising government services into a digital platform to streamline operations and enhance citizen access. Establishing secure digital identities to simplify access to services and promote financial inclusion. This initiative aims to bolster digital security and safeguard sensitive government data.
Cybersecurity risks & vulnerability of digital infrastructure.	Initiative 9: Establishment of a Security Operations Centre (SOC).	Monitoring and responding to cyber threats to safeguard critical government systems.

Chapter 5: Government Communication

OBJECTIVE:

Improving Government Communication

UN SDGs Addressed



Enhances transparency and public engagement in governance.

5.1. Overview

Somalia's government communication efforts face significant challenges, including fragmented messaging, limited coordination among federal and member state entities, and a lack of public trust. The Government Communications Office (GCO), under the Ministry of Information, Culture and Tourism, established to unify and streamline communication outputs, remains underdeveloped, with resource and structural limitations further impeding progress. Media landscape analysis reveals inadequate coverage of government achievements, contributing to public disengagement and mistrust.

Al Shabaab's strategic and coherent narratives exacerbate this issue by effectively leveraging communication to influence communities.

Somalia continues to have one of the lowest literacy rates in the world, with low digital literacy posing a significant barrier to economic empowerment and resilience. As of 2023, Somalia had approximately 1.76 million internet users, representing an internet penetration rate of 9.8 percent. Additionally, the country is home to 1.95 million social media users, accounting for 10.9 percent of the total population.

Given the growing influence of digital platforms and the increasing number of users engaging with online content, there is a pressing need to establish regulatory frameworks to manage and oversee the insights, reports, and content published on these platforms. Proper regulation is essential to ensure the accuracy, reliability, and ethical use of information while mitigating the risks of misinformation and harmful content. This will not only enhance digital resilience but also foster a more informed and empowered society.

The operationalisation of Somalia's 2020 Media Law remains incomplete, hindering effective media regulation. Furthermore, feedback mechanisms for public participation and grievance redressal are absent, preventing meaningful engagement. Traditional media, primarily radio, remains the dominant platform due to its accessibility in a country with high illiteracy rates. Urban areas have increasing access to television and social media, but rural and nomadic populations often rely on word-of-mouth communication. The lack of robust infrastructure and digital penetration limits widespread information dissemination. These gaps make combating misinformation and promoting accurate narratives critical for fostering public trust and enabling effective governance.

The challenges outlined underscore the urgent need for Somalia's National Communication Strategy, under the Minister of Information, Culture and Tourism to enhance coordination, strengthen governance communication capabilities, and rebuild public trust through accurate, timely, and inclusive messaging. By addressing these structural and operational deficits, Somalia aims to create a cc

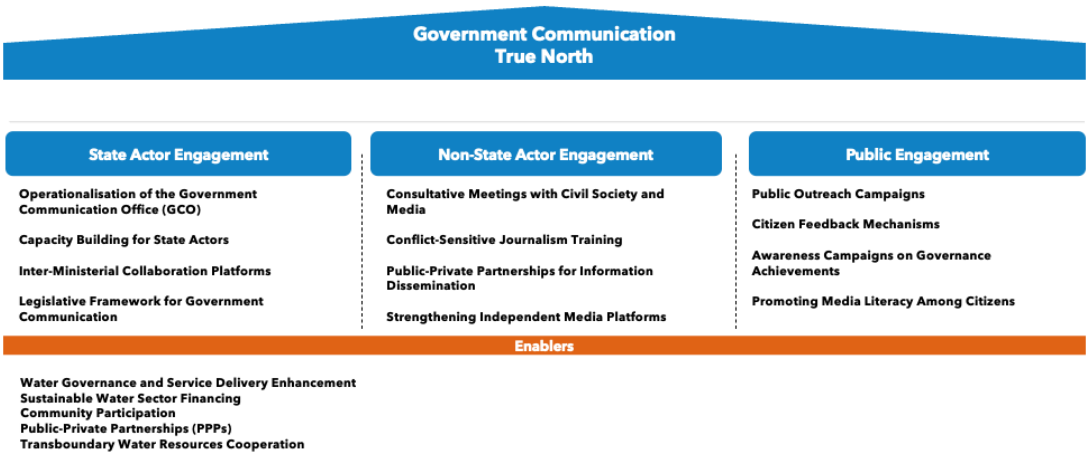


FIGURE 13: HOUSE CHART: KEY FOCUS AREAS FOR GOVERNMENT COMMUNICATION [14]

5.2. Theory of Change

Effective communication is vital for fostering public trust, enhancing transparency, and bridging gaps between the Somali government and its citizens. Somalia faces persistent challenges, including fragmented messaging, weak inter-ministerial coordination, limited citizen engagement, and the pervasive threat of misinformation. Extremist narratives further exploit these vulnerabilities, undermining public trust and national cohesion. A reformed communication framework is essential to address these gaps, align stakeholders, and build an informed, engaged society that supports national stability and sustainable development.

The Government Communication Office (GCO) will centralise and streamline communication across federal and state levels, ensuring unified messaging and improving public awareness. Capacity-building initiatives will equip government officials with the skills to manage misinformation, respond to crises, and disseminate accurate information effectively.

Inter-ministerial collaboration platforms will foster alignment across government entities, while a legislative framework will institutionalise communication practices to enhance transparency, consistency, and public engagement. These measures will collectively strengthen public trust in governance, laying a foundation for cohesive policy implementation and national unity.

Collaboration with non-state actors such as civil society organisations, the private sector, and media outlets is critical for amplifying outreach efforts and ensuring balanced narratives. Consultative meetings and public-private partnerships will foster responsible reporting and collective action on national challenges. Conflict-sensitive journalism training will enhance media professionalism, promote ethical reporting, and counter divisive narratives. Strengthening independent media platforms through training and resource support will empower local outlets to disseminate diverse perspectives, counter misinformation, and build resilience against propaganda.

Citizen engagement is central to fostering an inclusive communication ecosystem. Public outreach campaigns will raise awareness of government achievements, promote civic participation, and counter extremist ideologies. Feedback mechanisms such as hotlines, online portals, and community consultations will provide citizens with avenues to voice their concerns, enhancing responsiveness and inclusivity in policymaking. Media literacy programs will equip citizens with critical thinking skills to navigate information responsibly, reducing susceptibility to misinformation and fostering trust in credible sources.

This holistic approach through the NTP I will ensure that the MoICT can help foster transparency, trust, and national unity. By integrating communication reforms into governance, MoICT can counter misinformation, amplify accurate narratives, and build a cohesive society that supports sustainable development and stability. This transformative strategy positions communication as a cornerstone for Somalia's national growth and resilience.

5.3. Key Result Areas

Key Result Area 1: Public Communications

Case for Change

Effective government communication is critical for fostering public trust, countering misinformation, and ensuring cohesive governance in Somalia. Current challenges, such as fragmented messaging, limited coordination across government entities, and inadequate capacity for strategic communication, undermine transparency and public engagement. The lack of a centralised communication framework and legislative guidelines further exacerbates inefficiencies, leading to inconsistent information dissemination and reduced citizen trust in governance.

To address these issues, reforming the legislative and institutional framework for Government Communication, the Operationalisation of the Government Communication Office (GCO) and the establishment of an inter-ministerial government communication committee is paramount in order to enhance and expand public communication, transparency and awareness.

Strategic Objective: Enhance public communication, transparency, and awareness in Somalia by reforming the legislative and institutional framework for government communication and establishing a centralised coordination mechanism

Initiative 1. Legislative and Institutional Framework for Government Communication

Key Interventions:

1. Regulatory Framework Development

    Implement the Media Law 2020 regulation to operationalise the law and expand the regulatory framework.

    Develop detailed articles addressing critical areas, including:

        Content regulation

        Media licensing and ownership structures

Advance specific regulations and codes of conduct to address:

Industry standards

Piracy prevention

Internet censorship and privacy

Defamation and ethical reporting

2. Stakeholder Engagement and Policy Formulation

Conduct stakeholder consultations to ensure inclusivity and gather input for policy development.

Draft comprehensive codes of conduct and ethics for media practitioners.

Develop policies, procedures, and guidelines to enhance transparency and efficiency in public communication.

3. Institutional Framework Establishment and Capacity Building

Establish and streamline institutional frameworks to support a robust media industry and improved public communication. Key institutions include:

Copyright Commission: To protect intellectual property and combat piracy

Film Classification Commission: To regulate and classify films based on cultural and ethical considerations

Somalia Institute of Mass Communication: To provide professional training and capacity building for media practitioners

Public Communication Network: To facilitate efficient communication between the government and the public

4. Institutional Framework Establishment and Capacity Building

Improved accountability, transparency, and predictability in government-media-public interactions.

Enhanced efficiency and professionalism within Somalia's media sector.

Strengthened public trust in government communication and media practices.

Greater protection of intellectual property and ethical standards in content production.

Initiative 2. Operationalisation of the Government Communication Office (GCO)

This initiative focuses on establishing a centralised well capacitated Government Communication Office to streamline communication across federal and state levels at the federal level. By implementing unified coordinated messaging strategies and through digital tools, GCO aims to enhance public awareness, counter misinformation, and build trust. Expected outcomes include, well informed public, better public engagement, improved government transparency, and strengthened national cohesion.

Initiative 3. Inter-Ministerial Government Communication Committee

Key Interventions:

- Establish Inter-Ministerial Task Force for Public Communication to improve coordination and ensure a unified, whole-of-government approach.
- Hold regular task force meetings to align messaging and communication strategies across government ministries.
- Develop and implement a digital communication system to streamline information sharing and enhance inter-ministerial collaboration.
- Create standardised communication protocols to ensure consistency in public messaging and adherence to constitutional principles of access to information.
- Define a clear division of labour by outlining roles and responsibilities for each ministry to eliminate overlap and improve accountability.
- Expand access to information by ensuring transparent communication on governance, economic, and social issues, in line with constitutional rights.
- Conduct capacity-building programs for ministry communication teams to enhance their ability to deliver clear, accurate, and timely public information.

Expected Outcomes:

- Improved high-level coordination between ministries for cohesive governance.
- Unified public communication and messaging that enhances government transparency and credibility.
- Expanded public access to information, empowering citizens with knowledge of governance and development efforts.
- Clear division of labour, resulting in efficient policy making and execution.
- Enhanced public service delivery through better communication and understanding of key governance issues.

Pillar 2. Sustainable Economic Transformation

OVERARCHING GOAL:

Economic Growth, Increased Productivity and Investments



Overview

Somalia, which is situated in the horn of Africa, has a large informal economy that was shaped by market activities, employing 51% of the labour force[15]. The economy has undergone significant transformation in the last 4 decades- transitioning from government-controlled economy to a free market- oriented economic activity.

Despite decades of upheavals and civil wars, the Somali economy has been resilient in some specific sectors such as agriculture, telecommunication and trade sectors. The economy is resource-based hosting an abundant natural potential in marine, agriculture, fishing and extractives resources- mainly oil and gas as shown. The economy has significant opportunities to upscale growth and development by strengthening productive sectors mainly crops and livestock. The sectors have a high value fishing resources of approximately 57 million livestock, significant arable land for crop production and sustainable marine resources enabling Somalia the ability to provide over 200,000 metric tonnes per annum.

[15] Somalia Labour Force survey; 2019

The two main sectors driving Somalia's economy in terms of employment and growth are services and agriculture. Agriculture accounts for over 60% of the country's gross domestic product (GDP), with the livestock subsector contributing 40% and 80% being from external earnings.

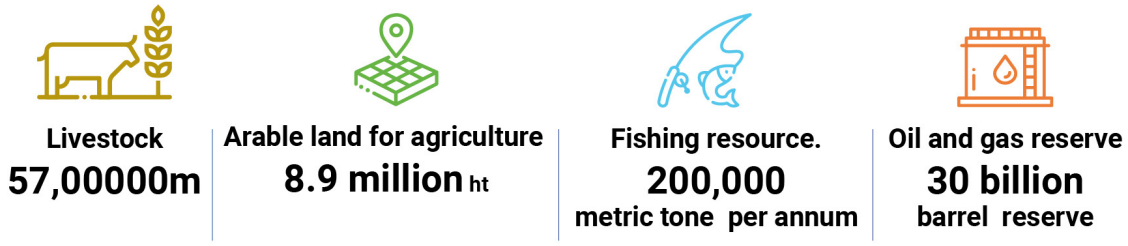


FIGURE 14: SOMALIA RESOURCE ENVELOPE[16]

Somalia's economy has shown resilience and despite multiple challenges, achieved average growth rate of around 3% for the past 6 years, excluding 2020 where COVID-19 pandemic shut down global economy.

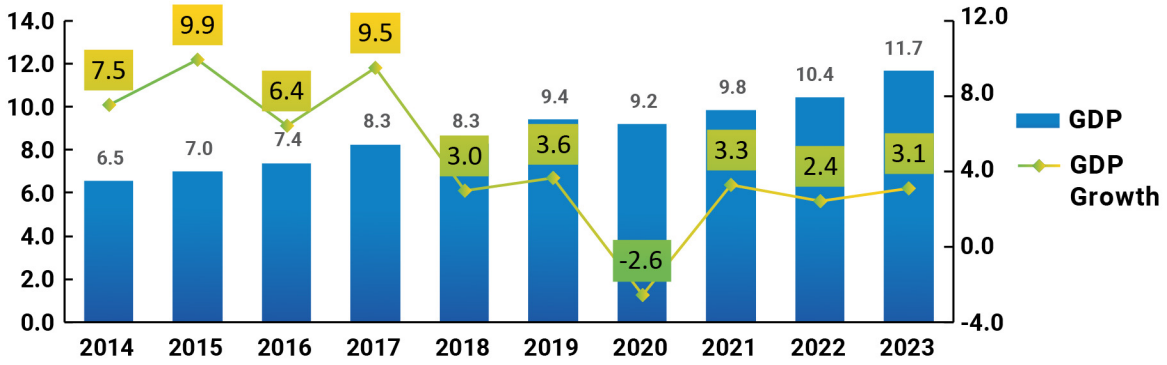


FIGURE 15: GDP VS GROWTH RATE 2023-2024[17]

According to the IMF and World Bank, Somalia's economy is projected to grow at 3.7% in 2024, up from 2.8% in 2023[18], driven by the recovery of crops and livestock, an expected increase in remittance inflow, and improved national stability and security. Additionally, SNBS reported that in 2023, economic growth rate reached 4.2% as per change of GDP calculation method[19]. The increase, which is mostly the result of private-public consumption, financed by remittances and external grants from international partner's accounts for 35% and 55.4% of the national GDP, respectively.

Inflation in Somalia stabilized in 2023[20], despite food prices have been volatile due to supply chain disruptions, global economic conditions, and recurrent droughts. The inflation was initially assumed to be at an average of 4.1% and now projected at 4.8% in 2024, implying the Government will need to spend more on common items in the coming months of the year.

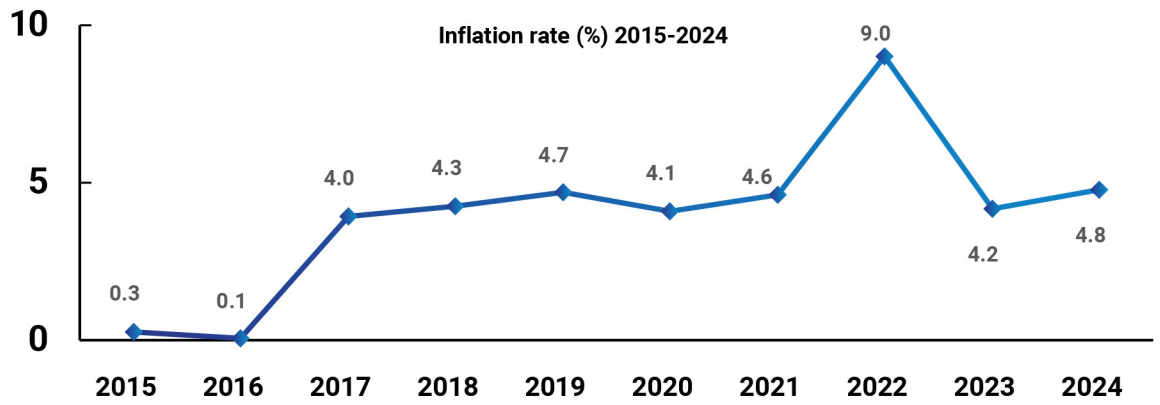


FIGURE 16: INFLATION RATE [21]

The external sector still has significant opportunities for Somalia economic growth, as there is a lower export base and productivity. The balance of payment is in deficit in a growing rate of 5,985.97 USD due ascending headway of import regime financed by the remittance.

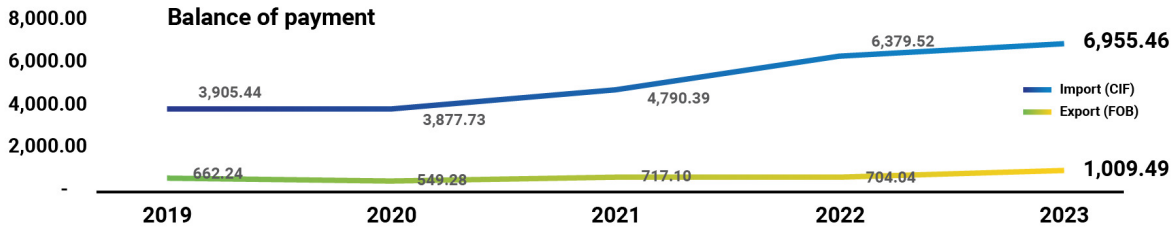


FIGURE 17: BALANCE OF PAYMENT 2019-2023[22]

One of the fundamental challenges of macro-economic stability includes unemployment which has a profound impact on socio-economic development. The unemployment rate in Somalia saw no significant changes since 2012 and remained at average of 19.03 percent. In year, 2023 marked the second consecutive decline of the unemployment rate.

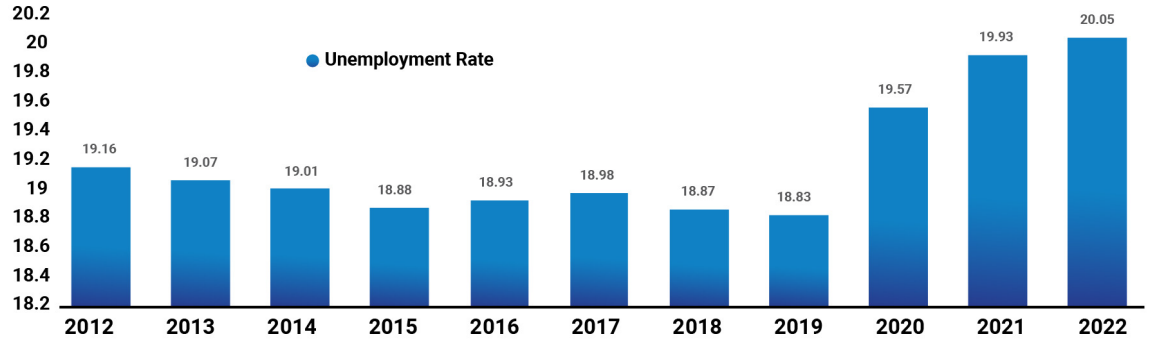


FIGURE 18: UNEMPLOYMENT RATES 2012 -2022[24]

The FGS intention to improve fiscal space mainly emphasizes revenue mobilisation and expenditure managements critically performed significant progress. The domestic revenue collections have increased 25% in 2023[25], the government doubled its efforts to mobilise domestic resources through expanding tax bases to informal sectors and conducts significant reforms as shown in 2023 fiscal report by the finance ministry.

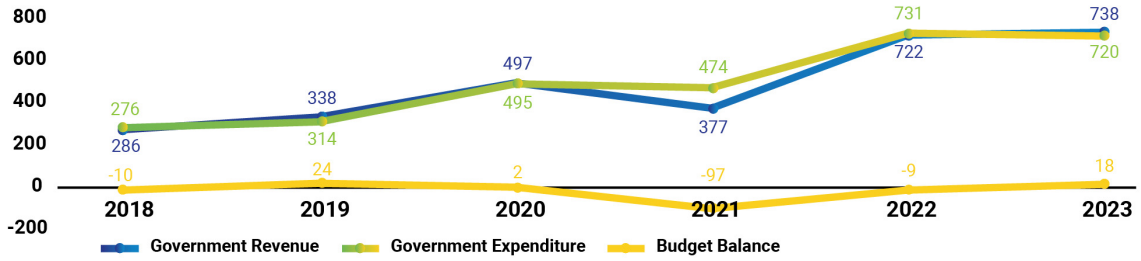


FIGURE 19: REVENUE VS EXPENDITURE 2018-2023[26]

In addition to that donor support has played significant role in the budget equilibrium, with external grants representing a substantial portion, despite the country aims to reduce reliance on donor funding through increasing domestic revenue to meet its needs for operational spending in the medium term of fiscal planning.

Chapter 6: Productive Sector

OBJECTIVE:

Driving Productive Growth and Economic Stability

UN SDGs Addressed:



Strengthens food security through agricultural investments.



Supports value addition and market linkages in agriculture and fisheries.



Encourages sustainable farming and livestock management.

6.1. Overview

The productive sector is a critical component of Somalia's economy, which is composed of primary economic sectors and activities driven by agriculture, livestock, fisheries, and relevant emerging sectors like renewable energy, extractive industries, manufacturing, and services like tourism. These sectors are key drivers of the economy and significantly contribute to national GDP and employment generation.

Despite the existing challenges of insecurity, limited infrastructure, and the devastating impact of climate change, the sector has shown resilience by providing a source of livelihood and employment for a significant number of the Somali population. Beyond that, the sector holds significant potential for growth and transforming the economy toward prosperity.

Somalia's economy depends on agriculture and livestock, which generates over 80% of export revenue, significantly contributing towards job creation and food security and covering over 70% of the national GDP contribution[27].

[27] NEC Economic report 2023

The country has an agricultural advantage of more than 8.9 million hectares of fertile land and two principal rivers (Shabelle and Jubba), which can provide adequate water resources consistently. Furthermore, Somalia's rich soils, particularly in the riverine zones, could allow for the year-round cultivation of fruits, vegetables, cereals, legumes, and legumes among other agricultural products.

Despite years of political instability, effects of climate change over time and limited infrastructure, farming is improving in this vast agricultural region of south and central Somalia with minor focus in northern regions. In addition to that, other key important high value products include forestry products such as gums and resins, lemons and sesame which are all creating plenty of opportunities in this sector. Due to the abundance of riverine water, irrigation technologies and the fertile soils, agricultural production has become of primary focus in the southern region of Somalia[28].

[28] CBS report 2024

The South and Central regions yielded the highest crop production with the four top major crops of maize, cowpea, sorghum and sesame giving a combined gross production value of US$99mil since they had the most fertile land and plenty of riverine water for irrigation[29].

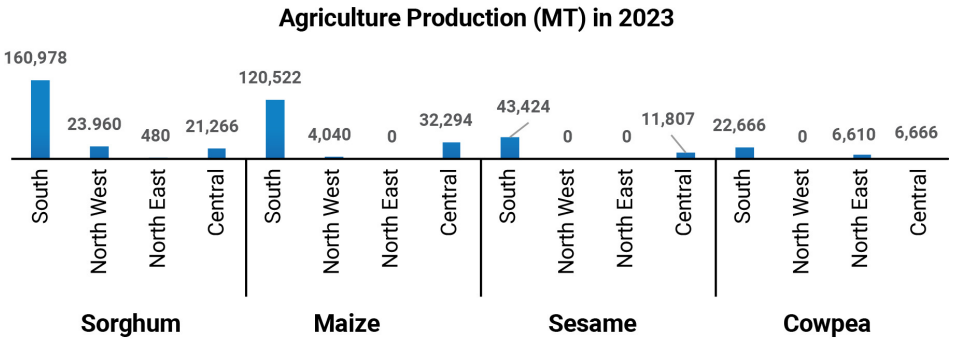


FIGURE 20: AGRICULTURAL PRODUCTION IN (MT) 2023[30]

The major agricultural crops in Somalia are sorghum, maize, cowpeas and sesame, which dominates the plantation area of southern-central regions of the country.

Somalia's livestock has been at the centre of economic performance, contributing significantly to gross national income by 80% of external earnings[31]. With an extensive structural reform, the sub-sector is anticipated to grow rapidly with increased government and donor support.

The Livestock and Agriculture sector has been the source of livelihood for the Somali population and plays a crucial role in the country's economic activities by directly or indirectly engaging around 50-60% of Somalia's population. This includes a wide range of participants, such as traders, butchers, transporters, and input suppliers who provide crucial resources like feed and veterinary services[32]. Livestock and its products are the major contributors to Somalia's economy and contribute to 45% of GDP in 2023 & employ the majority of Somalia's population.

The majority of Somalia's livestock population is concentrated in the southern regions, particularly near the Juba and Shabelle river valleys, where agro-pastoral systems are prevalent.

[29] FAO report 2022
[30] CBS Livestock Policy Brief 2023
[31] CBS 2024, World bank 2024
[32] FAO, AFDB 2018, reports

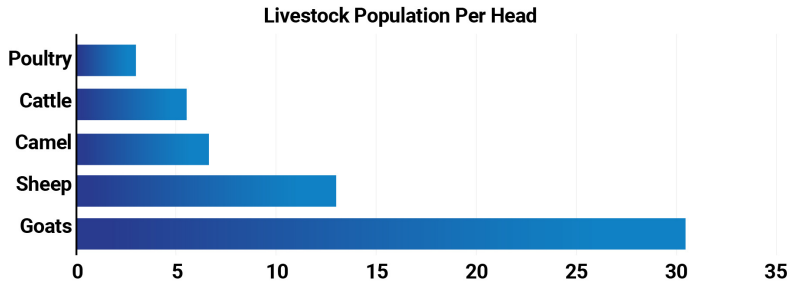


FIGURE 21: LIVESTOCK POPULATION PER HEAD[33]

Somalia is the top exporter of live animals to the Middle Eastern markets and takes pride in its livestock resources, such as cattle, camels, sheep, and goats, where the livestock and its products are the major contributors to Somalia's economy, with a combined export value of USD 1.1 billion in 2023[34].

Somalia has one of the longest coastlines of 3,333 km in mainland Africa and 1.2 million km^2 of Exclusive Economic Zone (EEZ) with enormous fishing potential. Recent surveys of Somali waters show significant stocks along the coast, which is some of the richest fishing grounds in the region. The Somali marine ecosystem is one of the largest upwelling systems in the world, which hosts monsoon-generated upwelling that spreads cold, nutrient-rich waters along the northeast coast in Puntland, primarily between Ras Asir and Ras Mabber, from May to August[35]. These areas of upwelling are often associated with high levels of primary productivity and rich biomass, offering significant economic value in fisheries.

The fishing days of artisanal fisheries vary between 220 and 240 days per year, while offshore fishing vessels have been forced to change their fishing grounds, fishing gear, or target species[36].

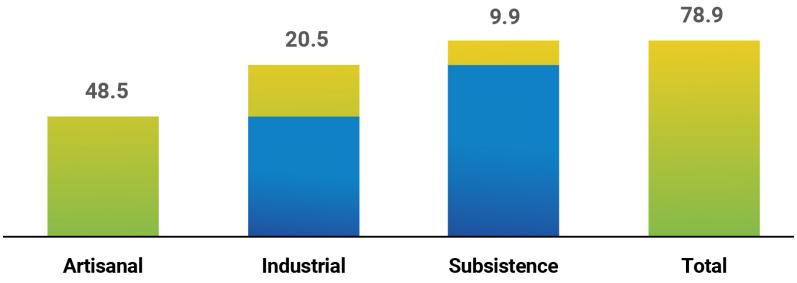


FIGURE 22: FISH CATCH BY VALUE 2019[37]

[33] SNTP I Lab Analysis
[34] SNBS 2024
[35] Somalia fishery master plan 2023
[36] Secure Somali fisheries report 2015
[37] FAO Report, Kaalo Aid, and KAP Fish Study Report

The landed value of the catch by artisanal fleets carried the highest value of USD 48.4 million in 2019, making up 61.5% of the total landed value of the catch in 2019 and increasing local Somali participation in fisheries[38]. The majority of fishermen in Somalia focus on traditional subsistence fishing activities, equipped with relatively small boats, while utilising manual equipment.

In 2019, global fish consumption was 20.5 kg per capita, increasing from 14.4 kg in 2000. In Somalia, however, fish consumption is still low, with the last available data suggesting that 3.3 kg of fish is consumed per capita indicating a major opportunity for growth for domestic consumption in the country[39].

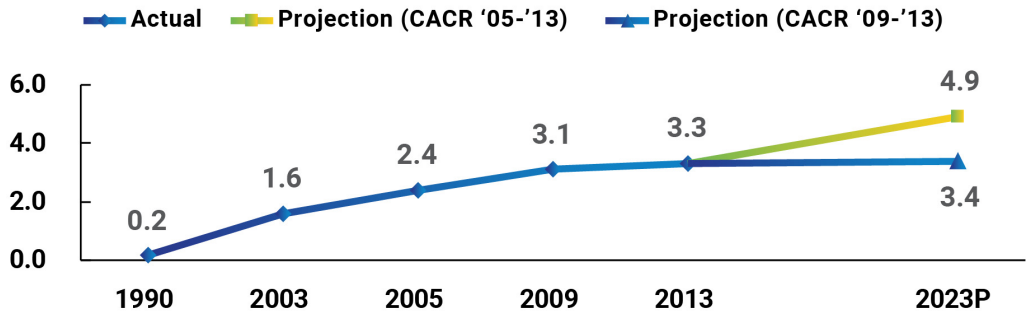


FIGURE 23: CONSUMPTION OF FISH IN SOMALIA (KG PER CAPITA PER YEAR)[40]

Furthermore, a recent report from the Somalia Ministry of Fisheries and Blue Economy reveals that the annual catch of fish in Somalia by using traditional artisanal vessel methods is estimated at approximately 6,000 tonnes, while the illegal foreign vessels catch is estimated to be 13,000 tonnes per annum, which represents less than 10% of the country's total annual fish harvest, which is estimated to be 200,000 tonnes per annum[41].

[38] FAO 2019
[39] FAO report, Kalo aid and KAP fish study report
[40] Fish Consumption 1990 – 2023 Projection Lab
[41] MOFBE 2023

6.2. Case for Change

Agriculture

The major agricultural crops in Somalia are sorghum, maize, cowpeas, and sesame, which dominate the plantation area of the southern-central regions of the country. A desk review mapping of these four major crops and a comparison with EAC show that Somalia is the 6th largest sorghum producer in EAC, with over 52% of the country's production cantered in the Bay region. Despite allocating the largest plantation area to sorghum, Somalia's yield per hectare is the lowest in the region, which accounts for 451 per ha. When looking at regional production capacity, the Bay region has the most producers (52% of Somalia's sorghum production capacity). The Lower Shabelle region and Lower Juba come in second and third, producing 29% and 19% of Somalia's total maize production, respectively. Furthermore, Somalia is the 7th largest maize producer in the East African Community, despite having the most agricultural land in EAC with the 2nd lowest maize yield per hectare.

Maize yield is relatively low compared to other countries in the region, which lose 783 kg of yield per hectare.

With regional production capacity, Lower Shabelle is the leading region in the country, taking 51% of maize production in Somalia followed by Bay regions which have low production capacity of 18% total maize production in Somalia.

Despite having the most agricultural land in the East African Community (EAC), Somalia ranks among the lowest producers of sesame seeds due to the dominance of subsistence crop production by small farm holders, which accounts for 80% of the agricultural output in the southern regions of the country. Among the regional production capacities, Lower Shabelle is the leading sesame producer across southern regions, having 36% of total production in Somalia, followed by the Bay region, which produces 30% of the total sesame production in Somalia.

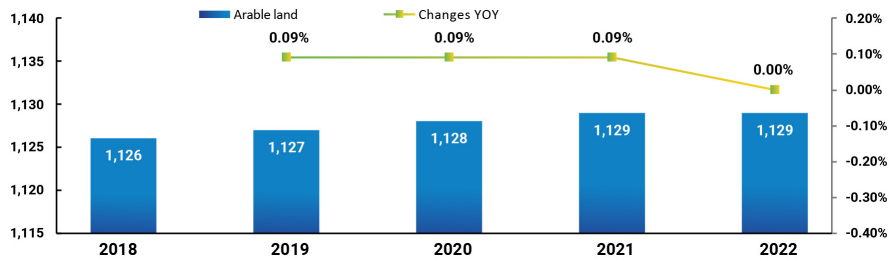
Several critical issues hinder Somalia's agricultural productivity including climate change impact, poor infrastructure and a lack of processing and storage facilities estimate post-harvest losses at 40%. Farmers face high operational costs and limited access to fertilisers, financing, and mechanisation, which prevent them from adopting modern practices. Weak governance and regulatory gaps exacerbate these challenges, pushing many farmers toward subsistence farming instead of commercial-scale operations.

The arid climate and scarce freshwater resources further restrict agricultural activities. While 44.1 million hectares of land are allocated for agriculture, only 1.1 million hectares (2%) are classified as arable. Frequent natural disasters, including droughts, erratic rainfall, and desertification, exacerbate the sector's challenges, resulting in low yields and reduced livestock productivity. Although Somalia has one of the largest agricultural areas relative to total land area in East Africa—at 70.3%—arid conditions and limited freshwater resources severely restrict arable land to only 2% of the total (approximately 1.1 million hectares).

	Land area '000 ha	Agriculture area '000 ha	Cropland '000 ha	Arable land '000 ha	Ratio of arable land to agriculture area
D.R. Congo	226,705	35,167	16,967	14,949	43%
Tanzania	88,580	39,521	15,521	13,502	34%
South Sudan	63,193	28,252	2,479	2,394	8%
Somalia	62,734	44,129	1,129	1,100	2%
Kenya	56,914	28,302	7,002	6,290	22%
Uganda	20,052	14,415	9,100	6,900	48%
Burundi	2,568	2,126	1,643	1,293	61%
Rwanda	2,467	2,004	1,618	1,268	63%

FIGURE 24: LAND AREA IN EAC[42]

Similarly, the availability of arable land has not increased in line with population growth, placing pressure on food production in Somalia, which is significantly below regional standards.



Somalia's population has seen a growth of 2.8% per annum[44]. Conversely, the amount of arable land has grown 0.05% per annum, leading to a potential scarcity of arable land.

[42] FAO 2022
[43] FAO 2024
[44] PESS Report 2013, SNBS

Livestock

Somalia is the top exporter of live animals to the Middle Eastern markets and takes pride in its livestock resources, such as cattle, camels, sheep, and goats, where the livestock and its products are the major contributors to Somalia's economy, with a combined export value of USD 1.1 billion in 2023[45].

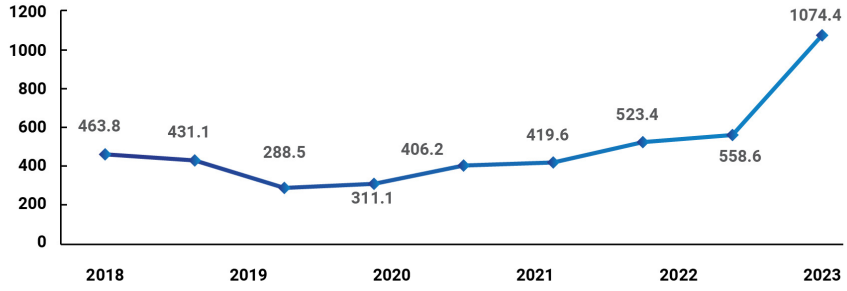


FIGURE 26: FLUCTUATING TRENDS OF LIVESTOCK EXPORTS[46]

Livestock and livestock products, including animal skins and meat, accounted for approximately 90% of Somalia's exports in FY23[47]. Gulf countries overtake export destinations of Somalia's livestock—particularly UAE and Oman, which are the top two countries that host significant heads of livestock valued at approximately 439 million, followed by Saudi Arabia at 138 million. The sharp increase in livestock exports in 2023 coincides with the lifting of export bans, improved weather conditions, and increased demand from export markets, as illustrated in the figure above.

Livestock and its products are the major contributors to Somalia's economy and contribute to 45% of GDP in 2023 & employ most of the Somali population.

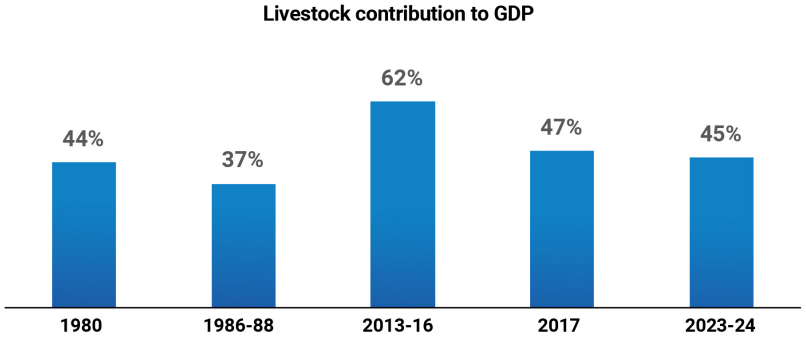


FIGURE 27: LIVESTOCK CONTRIBUTION TO GDP 1980-2024[48]

[45] SNBS 2024
[46] World Bank
[47] World Bank Report 2024
[48] CBS 2023

The climate profile in Somalia is generally arid and semi-arid, which are ideal for nomadic pastoralism and agro pastoralism, respectively. Rangeland, covering over 53% of Somalia, provides natural pastures with grass, herbs, shrubs, and sparse trees.

Animal mortality due to the latest severe drought in 2016/2017, estimated at 6.4 million heads, contributed to bringing the total animal population in the country down to less than 49 million heads in 2017[49]. The current estimated livestock population is 57,000,000, indicating a significant goat and sheep population which stood at 30.9 million and 13.6 million heads, respectively, followed by camels at 6.6 million[50].

Somalia's agriculture sector struggles with inadequate inputs, outdated equipment, and poor infrastructure, severely limiting productivity and modernisation. These deficiencies undermine food security, hinder economic growth, and weaken the sector's resilience. Addressing these gaps is essential to unlocking its potential, ensuring sustainability, and driving progress for Somalia's agricultural economy and livelihoods.

Despite these challenges, Somalia's agriculture and livestock sectors hold substantial untapped potential. By addressing the structural challenges and boosting production capacities, these sectors could significantly drive economic growth and enhance food security. Key interventions include investing in high-value crops, introducing modern irrigation systems, and mechanising farming practices to increase productivity. Developing processing plants, storage facilities, and transportation infrastructure is also critical for strengthening the food value chain and reducing post-harvest losses. The strategic focus will also include enhancing investments on smart agricultural practises and resilient infrastructure by promoting technology and innovation to strengthen climate change adaptation systems that supports vulnerable communities across all sectors. The key enablers will also be the key game changing priorities such as improving water management systems in agriculture, strengthening crop quality and transition to clean energy such as solar and wind power to adapt climate change impacts across agricultural areas.

[49] LSDS 2020
[50] LSDS 2020

Fisheries

Somalia has the longest coastline of 3,333 km in mainland Africa and 1.2 million km^2 of Exclusive Economic Zone (EEZ) with enormous fishing potential. Recent surveys of Somali waters show significant stocks along the coast, which is some of the richest fishing grounds in the region.

With its vast marine resources, Somalia's fisheries sector has the potential to serve as a transformative catalyst for economic growth and resilience. By addressing existing challenges and gaps, the sector can significantly boost production, generate employment opportunities, enhance food security, and establish Somalia as a competitive force in the global seafood industry.

Despite Somalia's natural advantages, the sector makes up only 2% of Somalia's GDP and employs just 2% of the population. Annual fish production is estimated at approximately 120,000 metric tons, a fraction of its true potential of 340,000 to 420,000 metric tons. Artisanal and subsistence fishing dominate the industry, relying on small-scale traditional boats and rudimentary equipment. While the country exports products such as tuna, crustaceans, and mollusks, these exports g 's p

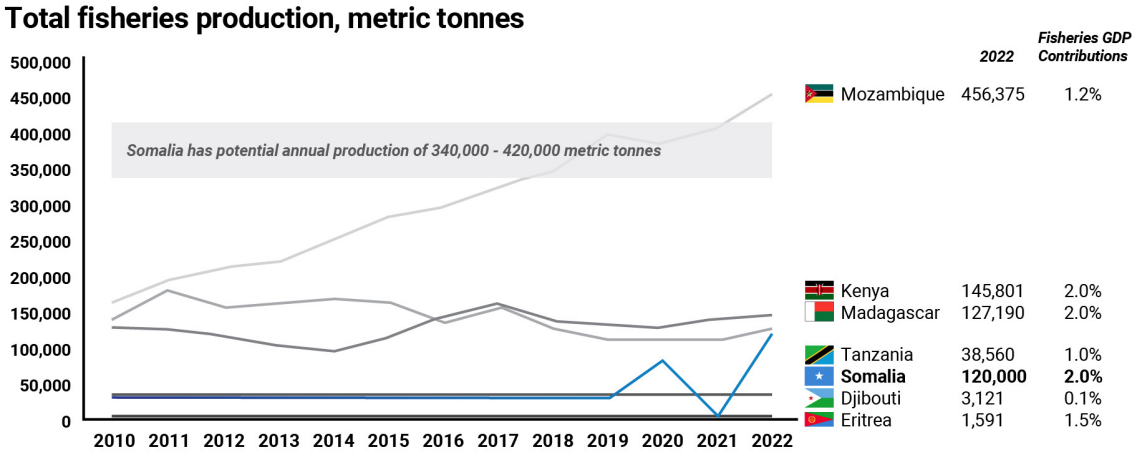


FIGURE 28: PEER BENCHMARKING FOR TOTAL FISHERIES PRODUCTION AND GDP CONTRIBUTION[51]

A primary focus must be on infrastructure investments to drive sectoral growth. Establishing modern landing sites, cold chain systems, and processing facilities would not only minimise post-harvest losses but also enhance the quality of fish products.

[51] World Bank, SATG, MFBE



These advancements would empower Somali fishers to better preserve, process, and export their catch, meeting international standards and securing higher market prices. Moreover, streamlined supply chains would improve domestic fish availability, contributing to better nutrition for local communities.

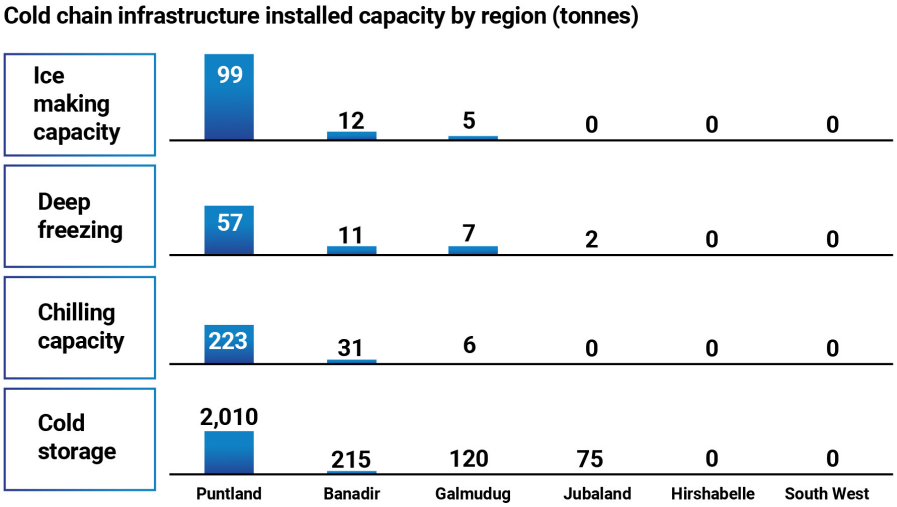


FIGURE 29: COLD CHAIN INFRASTRUCTURE CAPACITY BY REGION[52]

Secondly, addressing governance and regulatory gaps is crucial for the sustainable development of Somalia's fisheries sector. Weak enforcement mechanisms have left Somali waters highly vulnerable to illegal, unreported, and unregulated (IUU) fishing. Strengthening governance frameworks at both federal and state levels is essential to promote sustainable resource management. Measures such as implementing stricter licensing systems, improving patrol capabilities, and collaborating with international partners to monitor fishing activities in Somali waters will be critical. These actions will help curb illegal practices, preserve fish stocks for local use, and ensure that revenues generated by foreign fleets are reinvested into Somalia's economy.

Building local capacity is another vital area of focus. providing Somali fishers with modern tools and targeted training will enhance their ability to access offshore, high-value fish stocks. A 2020 UNIDO survey revealed that 97% of Somali fishermen relied on manual methods and basic equipment, with handlines (63%) and trawling (34%) being the predominant techniques. Expanding access to financing for fishers and small enterprises is equally important, as it would allow investments in advanced vessels and equipment.

[52] Consultation Workshop Questionnaire updated by FAO Consultant, Kulmiye A.J. (2020)

This would enhance the productivity and competitiveness of Somali fishers, reducing their reliance on outdated methods and enabling them to compete effectively with foreign fleets.

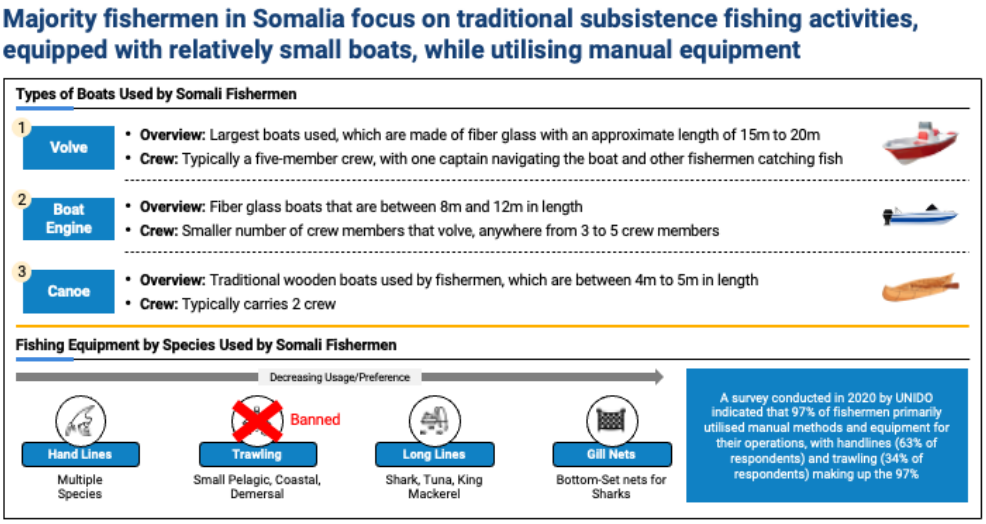


FIGURE 30: TYPE OF BOATS AND TOOLS USED BY SOMALI FISHERMEN[53]

The private sector plays a pivotal role in transforming Somalia's fisheries industry. Engaging private investors and businesses creates opportunities for capital investment, technology transfer, and market expansion. Collaboration with private sector actors can help integrate the fisheries industry into global value chains while ensuring that local communities benefit from sectoral growth. Public-private partnerships can further drive advancements in infrastructure development, governance, and innovation, creating a robust foundation for the industry's development.

At the community level, the development of the fisheries sector has the potential to improve livelihoods and build resilience. Empowering coastal communities with better access to resources and markets could lift thousands of households out of poverty, creating sustainable income opportunities. Additionally, an organised fisheries industry would reduce reliance on subsistence activities, stabilising vulnerable communities and fostering economic independence.

[53] UNIDO (2020)

Tourism

Given the unique cultural heritages, coastal landscape, and historical sites, the tourism sector in Somalia hosts potential opportunities for economic growth. However, the sector faces significant challenges related to security, environment and infrastructure deficiency, which has constrained its development.

Somalia's tourism sector has once prospered, leveraging its rich cultural heritage, diverse ecosystems, and unparalleled coastline to attract visitors worldwide. Tourism was instrumental in positioning Somalia as a key destination in the region. However, decades of civil conflict and political instability devastated the sector, leaving it largely undeveloped for over two decades.

Despite these challenges, Somalia is at a pivotal moment in its recovery. With strategic investments and government initiatives like the 2019 National Tourism Policy and the 2023 Investments and Investors Protection Law, the sector is poised for revitalisation. The Somali diaspora and local entrepreneurs have already begun investing in hospitality infrastructure and services.

6.3. Roadmap to Success

The table below illustrates how key interventions across the agriculture, livestock, fisheries, and tourism sectors are designed to address these systemic challenges. This is a consolidated view of how these challenges are being systematically tackled across sectors.

Table 2: Roadmap to Success of Productive Sectors

Challenge	Agriculture and Livestock Key Results Area	Fisheries Key Results Area	Tourism Key Results Area
High trade deficit and reliance on imports	Increase cereal production (EPP 1) to reduce cereal imports. Diversify into high-value crops, fruits, and vegetables (EPP 9–10). Boost domestic dairy and meat production through processing facilities (EPP 5–6). Reduce fodder imports (EPP 4).	Increase fish production to the full capacity of 240,000 MT by modernising vessels to incorporate better practices at the catch stage (EPP 1–2).	Develop eco-tourism hubs and cultural tourism to attract visitors and diversify GDP (EPP 1–2).
Food insecurity and low productivity	Reduce post-harvest losses through improved irrigation systems and marketplaces (EPP 2, Enabler 3). Enhance livestock health and fodder production to boost yields (EPP 4, EPP 7).	Improve cold chain and storage systems to minimize fish spoilage and increase domestic supply (EPP 2).	Promote tourism revenue to support rural economies
Post-harvest losses	Cold chain infrastructure and integrated marketplaces (EPP 2). Improve seed quality and processing (EPP 3). Develop fodder systems and reduce losses in meat and dairy value chains (EPP 5–6).	Build fisheries processing hubs and cold storage to minimize post-harvest waste at landing sites (Infrastructure Enabler 1).	Indirect benefit: Revenue from tourism improves infrastructure investments in rural agricultural areas.
Limited value addition and exports	Develop high-value crops and processing facilities (EPP 9–10). Modernize dairy and meat production for export-grade products (EPP 6).	Enable value-added fish products through downstream processing (EPP 4).	Establish tourism branding and cultural festivals to export Somali heritage as a product (EPP 2).

Challenge	Agriculture and Livestock Key Results Area	Fisheries Key Results Area	Tourism Key Results Area
Weak infrastructure and market access	Build integrated marketplaces for better connectivity (Enabler 3). Invest in modern irrigation systems to improve production and access to markets (Enabler 1).	Develop new fishing ports to improve export logistics and market reach (Infrastructure Enabler 3).	Improve transport and utility infrastructure to enhance tourism accessibility (EPP 3).
Climate vulnerability and resource management	Develop climate-resilient food systems and irrigation infrastructure (Enabler 1–2). Improve animal wellness and genetics for resilient livestock productivity (EPP 7).	Strengthen monitoring and surveillance systems to protect marine resources (MCS Enabler 4).	Promote eco-tourism and sustainability practices through PPP-led projects (EPP 1).
Unskilled workforce and capacity gaps	Equip farmers with modern practices through training and extension services (Enabler 4). Train pastoralists on better livestock management and modern farming techniques (EPP 4, EPP 7).	Train fishers in advanced vessel handling and capacity building for business owners who wish to explore aquaculture, and /or downstream fish processing techniques (EPP 3).	Establish hospitality training institutes to build skilled tourism workers (EPP 3).
Underdeveloped sectors (Tourism)	Indirect contribution: Strengthening rural food systems supports tourism offerings (eco-friendly farms) Indirect contribution: Cultural pastoralist tourism can enhance national heritage promotion.	Marine conservation ties into eco-tourism hubs (EPP 1).	Direct interventions to build tourism hubs, infrastructure, and branding (EPP 1–3).
Access to finance	Improve the connection between small holder farmers, livestock associations and micro-finance institutions Strengthen VSLA associations to provide saving and loan facilities.	Enhance the capacity Fishing cooperatives Strengthen market linkages and value chain improvement	

6.4. Key Result Areas

To deal with the problems listed above and promote long-term growth, the National Transformation Plan (NTP-1) lists several projects aimed at improving water access and irrigation systems, raising standards for pests, making animals healthier, and making the sector's policies and rules better. These are the plan's national key result areas for achieving food security and long-term growth.

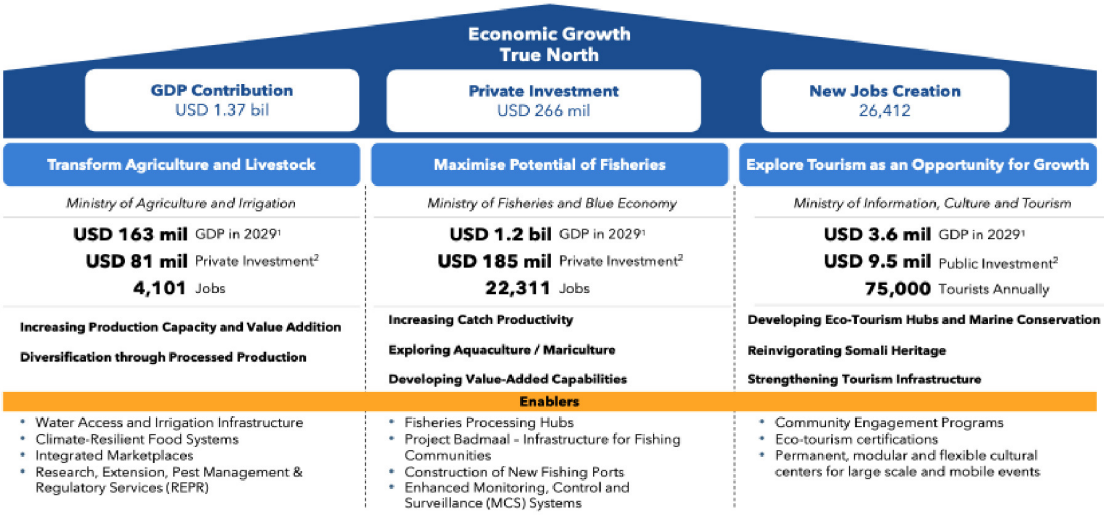


FIGURE 31: ECONOMIC GROWTH HOUSE CHART[54]

The key result areas cutting across all 3 sectors are focused on:

1. Modernisation and Value Addition: Upgrading production systems, infrastructure, and value chains to improve productivity and competitiveness.
2. Diversification: Expanding into high-value products, aquaculture, and ecotourism to reduce reliance on traditional outputs and unlock new markets.
3. Sustainability: Implementing climate-resilient practices with particular focus of research and extension services, governance reforms, and resource management to ensure long-term sectoral growth.

[54] SNTP I Lab Analysis

Key Expected Outcomes

- Food Security: Increased domestic production will reduce reliance on imports and stabilize local food supply chains.
- Economic Growth: Investments in value chains, infrastructure, and modern practices will create jobs and boost GDP.
- Private Sector Participation: Engaging private actors through public-private partnerships will drive capital investment and innovation.
- Sectoral Resilience: Climate-smart solutions, modern governance frameworks, and monitoring systems will ensure sustainable growth.

Key Result Area 1: Transform Agriculture and Livestock

During the consultation process of the plan, the government has identified that improving animal health systems, strengthening infrastructure and facilities, mitigation of climate change impact, enhancing water accessibility, boosting market access and developing regulatory policies of the sector will be strengthened to achieve sustainable agriculture and livestock transformation.

Strategic Objective 1: Boost agricultural productivity and sustainability, improve agricultural resilience systems, and promote value chain development

Initiatives

- Promote farming techniques through smart agricultural practices.
- Develop agricultural infrastructure by improving irrigation facilities.
- The establishment of post-harvest storage facilities and cold chain. infrastructure is necessary to limit crop depletion and strengthen market supply.
- Develop drought-tolerant or flood-resistant quality seeds for farmers to adapt to climate change and enhance production.
- Develop sustainable farming practices by utilising modern technology.
- Enhance research and development of new crop varieties and farming practices to develop drought-tolerant or flood-resistant varieties to help farmers adapt to climate change, ensuring stable production.
- Improve supply chain and access by investing in logistics infrastructure, primarily feeder roads connecting to markets.
- Develop technologies like remote sensors to enhance early warning of pest outbreaks.

Strategic Objective 2: Improve livestock productivity and quality, enhance market access, partnerships and strengthen livestock infrastructure systems

Initiatives

- Increase livestock productivity by improving animal health through veterinary services and establish facilities through public-private partnership to improve drug accessibility and quality enhancement.
- Diversify livestock exports by shifting focus from live animals to processed products, such as domestic processing industries, to reduce dependency on live animal exports.
- Develop livestock leather processing and wool production to create additional revenue streams and maximize resource utilisation.
- Improve quality control and standards mechanisms to comply with international and regional export requirement.
- Develop dairy production and value-added dairy products to cater to local consumption and support import substitution.
- Develop livestock infrastructure by modernising overall transportation networks by improving water catchment capacity and developing quarantine stations across all regions to enhance market access and strengthen climate risks adaptations.
- Develop sustainable rangeland management practices by enhancing seasonal grazing practises to reduce environmental degradation and overgrazing.
- Improvement genetic and breeding centre for artificial insemination as game changer to enhance productivity.
- Establishment of poultry farms for broiler and layer to reduce reliance on imports which is 28 tonne of meat annually.
- Enhancement of Apiculture for sustainable honey production.

Key Interventions:

Through these coordinated efforts driven by respective institutions, sustainable growth, with an anticipated USD 81 million in private investment, 4,101 employment opportunities, and a USD 163 million increase to national GDP by 2029, these efforts will position Somalia on a path towards economic resilience and prosperity. This will be driven by 49 projects through 10 EPPs across two Pillars and 4 Enablers[55].

Targeted Entry Point Projects (EPPs) will revitalise Somalia's Agricultural and Livestock sectors. These Key Interventions focus on two key areas:

1. Increasing production capacity and value addition: EPPs 1–7 target cereals, fodder, seeds, live animals, and meat exports, with a strong emphasis on private sector participation.
2. Diversification through processed production: EPPs 8–10 address production yields for high-value crops, fruits, vegetables, and poultry.

Each EPP is designed to address specific structural challenges, unlock private-sector investment, and enhance Somalia's agricultural value chain. Below are detailed descriptions of the Key Interventions.

1. Increasing Production Capacity and Value Addition

The focus area covering EPPs 1–7 targets improving yields, enhancing value chains, and reducing reliance on imports. This intervention is crucial for ensuring food security, fostering economic growth, and unlocking the untapped potential of these sectors.

[55] SNTP Lab Report 2024

EPP 1: Cereal Production and Processing

The focus area covering EPPs 1–7 targets improving yields, enhancing value chains, and reducing reliance on imports. This intervention is crucial for ensuring food security, fostering economic growth, and unlocking the untapped potential of these sectors.

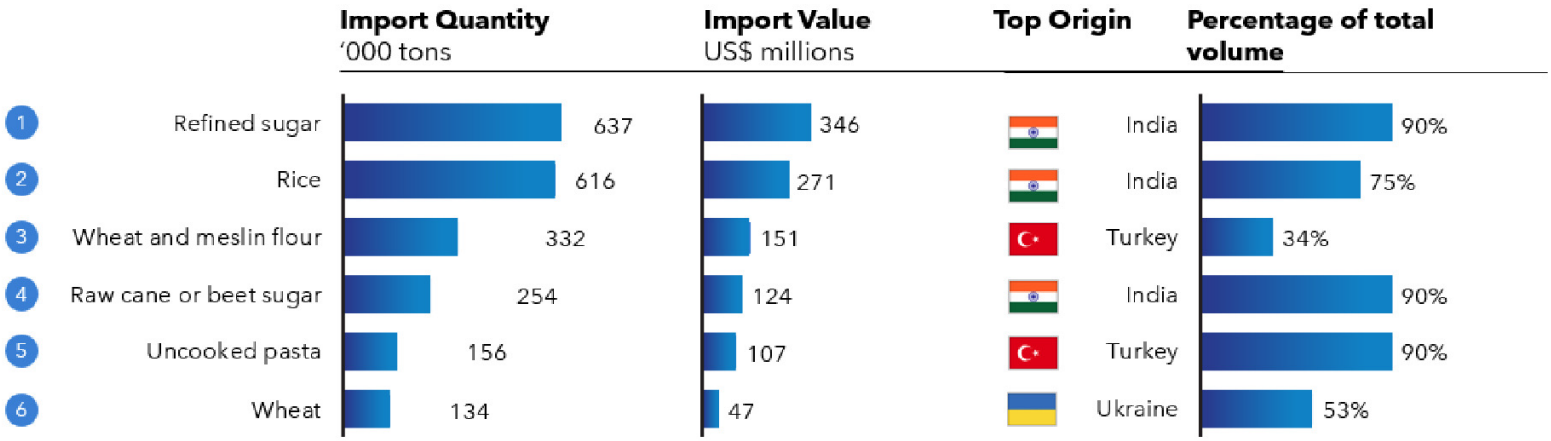


FIGURE 32: SOMALIA'S IMPORT FIGURES[56]

By 2029, this EPP targets an increase in cereal production yield per hectare of 127.3 kg and provides training to 300 additional farmers.

[56] Source: FAO (2022), OEC (2022)

EPP 2: Auxiliary Farm Services

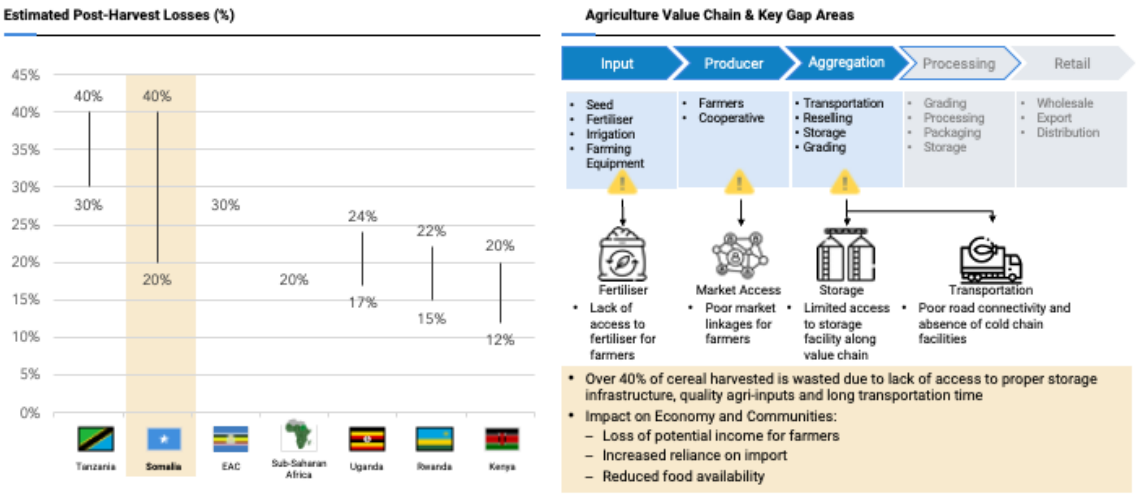


FIGURE 33: ESTIMATED POST HARVEST LOSSES(%) AND AGRICULTURE VALUE CHAIN GAPS

FIGURE 33: ESTIMATED POST HARVEST LOSSES(%) AND AGRICULTURE VALUE CHAIN GAPS

By 2029, this EPP aims to achieve an increase in crop production yield of 18.0 kilograms per hectare, adoption of climate-smart practices by up to 75% of farmers, a reduction in fertiliser costs to USD 0.15 per kilogram per hectare, and a timely delivery rate of 95%.

EPP 3: Seed Production and Processing

Limited access to high-quality seeds in Somalia significantly hampers agricultural productivity, crop resilience, and the growth of high-value crops. Farmers often rely on low-yield, disease-prone seeds, which negatively impact yields and reduce their ability to withstand pests and climate shocks. This lack of improved seeds undermines food security; as local production struggles to meet demand. Furthermore, it stifles economic development by limiting opportunities for marketable, high-value crops. Expanding access to quality seeds is essential to boosting yields, resilience, and sustainable agricultural growth in Somalia.

By 2029, this EPP aims to achieve a 68% increase in crop production yield and a total seed unit sale of 250 metric tons (MT).

EPP 4: Fodder Production and Processing

Fodder production plays a crucial role in maintaining healthy livestock, a primary source of income and food in Somalia. With livestock populations including camels, cattle, and sheep or goats requiring 2,550 tonnes, 10,900 tonnes, and 3,360 tonnes of feed daily, respectively, there is significant demand for high-quality animal feed. Cultivating and processing nutritious fodder enhances livestock productivity, ensuring better health and higher yields of milk, meat, and other products. This not only supports food security but also strengthens economic stability, as livestock contributes significantly to Somalia's GDP.

These initiatives focus on developing local fodder production systems, reducing reliance on imported feed, and ensuring consistent supply throughout the year. By prioritising sustainable feed cultivation and processing, such projects empower Somali farmers and herders, fostering a more resilient livestock sector. Investments in fodder infrastructure and technology are essential for building a robust, self-reliant agricultural economy in Somalia.

By 2029, this EPP aims to achieve a total annual fodder yield of 270 tonnes.

EPP 5: Live Animals and Meat Processing

Live animals and meat processing boost export revenues, create employment opportunities, and enhance the domestic food supply, reducing reliance on imported meat products. This initiative focuses on improving infrastructure, ensuring animal health, and meeting international export standards. By targeting high-demand markets such as the United Arab Emirates (UAE), Malaysia, and Egypt, this EPP aims to establish modern quarantine facilities, upgrade logistics systems, and expand processing capabilities. The design of these efforts is to enhance local production, boost global market competitiveness, and stimulate economic growth in Somalia's agriculture and livestock sectors.

By 2029, this EPP aims to achieve a total annual animal export of 921,300.

EPP 6: Dairy Production & Value-added Dairy Products

Dairy production and value-added products are essential for Somalia, providing a steady income for pastoralists, improving food security with nutritious local products, and unlocking opportunities in export markets. By fostering a robust dairy sector, Somalia can strengthen rural livelihoods and reduce dependency on imported dairy products.

EPP 6 focuses on transforming Somalia's dairy industry into a sustainable and scalable economic driver. With growing domestic demand for milk and dairy products, this initiative aims to industrialise the milk value chain through strategic investments in infrastructure, advanced technology, and private sector partnerships. By enhancing cold storage, transportation, and quality assurance, EPP 6 emphasises diversifying dairy offerings, including yogurt, ghee, and milk powder, to meet local demand and reduce reliance on imports. Furthermore, these efforts position Somalia to tap into export opportunities, establishing a competitive foothold in international markets while strengthening food security and boosting economic growth.

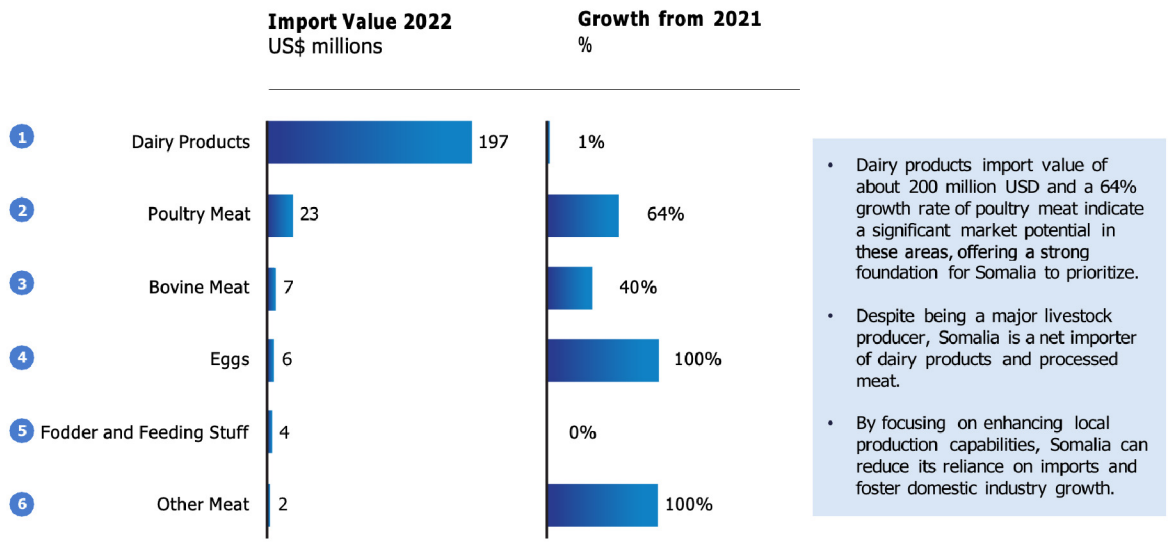


FIGURE 34: LIVESTOCK AND BY PRODUCTS[57]

By 2029, this EPP aims to achieve an average fresh milk production of 7,900 L per day as compared to 3,460 L per day in 2025.

[57] SNTP I Lab Analysis

EPP 7: Animal Wellness and Genetics

EPP 7 tackles fundamental challenges in Somalia's livestock sector, emphasising health and genetic improvement to boost productivity, disease resilience, and economic value. The program addresses critical gaps like weak veterinary infrastructure, inadequate disease control systems, and limited access to vaccinations and medications. By establishing new veterinary clinics, cold chains, and breeding facilities across Mogadishu, Puntland, Galmudug, and Hirshabelle, the initiative ensures broad geographic coverage and accessibility.

EPP 7 specifically targets pastoralists, dairy farm owners, and livestock exporters, empowering them with better animal health services, modern breeding techniques, and compliance with international standards.

By 2029, this EPP aims to treat a total of 1.77 million animals yearly.

2. Diversification through Processed Production

Diversification through processed production is a critical intervention to address Somalia's overreliance on primary production and unlock opportunities in high-value markets. By focusing on high-value crops, fruits, vegetables, and poultry, this intervention aims to improve livelihoods, reduce import dependency, and strengthen Somalia's agricultural sustainability.

EPF

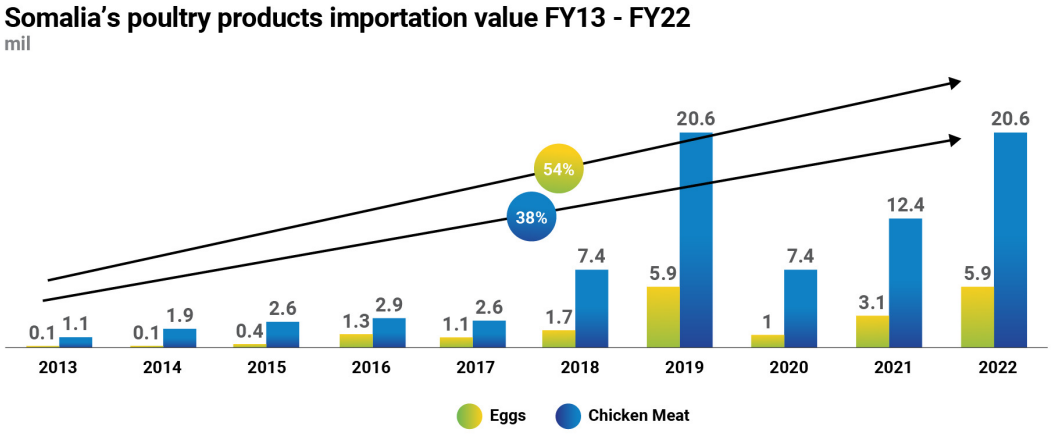


FIGURE 35: POULTRY IMPORT VALUE IN SOMALIA FROM 2013 - 202258 [58]

EPF 8 focuses on enhancing local poultry production to reduce Somalia's reliance on imported poultry products, which has grown significantly over the last decade.

[58] SNTP I Lab Analysis

By introducing modern farming techniques for broilers (meat production) and layers (egg production), the initiative seeks to improve food security, boost domestic production, and create employment. Spanning key locations like Mogadishu and Baidoa, the project leverages partnerships with private sector players and provides targeted solutions like advanced infrastructure, quality feed systems, and disease prevention. By addressing supply gaps and promoting self-sufficiency, the initiative not only improves local access to high-quality poultry products but also enhances Somalia's agricultural sustainability.

EPP 9: High Value Crop Production and Processing

Somalia's high-value crop production has significant untapped potential but is hindered by multiple challenges. Below-average yields place Somalia behind its East African neighbours, while the country struggles to capitalise on high-potential crops like sunflower, sesame, and spices.

By 2029, this EPP aims to achieve an annual production of 160 tonnes.

EPP 10: Fruits and Vegetable Production

By 2029, this EPP aims to achieve an annual production of 215 tonnes.

Enablers

The above-mentioned EPPs will be run by the private sector. To make sure they succeed, MoAI and MoLFR will focus on key enablers that will have the needed impact and help the private sector. These are:

Water Access and Irrigation Infrastructure

Water infrastructure projects are essential to tackling Somalia's challenges of water scarcity, food insecurity, and climate vulnerability. Rainfall in Somalia is highly unpredictable, leaving farmers and herders struggling with water shortages during droughts and flooding during heavy rains. Groundwater resources, already stretched thin, are being depleted due to over-extraction, poor management, and the growing impacts of climate change, threatening the sustainability of irrigation. Additionally, unsustainable farming practices, deforestation, and overgrazing have degraded the land, reducing its ability to retain water and making irrigation efforts less effective.

There are six projects collectively aimed at enhancing Somalia's agricultural productivity, water access, and resilience to climate challenges.

- The Jowhar Offstream Storage Programme (JOSP) (2024–2028) focuses on irrigating 7,500 hectares in Jowhar through reservoirs, upgraded irrigation, and climate-smart farming, led by FAO and multiple stakeholders.
- The Somalia Food Systems Resilience Program (S-FSRP) (2023–2028) targets a 20% production capacity increase through sustainable farming, water and rangeland management, and governance improvement, implemented by MoAI with partners like FAO and WFP.
- The Rural Livelihoods Resilience Programme (RLRP) (2024–2032) emphasises climate-smart practices, water systems, and post-harvest facilities to irrigate 5,000 hectares, benefiting rural communities with MoAI and International Fund for Agricultural Development (IFAD) leadership.
- Activating Climate-Smart Agricultural Livelihoods (ACALS) (2024–2032) focuses on reforesting 14,000 hectares, distributing 150,000 energy-saving stoves, and planting 8.4 million seedlings, led by MoAI and IFAD.
- Scaling Up Market-Based Agricultural Productivity (GAFSP) (2024–2027) seeks to boost maize and sorghum production to 10,000 metric tons and revitalise markets, focusing on Hirshabelle's Sariiraale Cooperative Society.
- The Integrated Irrigation and Agricultural Land Management Initiative (2024–2029) aims to increase productivity by 15% through irrigation improvements, land-use optimisation, and riverbank restoration along the Juba and Shabelle Rivers, implemented by MoAI. These projects collectively address food security, livelihoods, and climate resilience.

Climate-Resilient Food Systems

This enabler aims to enhance climate resilience, improve food security, and strengthen livelihoods across Somalia, focusing on reducing vulnerability to droughts and external shocks. These initiatives target over 2 million people in more than 15 key regions, prioritising agricultural productivity, food safety, and trade systems to build climate-resilient livelihoods. By addressing severe drought impacts in high-priority districts, the projects integrate area-based coordination and rapid response mechanisms. Efforts include improving agricultural and livestock productivity, enhancing food security, and fostering climate adaptation to mitigate the challenges of recurring droughts and climate change. The approach addresses severe drought impacts across 32 districts (Priority 1), moderate impacts in 34 districts (Priority 2), and relatively low impacts in 8 districts (Priority 3). The targeted Key Interventions are:

- Ugbaad: Climate Resilient Agriculture (2024–2031) focuses on enhancing resilience via farmer training, soil conservation, and irrigation infrastructure, targeting over 500,000 indirect jobs and boosting local cereal production.
- RECOVER (2023–2036) strengthens drought resilience, benefiting 1.1 million people with water access, 200,000 households with support, and 6,500 farmers through climate-smart practices.
- Food Safety Systems and Trade Facilitation (2025–2028) modernises agriculture by aligning trade frameworks with global standards, enhancing regulatory bodies, and supporting SMEs to boost exports.
- CLIMB (2023–2036) emphasizes sustainable farming, crop diversification, and water infrastructure, improving food production and nutrition outcomes.
- PLACE (2024–2031) addresses pastoral community adaptation, enhancing ecosystems, income opportunities, and policy advocacy while benefiting 100,000 individuals through improved access to water, pasture, and livelihoods.
- Scaling Up Market-Based Agricultural Productivity (GAFSP) (2024–2027) seeks to boost maize and sorghum production to 10,000 metric tons and revitalize markets, focusing on Hirshabelle's Sariiraale Cooperative Society, implemented by GASFP and WFP.

- Activating Climate-Resilient Agricultural Livelihoods (ACALS) (2025-2028) focuses on enhancing water access and climate resilience by rehabilitating community water infrastructure, including the solarization of boreholes, expansion of irrigation networks, and restoration of degraded water catchments, improving smallholder farmer access to sustainable irrigation, and promote water-efficient agricultural practices, led by WFP and AfDB.
- The Joint Resilient Programme (JRP), implemented by WFP and UNICEF, strengthens climate resilience, food security, by integrating climate-smart agriculture, sustainable water management, nutrition, and education services, ensuring long-term sustainability for vulnerable communities in Somalia.
- The Bulding Climate Resilience for Food Security project enhances climate resilience, food security, and sustainable livelihoods by supporting climate-smart agriculture, improved water management, and economic empowerment for women and youth, ensuring long-term community sustainability in Somalia, implemented by KOICA and WFP.

Through these targeted Key interventions, Somalia can build resilience, stabilise food systems, and reduce the vulnerability of its population, ensuring long-term sustainability and economic growth amidst climate challenges.

Integrated Marketplaces

This enabler focuses on establishing two integrated marketplaces in Afgoye and Balad, spanning 1 square kilometre each. These marketplaces aim to directly connect producers with buyers, removing intermediaries. The initiative addresses significant post-harvest losses of 65-80% for fruits and vegetables and 45-55% for cereals and legumes, with at least 25% of these losses occurring during transit. It highlights the importance of sustainable infrastructure to minimise these losses.

Research, Extension, Pest Management & Regulatory Services (REPR)

The initiative focuses on building research hubs and laboratories to provide innovative, region-specific solutions while also developing eco-friendly pest management systems and training experts to align research with national policies. Extension services will include the construction of headquarters and regional facilities, fully equipped with tools, machinery, and operational training halls, such as farmer field schools, to support capacity building.

Additionally, the construction of the Somali Agricultural Regulatory Inspection Services (SARIS) headquarters, plant health, and fertiliser laboratories will strengthen regulatory and inspection services. Inspection facilities at key entry points will be developed in phases, with necessary equipment, office furniture, and vehicles procured to ensure operational efficiency.

Key Result Area 2: Maximise the Potential of Fisheries

Given that Somalia claims the longest coast in Africa and a diverse range of marine species, fishing is another promising but underutilised economic sector. The sector plays a critical role in achieving inclusive economic growth, food security, and poverty reduction by withstanding the lives of a significant number of coastal societies in Somalia as a source of livelihood and job creation. Even though the fishing industry doesn't add much to the GDP and faces many problems, the government is determined to make sure it stays strong by putting in place strong plans and actions that will help the sector continue to perform well in the national economy.

Moreover, the Key Interventions will tackle issues related to infrastructure deficiencies and access to capital as well as find ways to support small traders to build a foundation for the local fishery markets.

Strategic Objective 1: Increase Catch Productivity from 120,000mt to 240,000mt by 2029

A multifaceted strategy is required to significantly increase Somalia's fish catch productivity from 120,000 metric tonnes (MT) to 240,000 MT. This would entail enhancing fishing operations' sustainability and effectiveness, growing fisheries infrastructure, refining fishing methods, and making sure marine resources are managed effectively. The government will prioritise the following key strategic initiatives:

- Improve the infrastructure of ports and landing sites by investing in fishing jetties across selected coastal areas.
- Establish fishing fleets and strengthen fishing catch technologies by promoting sustainable fishing gear to increase catch efficiency.
- Introduce new modern boats for sustainable fishing practices.
- Increase fish production scale by promoting sustainable fish catch practices and support coastal communities to have alternative fishing sources like mariculture to enhance sustainable aquaculture fishing practices.
- Invest in modern cold storage facilities and small ice factories to strengthen production capacities and reduce fishing spoilage and environmental impact.

Strategic Objective 2: Increased Household Fish Consumption: From 3 kg/year (<1%) to 5 kg by 2029

It is estimated that the current average per capita fish consumption in Somalia is in between 2.4 - 3.3 kilograms which represents less than 1% of the population's total protein intake.[59] This is far lower than the national average and has enormous untapped potential to improve the country's public health, food security, and nutrition.

[59] FAO 2023

Initiatives

- Strengthen downstream fishing by establishing fish processing centres to enhance domestic fish consumption and export promotion efforts.
- Enhance domestic production by investing technology-oriented boats and catchment facilities to improve local consumption and exports.
- Develop an institute of fishery and marine resource management to upscale technical knowledge of marine resources.
- Strengthen fish distribution channels by improving transportation networks, cold chain facilities and infrastructure available to all major cities.
- Establish public-private partnership programs to incentivise processors for downstream fishery products such as fish oil.

Key Interventions

Targeted EPPs will revitalise Somalia's fishery sector. These interventions focus on three key areas:

1. Increasing Catch Productivity: EPPs 1–2 focus on modernising vessels (and activities such as vessel maintenance and repairs), improving fishing practices, and driving vertical integration to increase annual catch productivity from 120,000 to 240,000 metric tons.
2. Exploring Aquaculture/Mariculture: EPP 3 introduces sustainable aquaculture systems to diversify production, stabilize fish supply, and reduce pressure on natural fish stocks.
3. Creating Value-Added Capabilities: EPP 4 aims to build up infrastructure for downstream processing to improve product quality, cut down on spoilage, and make Somalia a competitive seafood supplier in global markets.

1. Increasing Catch Productivity

The focus area covering EPPs 1–2 targets increased catch productivity through the modernisation of vessels and fishing practices, as well as encouraging vertical integration for those involved in fishing.

EPP 1: Modernisation of Vessels and Fishing Practices

Modernisation of vessels and fishing practices is a private-led initiative costing approximately 16.38 million to revive and modernise the Somalia fishery sector. This private project will focus on enhancing catch capacity through supplying modern equipment, strengthening cooperative associates for resource access and investment, technology adaptation, improved harvest handling, and post-harvest handling to reduce wastage. The project impact is expected to bring an additional annual catch of 23,817 (MT) and additional job creation of 2,430.

This EPP aims for an additional annual catch of 28,441 MT and to create 4,762 jobs by 2029.

EPP 2: Vertical Integration

Somalia's fisheries post-harvest losses at 30-40% are significantly due to limited cold storage, inadequate processing facilities, and poor transportation infrastructure. Reducing post-harvest waste in Somalia's fisheries involves investment in cold storage facilities, improved transport infrastructure, and promotion of value-added fish products.

Post-private sector engagements, the following projects were identified as areas of government and private sector collaboration. The focus was on supporting private sector investments in facilities for production and cold storage facilities expansion, cold chain development, and processing plants. This EPP aims for an additional annual marketable catch of 137,261 MT as a result of reduced post-harvest losses on vessels at the catch and during processing at the landing site stage and creation of 18,581 jobs.

2. Exploring Aquaculture / Mariculture

The focus area covering EPP 3 looks at establishing the regulatory environment and exploring the potential of aquaculture and agriculture in Somalia.

EPP 3: Aquaculture Farming

This proposed aquaculture project is also a private-led initiative costing approximately 1.23 million aimed at strengthening sustainable fishing practices by focusing on aquaculture and mariculture fishing, including hatchery and nursery practices. The two pilot projects aim to establish essential facilities across the aquaculture value chain and ensure manpower availability through training and courses. The project impact is expected to result in an additional 10 MT of annual production (MT) and the creation of an additional 267 jobs.

3. Developing Value-Added Capabilities

The focus area covering EPP 4 aims to enhance value addition through downstream processing. These Private sector players are interested in expanding their offering for exports and value adding beyond whole fresh and frozen fish, focusing on exports and value-added products. Additionally, processing and value addition would greatly benefit the domestic market by enhancing local consumption. Given the high nutritional value of fish, this would contribute to improved food and nutrition security.

EPP 4: Downstream Processing

Down processing projects are also private-led initiatives costing approximately 98.8 million aimed at reducing post-harvest waste in Somalia's fisheries and also producing value-added products to maximize the economic potential of the fishing sector. The project impact is expected to bring additional annual production of 146,732 (MT) with additional job creation of 5,630.

Enablers

Elevating the fisheries sector will require significant commitment from MFBE supported by FMS, who will spearhead the development of key enablers. These will address challenges seen by the private sector through infrastructure development, creating an enabling environment, and increased monitoring capacity.

Fisheries Processing Hubs

The Secure Economic Zones (SEZ) is targeted to be operational by 2027, and each hub will span 100-150 hectares and cater to 3-5 fish-exporting companies alongside 100-150 informal processor-traders. With an expected increase in annual production by 6,500 metric tonnes and USD 31 million in value by 2029, the hubs are projected to generate over 620 jobs and drive a 40% export growth.

Project Badmaal—Infrastructure for Fishing Communities

Project Badmaal focuses on addressing critical infrastructure gaps within Somalia's coastal fishing communities to enhance market access, reduce energy costs, and improve operational efficiency.

Following a multi-phase site selection process, we have identified ten priority sites across Puntland, Galmudug, Hirshabelle, South West, and Jubbaland for targeted infrastructure investment. This initiative aims to improve fish handling capacity, cold storage, and access to clean water while fostering greater economic productivity and resilience for 1,970 fishers and their families. Fisheries Data Collection & Ocean Observation: The fisheries sector will contribute to broader ocean science initiatives by integrating oceanographic sensors into fishing vessels and establishing community-based monitoring programs. This will support climate resilience, biodiversity conservation, and sustainable resource use. The initiative is expected to increase community-level catch productivity and expand market access, creating long-term benefits for fishing communities across Somalia.

Budgeted at USD 55 million, the project spans from 2024 to 2030, with funding sourced from the World Bank and PROBLUE. By 2029, Project Badmaal is targeted to improve 12 communities in Somalia and achieve post-harvest loss reduction from 30% to 15%.

Construction of new fishing ports

The proposed construction of new fishing ports aims to enhance Somalia's fisheries infrastructure and address the current challenges faced by the sector. This project identifies Mogadishu, Berbera, and Kismayo as priority sites for new port development, with a focus on creating dedicated fishing infrastructure.

Enhanced Monitoring, Control and Surveillance (MCS) Systems

The National Fisheries Strategy focuses on the development of an Enhanced Monitoring, Control, and Surveillance (MCS) System to address these challenges. The initiative aims to deploy modern technologies and strengthen governance frameworks to protect marine resources, ensure sustainability, and foster economic growth.

With an estimated budget of USD 5.86 million, funded through contributions from the World Bank and other stakeholders, the project is set to begin in 2024 and conclude by 2030. This initiative will play a crucial role in reducing IUU activities, improving livelihoods, and aligning the fisheries sector with sustainable economic goals. By 2029, MFBE intends to detain 30 illegal fishing vessels through its increased capabilities and capacity.

Key Result Area 3: Explore Tourism as a New Opportunity for Growth

The tourism sector provides substantial economic diversification in Somalia, boosting employment opportunities and showcasing national beauties. The key national result areas will include improving the security of tourism attraction sites, developing infrastructure, promoting the revitalisation of the tourism sector through marketing campaigns, and institutionalizing tourism activities to showcase national culture and heritage.

The government is intended to boost the tourism sector to enhance revenue generation from increasing the number of tourism arrivals and strengthen sustainable tourism attraction management.

Strategic Objective: Increase the number of visitors coming to Somalia by promoting marketing campaigns and strategies while developing tourism infrastructure and facilities.

Initiatives

- Improve tourism securities, particularly tourism attraction sites, by establishing tourism policies and security tracking system
- Develop centralized tourism database to collect, analyse and disseminate visitors' information and track security issues
- Collaborating with international agencies such as UNESCO to rehabilitate and preserve key heritage sites will enhance their appeal
- Promote Ecotourism and Green Initiatives
    - Foster Public-Private Partnerships (PPPs) and provide incentives for local and foreign investors to develop tourism infrastructure.
    - Position Somalia as a cultural and ecotourism hub through effective branding and marketing strategies targeting diaspora and domestic markets.

Key Interventions

MOICT is tasked with leveraging Somalia's natural beauty, resources, and rich cultural heritage through Public-Private Partnership's (PPP). With a focus on ecotourism, the ministry aims to attract 50,000-75,000 visitors annually, primarily through the Somali diaspora, neighbouring countries, and ecotourism enthusiasts. The initiatives also hope to equip 10,000 trainees annually to service the sector.

Targeted EPPs, focusing on three key areas, will transform Somalia's tourism sector.

1. Developing Ecotourism Hubs: EPP 1 focuses on creating ecotourism hubs that integrate marine conservation, sustainable fishing practices, and cultural heritage, enhancing Somalia's appeal as an eco-friendly destination.
2. Reinvigorating Somali Heritage and Cultural Experiences: EPP 2 prioritises initiatives to reposition Somalia as a cultural and heritage tourism hub, including the Nomadic Heritage Experience, diaspora engagement through cultural festivals, and a national branding campaign under "The Beauty of Africa."
3. Reinvigorating Somali Heritage and Cultural Experiences: This pillar highlights the importance of improving critical infrastructure, hospitality services, and workforce capacity to elevate visitor experiences and ensure sustainable growth.

Developing Ecotourism Hubs

EPP 1: Eco Tourism Hub and Marine Conservation

The initiative aims to create jobs, restore marine ecosystems, boost ecotourism, and empower local communities, with a target operationalization date of 2028. The ecotourism hub will be developed in partnership with international partners and regional conservation organizations to establish marine protected areas that balance tourism growth and biodiversity conservation. Regulations will be enforced to ensure responsible tourism practices, including the reduction of plastic waste and the implementation of coral reef conservation programs.

Reinvigorating Somali Heritage and Cultural Experiences

EPP 2: Somali Heritage and Tourism Promotion

The Somali Heritage and Tourism Promotion Initiative seeks to reposition Somalia as a top tourism destination by showcasing its cultural heritage, natural beauty, and historical sites, in line with Vision 2030. Key components include the Nomadic Heritage The event will showcase traditional Somali lifestyles, engage the Somali diaspora through a Diaspora Cultural Festival, and promote Somalia as "The Beauty of Africa" through a Tourism Branding Campaign. This initiative aims to foster national pride and boost economic growth through increased tourism.

Strengthening Tourism Infrastructure

EPP 3: Hospitality Training Institutes & Research Projects

This initiative aims to strengthen Somalia's tourism sector by developing a skilled workforce through specialised training and research. The initiative focuses on creating accredited certification programs in areas of hotel management, culinary arts, and front-desk operations, while also supporting research to foster innovation and sustainability in the hospitality industry.

Success Metrics

Table below shows the EPPs for each sector, along with Key Performance Indicators (KPIs) that can be measured and their 2029 goals. This gives a clear plan for how to change Somalia's economy.

Table 3: Production Sector Success Matrix

Sector	EPP	KPI	Target (2029)
Agriculture & Livestock	Cereal Production and Processing	Increase in cereal yield per hectare	127.3 kg
		Number of additional farmers trained	300
	Auxiliary Farm Services	Increase in crop production yield	18.0 kg per hectare
		Adoption of climate-smart practices	75% of farmers
		Reduction in fertiliser costs	USD 0.15 per kg per hectare
	Seed Production and Processing	Increase in crop production yield	68%
		Sale of quality seed units	250 MT
	Fodder Production and Processing	Total annual fodder yield	270 tonnes
	Live Animals and Meat Processing	Total annual animal exports	921,300 animals
	Dairy Production and Value-Added Dairy	Average daily milk production	7,900 litres
	Animal Wellness and Genetics	Number of animals treated	1.77 million
	Poultry—Broilers and Layers	Annual egg production	86.0 million
	High-Value Crop Production	Annual production of high-value crops	160 tonnes
	Fruit and Vegetable Production	Annual production of fruits and vegetables	215 tonnes
Fisheries	Modernisation of Vessels and Practices	Additional annual catch	28,441 MT
		Number of jobs created	4,762
	Vertical Integration	Additional annual catch	74,520 MT
		Number of jobs created	12,554
	Aquaculture Farming	Total annual aquaculture production	13.7 MT
	Downstream Processing	Annual value addition through processed fish	USD 31 million
Tourism	Eco-Tourism Hub and Marine Conservation	Number of eco-tourism hubs operational	1
	Somali Heritage and Tourism Promotion	Number of national tourism campaigns launched	1
		Number of cultural festivals and events hosted	3
	Hospitality Training and Research	Number of trainees equipped annually	10,000

Chapter 7: Energy and Extractive Industries

OBJECTIVE:

Improving the Sustainability of Energy and Extractive Industries

UN SDGs Addressed:



Expands renewable energy investments.



Strengthens extractive industries through sustainable practices.

7.1. Overview

Somalia's energy sector has progressed in the last 3 decades with several key developments. During the civil war, the energy sources, primarily the oil and gas sector, were largely abandoned after the civil war, and state-owned electricity infrastructures collapsed, which left empty and totally scattered the formal energy system of Somalia[60].

This has resulted in heavy reliance on fuel wood and charcoal for energy, covering up to 80-90% of energy consumption in 2000-2010[61].

[60] Somalia Power Master Plan 2020
[61] World bank report 2020

The disintegration of state-controlled electricity infrastructure left both urban and rural populations without reliable access to energy.

In the 2000s, private sector entities started to fill the gap by establishing isolated power networks in urban areas. However, these networks were small-scale and fragmented, unable to meet the growing energy demands of the population. In recent years, legislative advancements, including the drafting of the Petroleum Law and the establishment of the Somalia Petroleum Authority, have signalled renewed efforts to rebuild the sector and lay a foundation for its recovery.

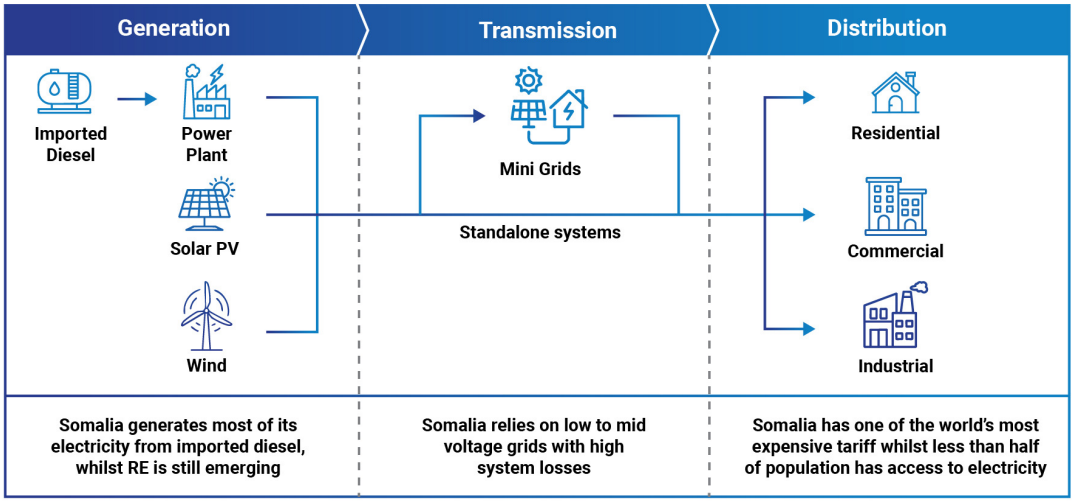


FIGURE 36: SOMALIA'S ENERGY INFRASTRUCTURE[62]

Somalia's current energy infrastructure remains inefficient and heavily reliant on imported diesel for electricity generation. Diesel-fired power plants dominate the energy mix, supplemented by emerging renewable energy sources such as solar photovoltaics (PV) and wind. Energy distribution systems primarily consist of mini-grids and standalone setups, serving urban populations while rural areas remain largely underserved. However, outdated infrastructure constrains the sector, resulting in significant energy losses during transmission and distribution. The reliance on imported diesel further inflates electricity costs, making access to energy prohibitively expensive for many households. Fragmented networks and inefficiencies also hinder the adoption and scaling of renewable energy technologies, leaving large portions of the population without affordable and reliab

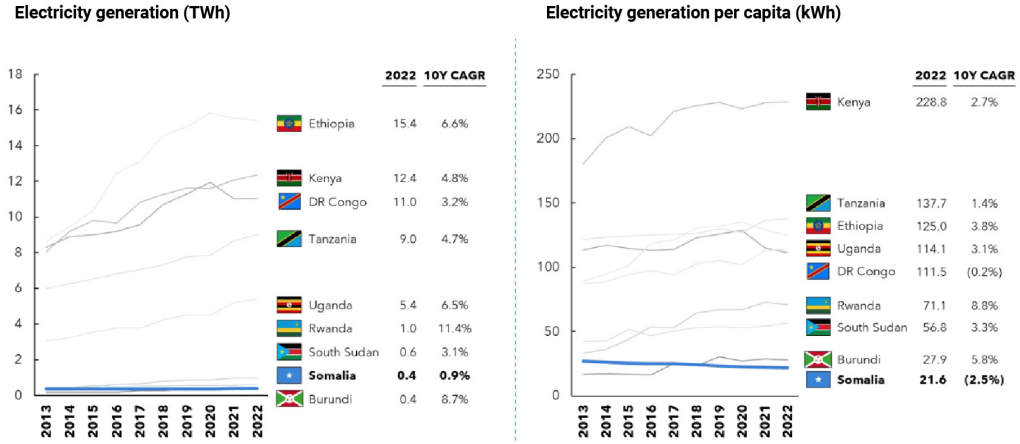


FIGURE 37: ELECTRICITY GENERATION(TWH) AND PER CAPITA (KWH)[63]

[62] SNTP Lab Analysis
[63] Ember, Energy Institute—Statistical Review of World Energy

Somalia's energy generation capacity lags significantly behind its regional peers, with a widening gap between supply and growing demand. In 2022, the country generated only 0.4 kWh of electricity, with a CAGR of 0.9% over the past decade. By contrast, neighbouring countries such as Ethiopia and Kenya have made substantial strides in expanding their capacity and increasing per capita electricity generation. Somalia's limited generation capacity contributes to one of the lowest per capita electricity consumption rates in the region, highlighting the severe imbalance between demand and supply. This shortfall represents a major barrier to economic growth, as industries and urban populations require reliable, scalable energy supplies to drive development. Without strategic investments in generation capacity and transmission efficiency, Somalia risks falling further behind in meeting the energy needs of its growing population.

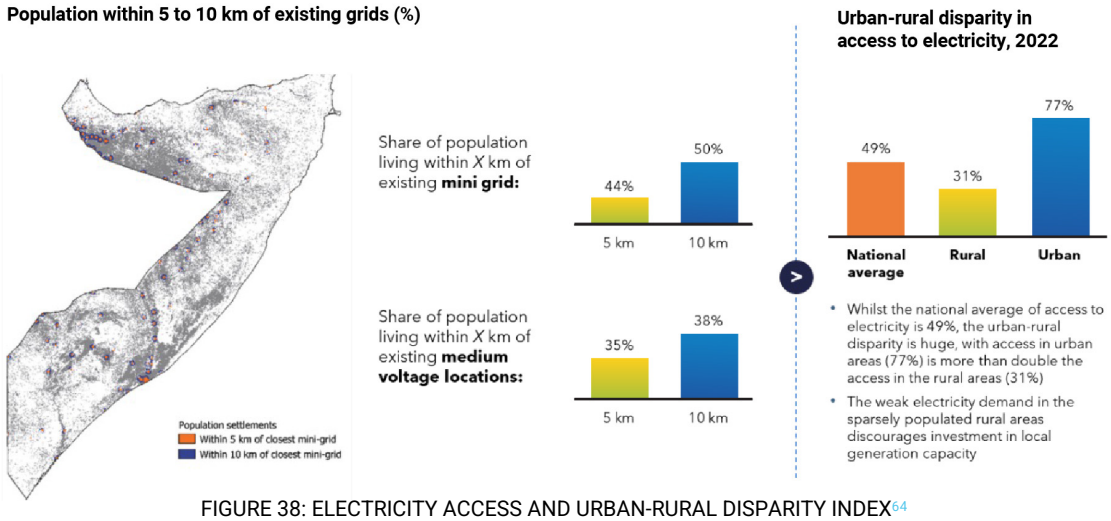


FIGURE 38: ELECTRICITY ACCESS AND URBAN-RURAL DISPARITY INDEX[64]

The disparity in energy access between urban and rural populations underscores broader inequities in Somalia's energy landscape. Urban areas benefit from existing mini-grids and medium-voltage infrastructure, with 80.1% of residents having access to electricity. In contrast, only 39.4% of rural populations have access to power[65]. Nearly half of Somalia's population resides within 10 kilometres of energy infrastructure, yet weak demand in rural areas discourages private sector investment. This urban-rural divide presents significant challenges to achieving equitable energy access across the country.

[64] Somali Electricity Access Project
[65] Somalia Integrated Household Budget Survey

Somalia's energy sector also continues to grapple with systemic inefficiencies that result in significant power losses[66] and high operating costs. Estimated transmission and distribution losses stand at 40%, which is four times higher than the average for African countries. These inefficiencies stem from outdated infrastructure, including refurbished diesel generators, poorly maintained transmission systems, and the absence of advanced metering technologies. Frequent breakdowns and costly repairs further exacerbate the issue, inflating electricity prices and making power unaffordable for most households. The lack of proper monitoring systems also discourages energy-efficient practices, perpetuating high costs. These inefficiencies not only increase the financial burden on end-users but also deter private sector investment, hindering opportunities for growth and modernisation.

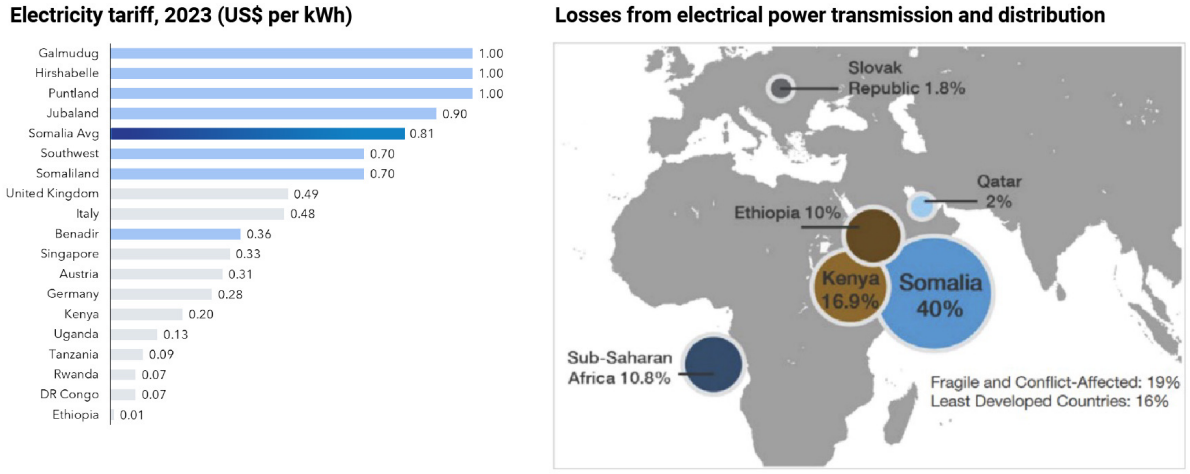


FIGURE 39: ELECTRICITY TARIFF AND LOSSES FROM ELECTRICAL POWER[67]

To further exacerbate, electricity tariffs in Somalia are among the highest globally. The reliance on imported diesel for power generation, combined with fragmented and inefficient distribution systems, drives up costs. These high tariffs disproportionately affect lower-income households and small businesses, limiting their ability to access and utilize electricity. Such challenges underscore the urgent need for reforms to reduce costs, improve efficiency, and expand access to affordable energy.

[66] Shuraako Pioneering Progress 2
[67] Global Petrol Prices, Shuraako Pioneering Progress 2

However, Somalia is beginning to explore its untapped hydrocarbon resources, presenting an opportunity to address the country's energy constraints.

The government has signed 16 Production Sharing Agreements (PSAs) covering onshore and offshore blocks, which have the potential to generate significant revenue through royalties, profit-sharing, and signing bonuses.

Institutions such as the Somalia Petroleum Authority (SPA) and the SONOC are being strengthened to oversee and manage these developments effectively. These efforts signal a strategic shift toward building a resource-driven energy ecosystem that aligns with Somalia's broader economic and development objectives. Harnessing domestic hydrocarbon resources, alongside efforts to modernize infrastructure and reduce inefficiencies, could lay the foundation for a more sustainable and inclusive energy future.

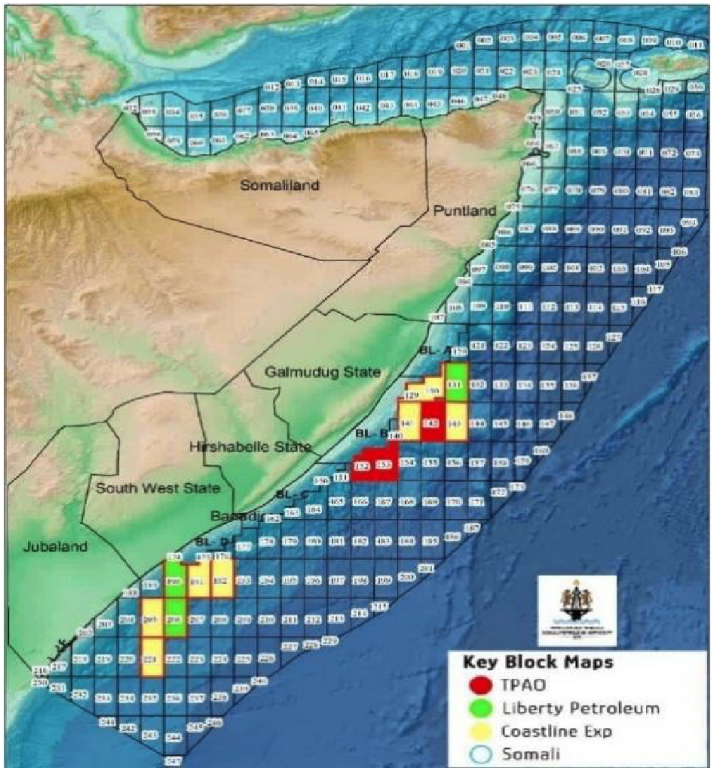


FIGURE 40: KEY BLOCKS[68]

Addressing these challenges and exploring untapped resources will require comprehensive and targeted Key Interventions. Investments in renewable energy, grid modernisation, and improved distribution systems are essential to reducing costs and expanding access, particularly in underserved rural areas. Tailored approaches, including rural electrification programs, incentives for private sector investment in rural grids, and policies to stimulate energy demand in sparsely populated regions will be critical.

[68] Ministry of Petroleum and Mineral Resources Reports

Bridging this divide is essential for promoting inclusive development and realising the full potential of Somalia's energy sector. Strategic, coordinated efforts across public, private, and international stakeholders will be key to ensuring sustainable and equitable progress in the years ahead.

Somalia is home to a diverse range of mineral resources, including significant deposits of bauxite, copper, feldspar, gold, iron ore, limestone, natural gas, and silica sand. However, the country's mineral sector has historically remained underdeveloped due to prolonged civil unrest, inadequate infrastructure, and a lack of updated geological surveys. According to the International Trade Centre, Somalia's mineral exports declined by approximately 1.8% between 2009 and 2013, with niobium, tantalum, and vanadium ores accounting for 97% of total exports. Despite its resource wealth, the contribution of mineral exports to Somalia's economy has remained minimal compared to other sectors, underscoring the untapped potential of the country's mineral resources.

Risk-Mitigation Instruments and Legal Framework

To enhance private sector participation in energy and extractive industries, risk-mitigation instruments such as guarantees, partial risk guarantees, and political risk insurance will be leveraged to de-risk investments. These measures provide financial security to investors against political, economic, and operational uncertainties, fostering greater confidence in Somalia's energy market.

The legal foundation for these risk-mitigation instruments is provided under Article 131 of the Public-Private Partnership (PPP) Act[69], which allows the government to implement support measures, including guarantees, insurance, and financial undertakings, subject to approval and compliance with public finance regulations. By aligning with the PPP Act, this initiative ensures regulatory clarity and structured government support, ultimately enhancing investor confidence and project bankability in the sector.

[69] Public Private Partnership Amendment to the Public Procurement, Concessions and Disposals Act 2024

7.2 Case for Change

Somalia's energy sector holds significant potential to catalyse economic growth and improve living standards. Globally, energy consumption strongly correlates with GDP, and Somalia's low per capita energy consumption places it at a disadvantage. Insufficient energy access hampers industrial productivity, restricts business efficiency, and limits access to quality education, healthcare, and communication for households.

Additionally, over half of the population (61.9%) has access to electricity, largely due to mini-grid systems[70].

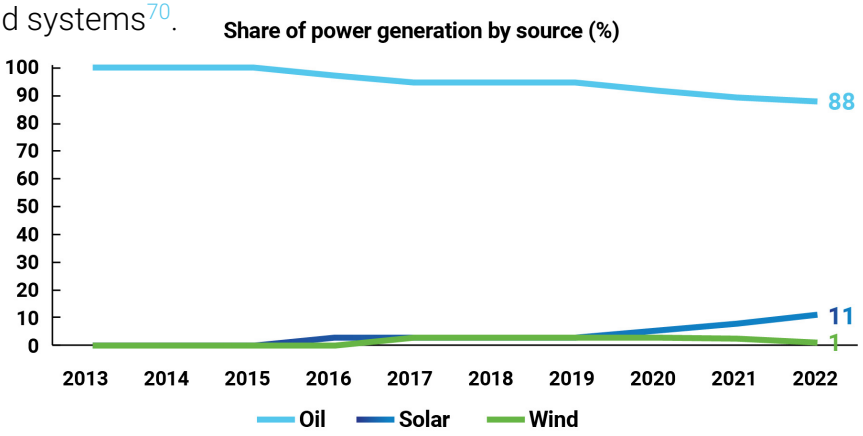


FIGURE 41: SHARE OF POWER GENERATION BY SOURCES[71]

Moreover, solar energy contributes only 11% of the total energy mix in Somalia. Fossil fuels, particularly diesel generators, still dominate, generating 88% of electricity. Addressing these gaps in energy availability is essential to fostering economic productivity, improving societal well-being, and advancing Somalia's development goals.

Somalia's reliance on imported diesel for nearly 90% of electricity generation presents significant economic, environmental, and logistical challenges. The high cost of diesel-fired power plants, combined with fragmented distribution systems, has resulted in electricity tariffs that are among the highest globally, averaging USD 0.61 per kWh. In some regions, such as Galmudug and Puntland, tariffs exceed USD 1 per kWh—far higher than regional peers like Ethiopia, where electricity costs as little as USD 0.0 per kWh. These exorbitant costs disproportionately impact low-income households and small businesses, limiting their ability to access affordable energy and impeding economic growth.

[70] SHBS 2023 report
[71] World Bank 2022

Heavy reliance on diesel generators also poses environmental and logistical challenges. Economically, fluctuating global fuel prices and foreign exchange constraints inflate electricity costs, straining household budgets and reducing business competitiveness. Logistically, transporting diesel to remote areas is costly and fraught with security risks. Environmentally, diesel generators contribute significantly to greenhouse gas emissions and local air pollution, impacting public health. Transitioning to renewable energy sources such as solar and wind offers a clear path to addressing these challenges. With abundant natural resources, including an average of 3,100 hours of sunshine annually and wind speeds of 8 m/s, Somalia is well-positioned to harness clean energy solutions. Investing in renewable energy infrastructure, such as solar farms and wind power projects, can provide decentralized, stable, and sustainable energy for the population.

Somalia's abundant natural resources also offer a unique opportunity to transform its energy sector. The country's proven reserves of over 200 billion cubic feet of natural gas and vast oil potential provide a foundation for energy independence and economic growth.

Additionally, its renewable energy potential—including solar, wind, and hydropower—can diversify Somalia's energy mix and reduce reliance on costly imports. Harnessing these resources through targeted investments will not only lower electricity costs but also create jobs, foster economic development, and position Somalia as a leader in renewable energy within the region.

Somalia has begun taking promising steps toward transitioning to more sustainable and cost-effective energy solutions. Solar energy initiatives led by private sector companies such as BECO and Som-power have demonstrated success, reducing electricity tariffs by 50% in some areas. International donors, including the World Bank and UNDP, are also supporting renewable energy projects, showcasing the viability of renewables in reducing costs and increasing access. Building on these efforts will allow Somalia to reduce its dependence on diesel, lower energy costs, and achieve its 2030 vision for universal energy access.

Expanding energy access and adopting sustainable energy solutions are crucial for driving industrial growth, job creation, and economic diversification in Somalia.

Key investments in energy infrastructure, renewable technologies, and grid modernisation will lay the foundation for this vision, while regulatory reforms can address inefficiencies and unlock the sector's full potential. A stable and reliable energy supply will also attract international investment, further enhancing Somalia's resilience and economic development. Ultimately, these steps will help Somalia achieve its energy goals, improve social outcomes, and ensure long-term sustainability.

Somalia's energy ambitions are also closely linked to the extractive industries, where reliable energy access is essential for developing a more structured and sustainable mining sector. The mining landscape in Somalia is characterised by a significant number of inexperienced artisanal miners who are not following scientific or data-driven approaches to mineral prospecting. These miners often employ destructive methods, including the use of harmful chemicals, which pose severe risks to the environment. The lack of proper training and awareness further exacerbates the environmental damage, threatening local ecosystems and the sustainability of the mining sector. From the colonial times to the period between 1960 and 1991, Somalia's mineral exploration was sporadic, and its contribution to GDP was fairly nominal. For instance, estimates from 1988 suggest that this sector contributed a mere 0.3% to the GDP. Currently, there is minimal small-scale mining activity, primarily artisanal in nature, which underscores the need to grow this sector given its significant economic potential. However, the available data suggests that the country is endowed with a number of mineral resources, including the following:

Table 4: Mineral Resource Envelope

Mineral Resource Envelope	Mineral Resources
Metallic	Tin, iron, copper, gold, platinum, molybdenum and lithium
Gemstones	Emerald, sapphire, ruby aquamarine, opal, garnet and beryl
Industrial	Gypsum, limestone, quartz, kaolin, bauxite, feldspar and silica sand
Agro-minerals	Phosphorites, bird guano deposit, apatites, sepiolite and salt
Building materials	Granite, marble, sandstone, crushed rocks and aggregates
Energy minerals	Uranium and coal[72]

[72] MOPMR 2024

The deposits of the clay mineral sepiolite, or meerschaum, in south-central Somalia are among the largest known reserves in the world. The estimated value of these reserves is 120 million tons[73]. Critical minerals are a wide range of minerals and metals that are essential in clean energy technologies, typically including copper, chromium, cobalt, graphite, lithium, manganese, molybdenum, nickel, platinum group metals or zinc, rare earth elements, and other commodities[74]. Clean energy technologies, from wind turbines and solar panels to electric vehicles and battery storage, require a wide range of minerals and metals.

Fundamental Challenges

- Political and security concerns: There have been limited large scale mining activities due to security risks posed by the activities of terror groups.
- Infrastructure: There has been little development of infrastructure to support larger-scale mining activities, such as enhanced road, rail, and port facilities.
- There is a lack of comprehensive geological mapping and adequate geoscience facilities.
- Lack of capacity and financing: there is limited local capacity building in terms of technical knowledge, exposure to technology and business management skill.
- Budgetary constraints: There are limited resources available to dedicate to the expansion and regulation of the sector.

The government seeks to increase the mineral sector's contribution to the GDP and job creation and alleviate poverty by integrating the mining industry with the rest of the economy.

The key national result areas attempt to prioritise improvement of the mining industry through mapping and conducting geological surveys, establishing a mineral data room, and building a mineral laboratory.

[73] UNIDO - Industrial Development and Prospects of Somalia
[74] I.E.A flagship report 2023

7.3. Roadmap to Success

This table illustrates how Key Interventions in the energy sector are designed to address systemic challenges. The EPPs are addressing these challenges in a consolidated manner.

Table 5: Energy Roadmap to Success

Challenge	EPP	Explanation
Underdeveloped energy infrastructure	EPP 5: Powering Generation Expansion EPP 6: Accelerating Energy Inclusion	Modernising and expanding transmission and distribution networks to address infrastructure gaps and improve service reliability.
Absolute reliance on fuel imports	EPP 3: Optimising Reliable & Secure Trading EPP 4: Rebuilding Domestic Fuel Production	Consolidating import strategies and establishing local blending facilities to reduce dependency on imported fuel.
Shortage of skilled staff	EPP 1: Unlocking National Petroleum Resources	Upstream skills training, scholarships, and apprenticeships to build local expertise in oil and gas.
Over-reliance on diesel generation	EPP 5: Powering Generation Expansion	Promoting renewable energy sources and integrating diverse energy sources into a unified electricity procurement system.
Ineffective maintenance programs	EPP 6: Accelerating Energy Inclusion	Upgrading infrastructure and implementing system-wide standards to reduce redundancies and improve service reliability.
Limited access to energy	EPP 6: Accelerating Energy Inclusion	Expanding energy networks, especially to rural areas, through a unified transmission and distribution system.
Gaps in regulation and oversight	Enablers: SONOC, SONEC, and NGEIS	Strengthening governance through unified frameworks, transparent operations, and the National Geological and Energy Information System.
Security and access constraints	Enablers: SONOC and SONEC	Addressing security through robust governance, partnerships, and regulatory frameworks that attract investment and promote operational stability.

7.4. Key Result Areas

Several projects will be initiated as part of the NTP I across two key areas of focus: unlocking oil and gas potential and propelling energy efficiency and inclusivity and unlocking mining resource potential.

By addressing inefficiencies, diversifying energy sources, and fostering inclusivity, the sector will power industries, improve livelihoods, and unlock the country's economic potential. These efforts align with the broader vision of achieving energy independence and inclusion for all Somalis by 2030.

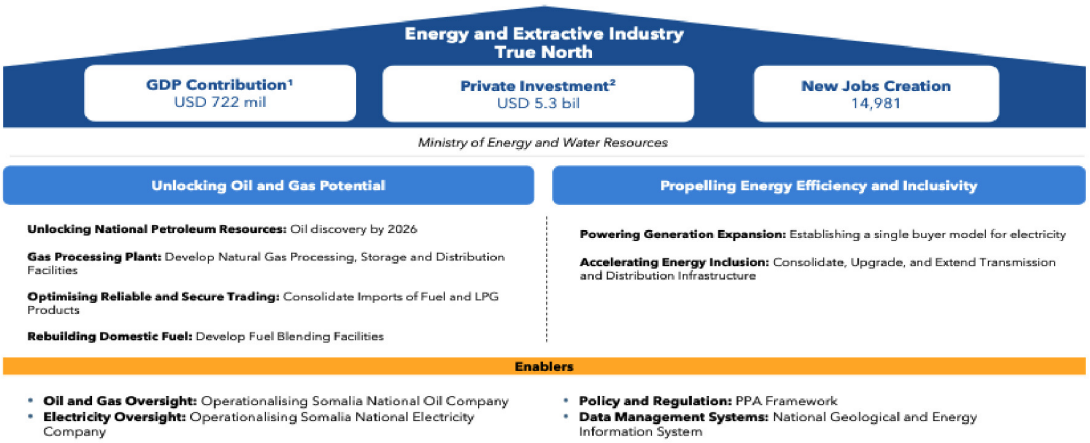


FIGURE 42: ENERGY AND EXTRACTIVE INDUSTRY HOUSE CHART[75]

Somalia's energy transformation represents a decisive step toward sustainable development, economic resilience, and social equity. Through coordinated action and robust implementation, the energy sector will be a cornerstone of Somalia's National Transformation Plan. The following initiatives are driven by USD 5.3 billion in private investments, and will create 14,981 employment opportunities, and contribute USD 1.45 billion to the national GDP by 2029. These are aimed at:

- Increased Energy Access and Inclusion: By 2029, targeted key interventions will increase electricity access to over 85% of urban populations and 50% of rural populations.
- Cost Reductions and Affordability: Transitioning to renewable energy sources and optimising fuel imports through consolidated procurement will lower electricity tariffs. It is also envisioned that electricity trade through the Eastern Africa Power pool (EAPP) cross-border trade would be one of the ways to address this challenge.

[75] SNTP Lab Analysis

- Climate Impact: Somalia's transition to renewables will reduce greenhouse gas emissions by millions of tonnes annually, supporting global climate commitments while improving air quality and public health.

Key Result Area 1: Unlocking Oil and Gas Potential

The oil and gas industry has the potential to be a significant force behind economic expansion and advancement, especially by drawing in foreign direct investment, generating employment, and increasing government revenue. The national key result areas include exploration of oil and gas resources to diversify the economy through progressive strategies.

Strategic Objective: Invest in oil and gas exploration, extraction and production

To achieve this objective, the government aims to strengthen resource exploration capacity through partnering with international investors for conducting comprehensive seismic surveys and mapping potential areas for oil and gas reserves.

Initiatives

- Promoting FDI attraction for oil and gas exploration through launching a licensing campaign to streamline investment of oil and gas reserves.
- Scale up nationwide geological surveys and assessments of oil and gas exploration to unlock potential resources for economic diversification.
- The establishment of a national oil company, through the enhancement of capacity and administrative governance frameworks, aims to overtake the independent responsibilities of the petroleum sector and strengthen domestic fuel production systems.
- Streamline possible investment in key oil and gas infrastructure and facilities, including transportation pipelines and efficient port terminal facilities with processing facilities in the future.
- Establish oil and natural gas storage and distribution terminals.

Key Interventions

EPP 1: Unlocking National Petroleum Resources

Currently, while International Oil Companies (IOCs) have initiated oil exploration in Somalia, local workforce participation remains minimal despite legal mandates for inclusion. The root issue lies in insufficient local expertise in upstream processes. Addressing this gap is crucial, as IOCs are increasingly open to collaborating with a skilled Somali workforce.

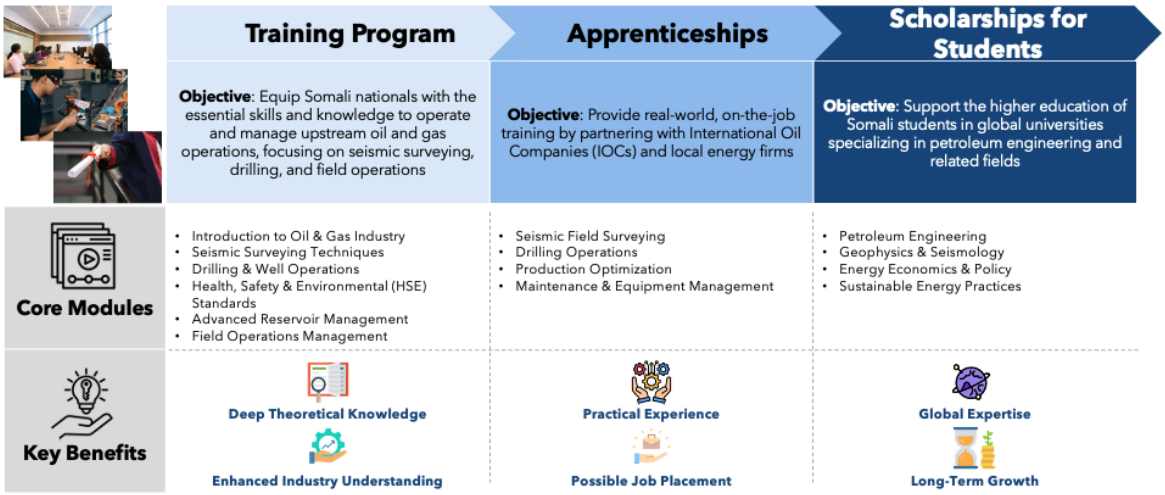


FIGURE 43: ENHANCING SKILLS AND SPECIALIZATION OF SOMALI STUDENTS IN THE PETROLEUM SECTOR[76]

To realise its full potential in the petroleum sector, Somalia must bridge the gap between local workforce capabilities and the demands of upstream oil and gas operations. This project aims to equip 500 Somali nationals with critical upstream skills by 2029, supported by partnerships with IOCs, government bodies, and educational institutions.

Three key pillars structure the program: training programs, apprenticeships, and scholarships. Training modules will focus on essential skills such as seismic surveying, drilling operations, and health, safety, and environmental (HSE) standards. Apprenticeships will provide on-the-job learning with IOCs, ensuring real-world exposure and job placement opportunities. Additionally, scholarships for 50 Somali students to study petroleum-related fields at international universities will enhance access to advanced expertise.

By 2029, this initiative will establish a sustainable talent pipeline, reducing reliance on foreign experts and aligning with local content laws. IOCs will benefit from operational stability, cost efficiency, and strengthened public perception. The phased approach includes curriculum development, infrastructure upgrades, and impact assessments to ensure program success.

This project is a cornerstone for Somalia's energy future, fostering local expertise, creating jobs, and promoting inclusive economic growth in alignment with its long-term vision for energy independence.

[76] SNTP Lab Analysis

EPP 2: Gas Processing Facilities

Somalia's growing gas sector presents an opportunity to develop local capacity along the value chain. While extraction will initially rely on external expertise, building a local gas processing, storage, and distribution facility is essential. This project focuses on retaining value within Somalia, with long-term potential to involve locals in extraction activities.

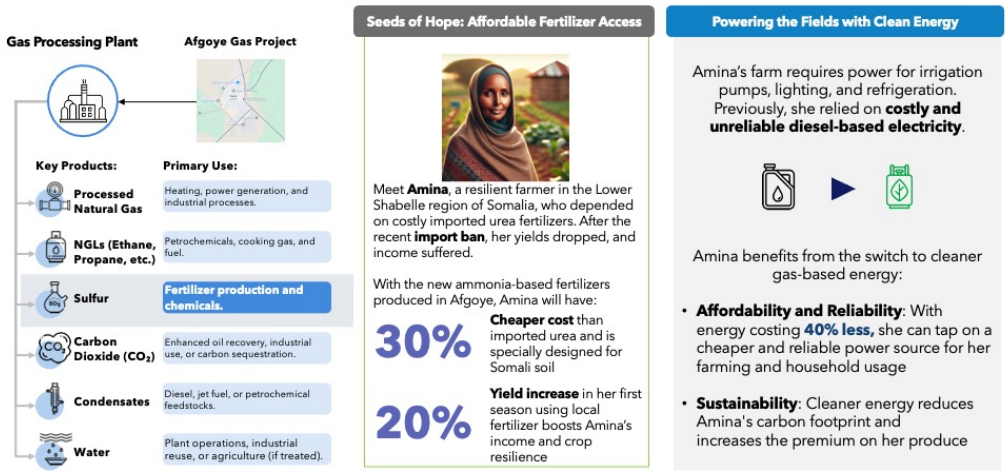


FIGURE 44: SOMALIA GAS POTENTIAL[77]

Somalia's natural gas sector has immense potential, particularly with the Afgooye Gas Project, which is set to extract over 13 million cubic feet of gas per day. However, without local processing, storage, and distribution capabilities, Somalia risks exporting its raw resources while importing refined products, losing significant economic value. This project focuses on establishing a local gas processing plant to enable the country to retain greater value in the energy sector.

The proposed facility will include critical components such as inlet separation, acid gas removal, dehydration, and natural gas liquids (NGL) recovery. These processes will ensure gas is refined and prepared for domestic use across various industries, including power generation, industrial manufacturing, and agriculture. A key output is ammonia-based fertilisers, which could reduce Somalia's reliance on imports, lower costs by 30%, and increase crop yields by 20-25%.

[77] SNTP I Lab Analysis

By integrating local storage and distribution, the project will address Somalia's dependency on imported fuels, reduce costs, and enable access to cleaner energy. Over time, the facility will enhance self-reliance, create jobs, and align with the broader vision of sustainable development. This initiative also lays the groundwork for Somali professionals to participate in gas extraction, fostering long-term expertise in the energy value chain.

EPP 3: Optimising Reliable & Secure Trading

Currently, Somalia's fragmented fuel-importing system leads to higher purchase costs and frequent transactions, driving up prices for consumers. Consolidating importers under a single entity enables resource pooling and bulk purchasing, reducing costs and ensuring stability. This initiative aims to make fuel more affordable and accessible for Somalia's population.

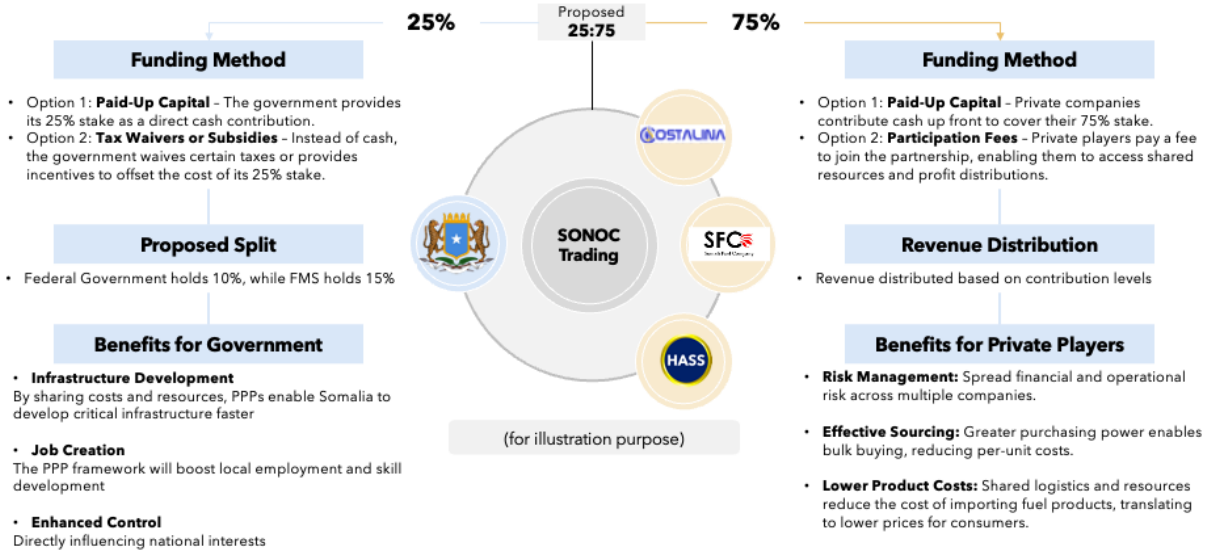


FIGURE 45: SONOC TRADING COMPOSITION[78]

[78] SNTP I Lab Analysis

The consolidation of fuel imports in Somalia represents a transformative initiative aimed at stabilising prices and enhancing the overall efficiency of the fuel market. By pooling resources and unifying import strategies under a single entity, the project will leverage economies of scale, ensuring that Somalia can procure fuel at significantly reduced costs.

This model draws inspiration from successful case studies, such as Nigeria, where consolidation reduced import costs by 15% and improved distribution efficiency, lowering losses from 20% to 5%. Somalia's fragmented fuel import system currently results in high prices and frequent fluctuations, which are passed on to consumers.

Through a PPP structure, the federal government and private stakeholders will share responsibilities, with a proposed 25-75 ownership split.

The phased rollout begins with pilot resource pooling in Mogadishu, followed by the operationalisation of a digital trading platform and expanded storage and logistics capacity. By 2029, the initiative aims for nationwide implementation, ensuring stable supply chains and equitable fuel distribution across urban and rural areas. This project not only promises economic benefits but also aligns with Somalia's broader goal of achieving energy security and affordability for its citizens.

EPP 4: Rebuilding Domestic Fuel Production

Somalia's dependence on fully refined fuel imports drives high costs and supply vulnerabilities. Establishing local fuel blending capabilities offers a strategic opportunity to reduce import reliance and manage costs. This project aims to set up initial blending infrastructure, enabling Somalia to produce blended fuels locally, with potential for future expansion to meet rising demand.

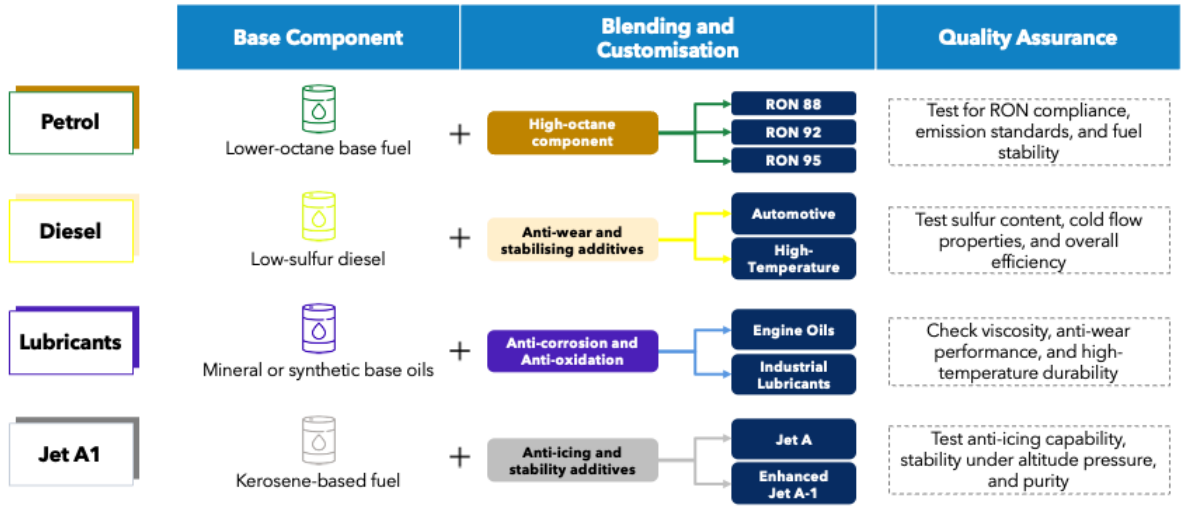


FIGURE 46: BLENDING HIGH-LEVEL PROCESS[79]

The establishment of a local fuel blending facility in Somalia offers a transformative approach to reducing reliance on fully refined fuel imports while optimising cost efficiency and supply chain control. Currently, Somalia imports fully refined products like petrol, diesel, and aviation fuel, which are not only costly but also limit flexibility in fuel grades tailored to specific local needs. By focusing on local blending, the country can import lower-cost base components such as low-octane fuel, low-sulphur diesel, and kerosene-based products to produce high-quality fuel locally.

This project would make it possible to make customised fuel grades, such as Research Octane Number 88, 92, and 95 for cars, lubricants for industrial use, and improved jet fuels, so they could work with all of Somalia's different operating conditions. Local blending facilities also provide opportunities for greater supply security, price stabilisation, and reduced dependency on international refiners. Additionally, the facilities would pave the way for more efficient storage and handling infrastructure, reducing transportation costs and improving distribution networks.

The phased implementation plan spans from 2025 to 2029, beginning with feasibility studies and workforce development, followed by infrastructure setup and achieving operational milestones. Learning from India’s ethanol blending journey, Somalia’s project emphasises streamlined regulatory frameworks, strong public-private partnerships, and scalable models to meet domestic demands effectively.

[79] SNTP I Lab Analysis

Key Result Area 2: Propelling Energy Efficiency and Inclusivity

Key national result areas will include expanding energy access and infrastructure, reviving hydropower energy through exploring oil and gas, and developing the extractive sector through institutional reforms and investment. The way forward will outline goals and objectives with key strategies and Key Interventions aimed at transforming the energy sector.

In line with the government agenda of transforming the economy, providing efficient energy supply is pivotal to emerging sectors like productive and private sector development. More even access to a mix of affordable energy sources for people who aren't served or who live in rural areas. Deep-dive strategic Key Interventions through bankable projects that aim to change the way people currently use energy in Somalia.

Strategic Objective 1: Increase electricity access from 61.9% to 80% of Somalia's population by investing in alternative sources of energy mix to expand electrification of rural areas by 2029

This is aimed at increasing the number of households with access to electricity, where the government is aimed at increasing energy supply for hard-to-reach areas and underserved populations in urban cities, including internally displaced locations outside in major capitals.

Initiatives

- Expand solar power projects through investment in alternative sources of energy, like investing in solar electricity generation projects to produce off-grid electricity supply to be accessed by underserved households and rural areas.
- Streamline and invest in hydropower energy and wind-routed electricity projects by utilising ocean and riverine water resources to reduce the significant rate of energy costs.
- Implement pilot projects for solar mini-grids and wind turbines to micro-grids in rural communities.
- Develop decentralised electricity supply solutions to cater to all regions, including the underserved rural communities.

- Develop up-to-standard microgrid/transmission systems in urban and rural areas.
- Promote public-private partnership investment projects for renewable energy and infrastructure investment to reduce fossil fuel-based energy supply.

Strategic Objective 2: Attaining energy inclusion and reducing 50% of electricity tariffs nationwide by 2029

Achieving sustainable energy inclusion will be a composition of policy reforms, infrastructural development, and leveraging private sector investment on alternative energy sources like renewable energy.

Initiatives

- Establishment of energy regulatory institutions through enhancement of capacity and administrative governance frameworks to overtake independent responsibilities of energy sector.
- Investment in renewable energy infrastructure by mobilising resources for large-scale power plants across selected areas and regions to expand energy access through solar-based projects.
- Upgrading energy grid transmission networks across rural and underserved areas by partnering with international donors and the private sector to connect with marginalised communities and expand national grid distribution to reduce energy prices at affordable levels.
- Through energy governance frameworks and PPP agreements, encourage and reward the private sector to invest in the energy sector, especially in energy infrastructure and facilities.
- Establishment of technical electric schools to foster technical knowledge across the regions.

Key Interventions

EPP 5: Powering Generation Expansion

The establishment of a single buyer model for electricity in Somalia seeks to address the country's growing energy needs while ensuring a stable and scalable electricity supply system. With a current electricity generation capacity of approximately 400 MW, primarily sourced from diesel generators, Somalia struggles to meet the increasing demand, leaving many citizens without reliable access to electricity.

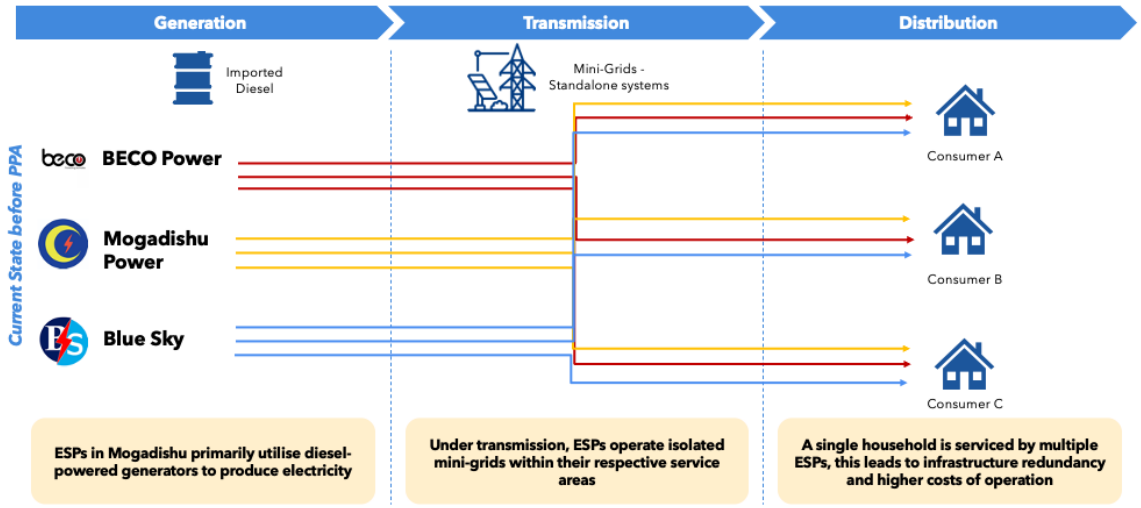


FIGURE 47: CURRENT ENERGY INFRASTRUCTURE[80]

A single buyer model involves creating a centralised entity to procure electricity from Independent Power Producers (IPPs) and distribute it efficiently to end-users. By consolidating electricity procurement, this approach reduces redundancies, stabilises electricity prices, and minimises operational inefficiencies.

It also enables long-term PPAs with IPPs, providing a predictable revenue stream that encourages private investment in energy infrastructure projects.

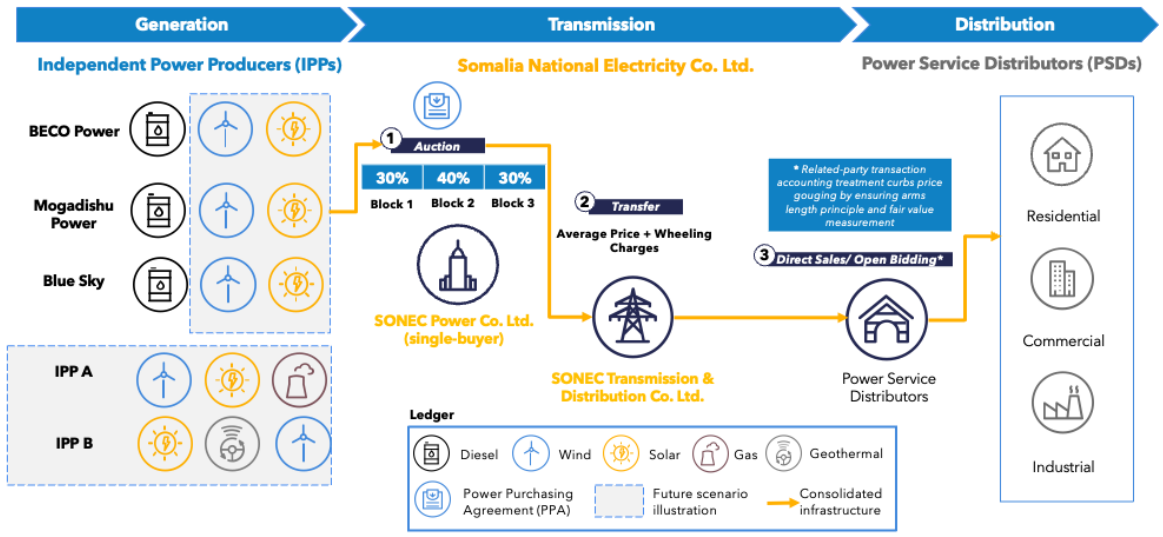


FIGURE 48: POWER GENERATION, TRANSMISSION AND DISTRIBUTION[81]

[80] SNTP I Lab Analysis
[81] SNTP I Lab Analysis

This model facilitates the integration of diverse energy sources, including renewables like wind and solar, to diversify Somalia's energy mix and decrease reliance on costly diesel-based systems. It also ensures fair price regulations and grid reliability by balancing supply and demand.

Ultimately, the single buyer model is expected to boost energy access for residential, commercial, and industrial consumers, reduce electricity costs, and support the expansion of generation capacity. By addressing these systemic issues, Somalia can enhance energy security, stimulate economic growth, and build a resilient and inclusive energy ecosystem.

EPP 6: Accelerating Energy Inclusion

The transmission and distribution sector in Somalia faces challenges due to outdated infrastructure, frequent disruptions, and limited regional connectivity, resulting in inefficiencies and high transmission losses. This project aims to establish a Transmission and Distribution company (TND Co.), incorporating government and private Energy Service Providers (ESP) as shareholders to consolidate th

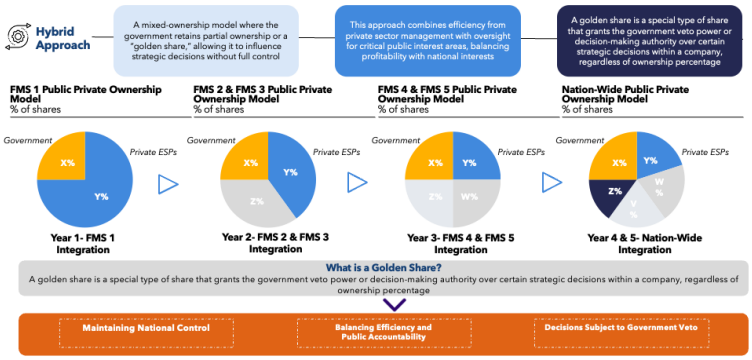


FIGURE 49: TRANSMISSION & DISTRIBUTION[82]

The project includes comprehensive modelling and simulation of existing mini-grids and stand-alone systems, starting with Mogadishu. It identifies necessary upgrades, such as 132/33 kV substations, new transmission lines, and the conversion of substation voltage levels. By making these improvements, the initiative will bring together separate networks into a single framework. This will ensure reliable energy access and make electricity rates more consistent for customers.

[82] SNTP I Lab Analysis

Focusing on priority load centers like Mogadishu, Hargeisa, and Kismayo, the project will involve system operators, regulatory frameworks, and asset mapping to guide infrastructure consolidation and expansion. The ultimate goal is to reduce redundancies by 20%, increase transmission capacity, and improve service delivery for approximately 1.5 million urban residents.

Drawing from international case studies, such as India's and Kenya's successful PPP-driven reforms, this project aligns with global best practices. By involving public-private partnerships, Somalia can achieve significant efficiency gains, reduce operational losses, and expand reliable electricity access, catalysing economic growth and improving the living standards of its citizens. The estimated investment of USD 1.2 billion will foster sustainable and inclusive development while addressing Somalia's growing energy demands.

Key Result Area 3: Unlocking Mining Resource Potentials

Strategic Objective: To identify mineral resources by conducting nationwide geological data mapping and assessment; conduct institutional and regulatory reforms

The FGS government is desirous of creating an enabling environment to unlock the value of the country's mineral wealth for the benefit of its citizens.

Initiatives

- Promote private sector investment to unlock potential resources.
- Develop geological surveys and mapping in selected mineral-rich regions in Somalia to identify potential mineral deposits, including precious metals, gemstones, and industrial minerals.
- Establish a cadastral registry for mining activities to strengthen land ownership and property rights and enhance data recording publicly.
- Establish a mining laboratory to enhance mineral qualities and invest in possible commercial value of mining and to further analyse minerals precisely to promote investment in the sector.

Key Interventions

- Provide institutional support and capacity building to train government officials and personnel on resource management systems and to regulate the artisanal and small-scale mining sector in Somalia.

- Provide institutional support and capacity building to train government officials and personnel on resource management systems and to regulate the artisanal and small-scale mining sector in Somalia.
- Conduct a stakeholder mapping and needs assessment, geological mapping using remote sensing technology to identify resources to understand the priorities of miners, local communities, and other stakeholders, like NGOs and government.
- Strengthening the regulatory framework of mining and extractive industries by reforming existing laws to support small miners by simplifying the registration process.
- Design and test compliance monitoring and enforcement mechanisms with regards to social and environmental compliance requirements.

7.5. Enablers

Elevating the energy sector will require significant commitment from various ministries and departments. The Department of Energy, the Ministry of Energy, Water and Resources, the National Electricity Authority, and the Ministry of Petroleum and Mineral Resources will spearhead the development of key enablers. These enablers will expand access to sustainable energy, attract investment, foster economic resilience, and contribute to long-term social and environmental development goals.

Operationalising Somalia National Oil Company

The establishment of SONOC is a critical enabler for advancing Somalia's petroleum sector. With a clear legal mandate rooted in the Somali Petroleum Law, SONOC will oversee the production, refining, and marketing of petroleum resources, ensuring alignment with national interests.

Operationalising Somalia National Electricity Company

Establishing SONEC Ltd as a national enabler is critical for modernising Somalia's energy sector. SONEC Ltd will serve as the parent entity managing three key subsidiaries: SONEC Power Company, SONEC TND Co., and SONEC Holdings.

Policy and Regulation

A robust PPA framework is pivotal to Somalia's energy sector transformation, enabling the transition toward a sustainable, inclusive, and reliable energy system. The framework addresses key areas such as tariff structure, contract duration, and payment security, ensuring financial feasibility and long-term stability for both electricity producers and buyers.

National Geological and Energy Information System

A centralised and comprehensive data management system is essential for unlocking Somalia's full resource potential. Currently, fragmented geological and energy data limit national resource planning and investment opportunities, relying heavily on external entities for data collection.

Success Metrics

This table outlines the energy sector's EPPs alongside select measurable key KPIs and their corresponding targets for 2029, providing a clear roadmap for achieving Somalia's economic transformation.

Table 6: Energy Sector Success Metrics

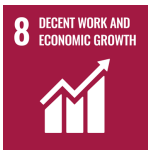
EPP/Enabler	KPI	Target (2029)
Unlocking National Petroleum Resources	Number of Somali nationals trained in upstream skills	500
	Number of scholarships provided to Somali students for petroleum-related studies abroad	50
Gas Processing Facilities	Jobs created	165
Optimising Reliable & Secure Trading	Operational cost savings	15% (USD 50 million annually)
Rebuilding Domestic Fuel Production	Jobs created	175
Powering Generation Expansion	Increase in FDI	20-30%
	Jobs created	5,112
Accelerating Energy Inclusion	Increase access to electricity	21% increase
	Reduction in technical losses	20% reduction
	Jobs created	11,282
	GDP contribution	USD 159 million
Electricity Oversight—Operationalizing SONEC	Electricity tariff reduction	50% reduction

Chapter 8: Macro-Economic Stability

OBJECTIVE:

Delivering Public Finance Reforms and Enhancing Financial Services

UN SDGs Addressed:



Focuses on fiscal reforms, revenue mobilisation, and inflation control.



Enhances financial inclusion and economic resilience.

8.1. Overview

Somalia stands at a pivotal juncture in its journey towards fiscal sustainability and economic resilience. Public finance reforms and enhanced financial services are crucial to overcoming the structural barriers that have long constrained the nation's economic growth.

The government's approach to improving fiscal space, which primarily focuses on revenue mobilisation and expenditure management, has made significant progress while the domestic revenue collections increased 25% in 2023[83]. The government doubled its efforts to mobilize domestic resources by expanding tax bases in to informal sectors. But the donor support has been very instrumental to the budget balance, with grants from outside the country making up a big part of it as shown in the following figure.

[83] MOF 2023 report

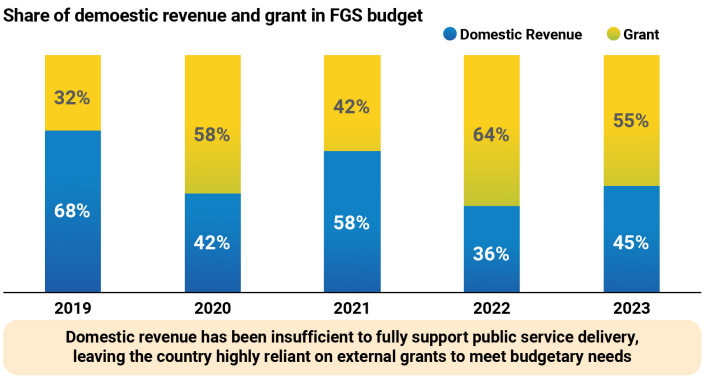


FIGURE 50: SHARE OF DOMESTIC REVENUE AND GRANTS(2019 - 2023)[84]

Over the past years, domestic revenue growth has demonstrated some improvement, reaching 45% of the Federal Government of Somalia's (FGS) budget in 2023. However, grants still account for 55% of fiscal resources, underscoring the nation's heavy reliance on external support.

In 2023, Somalia's tax-to-GDP ratio of 1.9% which is among the lowest globally, severely restricts its capacity to self-finance its public service delivery and development initiatives. This imbalance is made worse by the fact that the federal government and states don't always work together on their finances, institutions aren't always strong, and there is a big informal economy that employs over half of the workforce but doesn't bring in much tax money.

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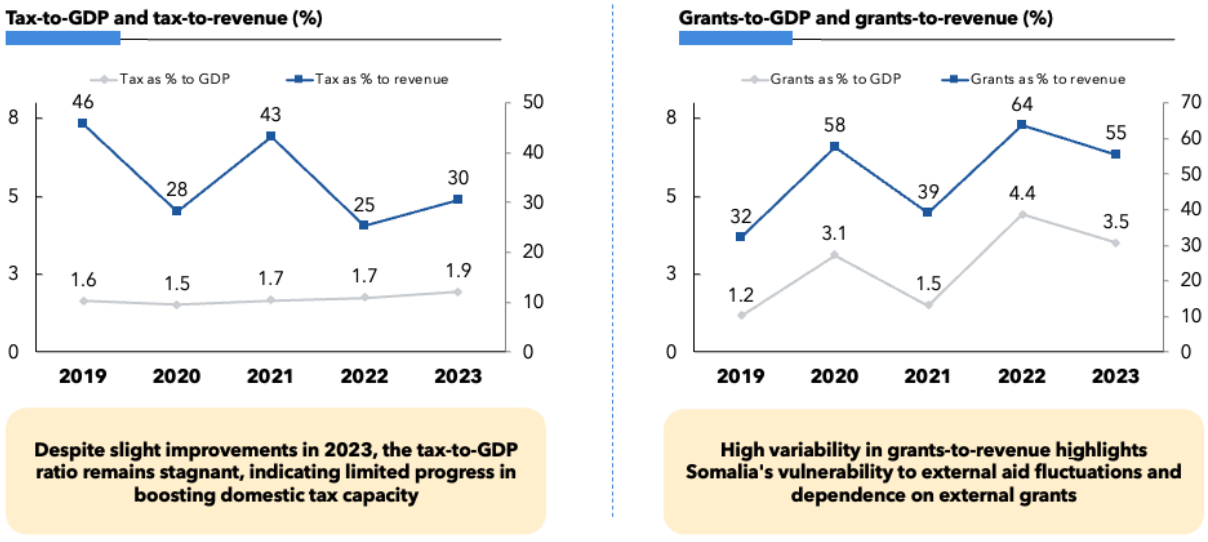


FIGURE 51: SOMALIA'S LOW TAX-TO-GDP RATIO AND RELIANCE ON EXTERNAL SUFFICIENCY [85]

[84] Somali Medium Term Revenue Roadmap 2024-2027
[85] Ministry of Finance

Despite these challenges, the nation has unique opportunities to spur growth. Numerous ministries of the Federal Government of Somalia (FGS) have identified strategic initiatives, including expanding the tax base, modernising revenue collection systems, and fostering public-private partnerships (PPPs). These initiatives aim to increase revenue-to-GDP to 10% by 2029, attract USD 6.2 billion in private investments, and formalise 20% of informal businesses. In parallel, efforts such as the establishment of a National Zakat and Waqf System are poised to leverage Somalia's cultural and religious heritage to mobilise local resources and reduce reliance on aid.

Moreover, the Key Results Area presents a clear roadmap for transformation, focusing on strengthening fiscal capacity, creating a conducive business environment, and accelerating private investments. Improving the way public funds are managed, making the infrastructure of the financial markets better, and making it easier to coordinate aid are some of the key things that will help these initiatives succeed and make reform last.

This chapter provides a comprehensive framework for addressing Somalia's fiscal and financial challenges. By implementing these reforms, Somalia can transition towards a self-reliant economy, foster inclusive growth, and build a resilient financial ecosystem capable of meeting the nation's development aspirations.

8.2. Case for Change

Despite various critical limitations, including security, the government doubled its efforts toward strengthening domestic revenue bases to generate income through tax and non-tax. The increase in external grants and tax revenue drove a spike in government revenue in 2022 and 2023. The revenue targets have consistently exceeded actual collections; the overall performance has been strong, apart from a significant shortfall in 2021[86].

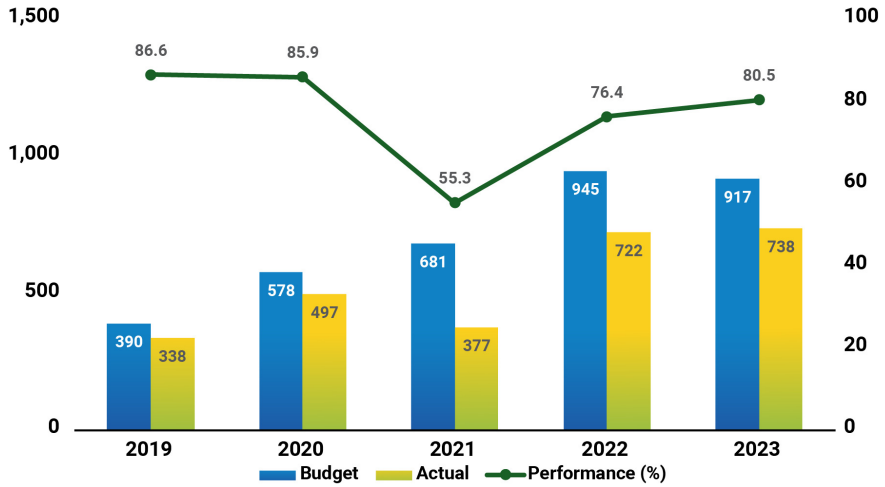


FIGURE 52: DOMESTIC REVENUE PERFORMANCE 2019-2023[87]

The primary contributor to tax revenue is customs duties, particularly on imports and exports, followed by income and sales tax. The customs tax—primarily consumables goods tax—generated USD 48 million in 2023, contributing significantly toward domestic revenue generation[88]. Taxes on international trade and transactions made up two-thirds of the tax revenue, whilst income taxes only made up one-tenth.

In 2023, the government's domestic resources accounted for 65% of government expenditure ($471.3 million), while donor project funds accounted for 35% ($248.9 million). The budget for donor-funded projects increased steadily from $262M in 2021 to $487M in 2024. Despite budget increases, actual disbursements consistently lag behind, with only $129M in 2021, improving to $264.9M in 2024, but still well below the budgeted amounts[89].

[86] Ministry of Finance 2023
[87] Ministry of Finance 2023
[88] Fiscal performance report 2023, SOMCAS
[89] MOF 2023 Budget Report

The unutilised budget remains fairly constant around 29% of total expenditure, indicating a persistent gap between budgeted and actual funds received for projects. Without addressing this, critical development and infrastructure projects will continue to face delays, hampering progress on key national priorities.

The majority of GLF expenditure is to finance the compensation of employees at $290 million, or 62% of total GLF expenditure. Administration and general services account for 41% of total federal government expenditure, amounting to $296.1 million. The security sector was the second largest expenditure at 27% ($191.6 mil

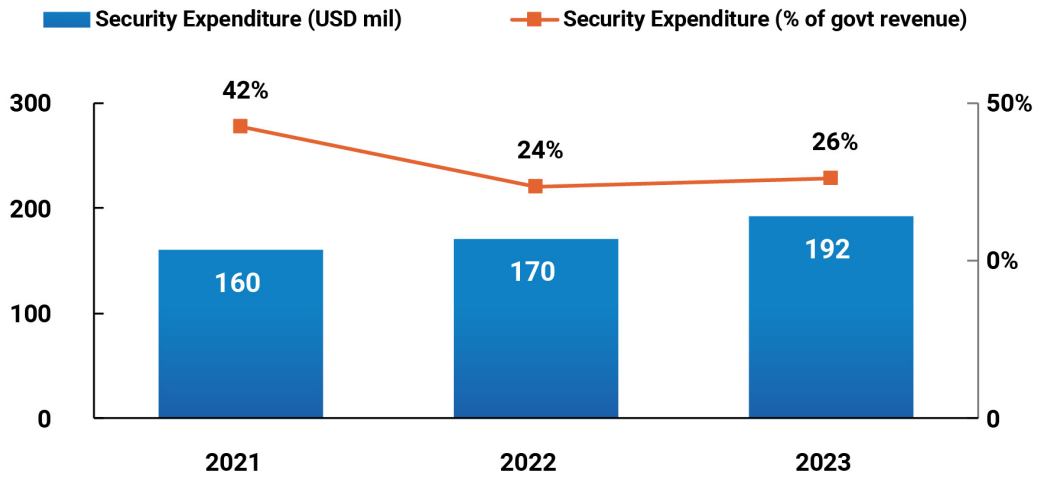


FIGURE 53: EXPENDITURE BY SECURITY SECTOR 2021-2023[91]

FGS spent 26% of its total revenue to finance security expenditure, evidence of security as a national priority. The rise in food and commodity prices, along with personnel pay increases, drove a 14% year-over-year increase in security expenditure to $192 million in 2023. Since 2020, the compensation for security personnel has surpassed that of civilians, and it has increased by 1.3 times in the past five years, reaching $155 million in 2023.

Somalia's capital expenditure remains very low relative to other countries, largely due to the limited domestic revenue generation, weak governance, and a reliance on external aid. The country has a very narrow tax base, meaning that most capital expenditure is funded by foreign assistance, donor support, and loans. Furthermore, capital expenditure as a share of total revenue dropped from 4.4% in 2019 to 2.0% in 2023, indicating limited room for spending on development and infrastructure[92].

[90] Fiscal Report 2022-2023
[91] MOF 2023 Budget Report
[92] MOF 2023 Budget Report

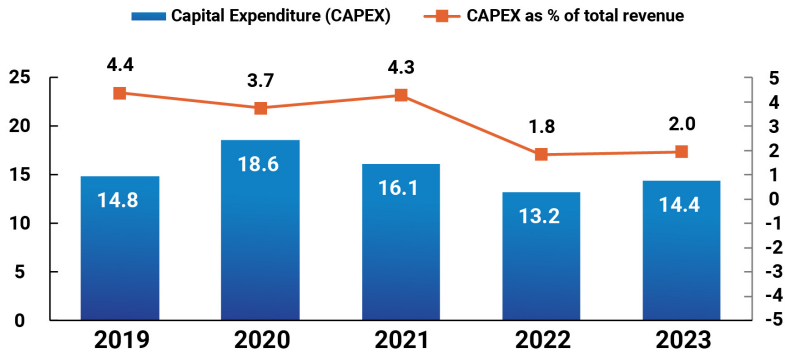


FIGURE 54: CAPITAL EXPENDITURE % OF GOVERNMENT BUDGET 2019-2023[93]

On the other hand, a strong and effective intergovernmental transfer system to the FMS is necessary for the federalism structure to work and for the national tax base to grow fairly. Despite regional disparities in tax compliance and coordination, the fiscal transfer of 2023 indicates a slight reduction compared to the prior year, 2022[94].

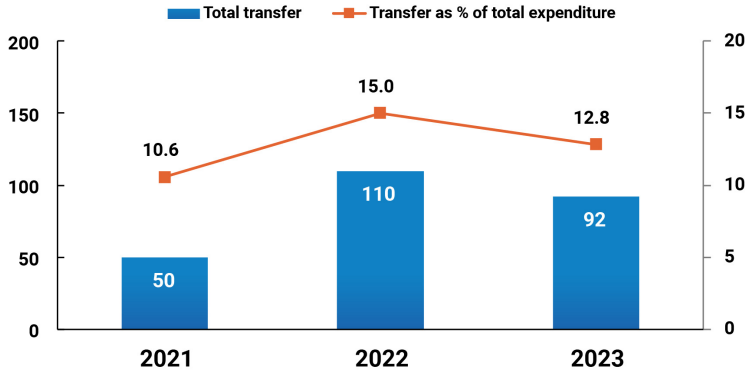


FIGURE 55: FISCAL TRANSFERS 2021-2023[95]

Despite these constraints, Somalia is well-positioned to leverage key opportunities for transformation. The Federal Government of Somalia (FGS) has initiated the Medium-Term Revenue Roadmap (MTRR), a bold plan to strengthen revenue mobilization and modernize financial systems. With targeted reforms, Somalia has the potential to enhance domestic resource mobilisation, improve fiscal sustainability, and create an enabling environment for private sector growth.

Somalia can strengthen its economy, become less reliant on aid, and speed up progress toward its national development goals by combining tax reforms, better grant management, and new financial services into a single plan.

[93] Ministry of Finance
[94] MOF 2023
[95] Ministry of Finance

Table 7: Fundamental Challenges

Challenges	Summary
Low Tax-to-GDP Ratio	Somalia's tax-to-GDP ratio is among the lowest globally, standing at only 1.9% in 2023. This severely restricts the government's ability to generate domestic revenue and finance public services independently.
Heavy Dependence on External Grants	Grants account for 55% of public revenue, exposing Somalia to volatility and unpredictability in donor funding. This dependency undermines fiscal sustainability and the government's ability to plan long-term development.
Fragmented Financial Governance	Disparities in fiscal coordination between federal and state levels, coupled with weak institutional frameworks, impede efficient tax collection, resource allocation, and financial oversight.
Prevalence of Informal Economy	Over 50% of Somalia's workforce operates in the informal sector, limiting the tax base and complicating efforts to formalise and regulate economic activities for greater revenue mobilization.
Inefficient Revenue Collection Systems	Outdated systems and limited technological infrastructure hinder the efficiency of tax administration, leading to significant revenue leakages and low compliance rates.
Weak Public Financial Management	The lack of robust systems for expenditure tracking and grant management creates inefficiencies, reducing the impact of public spending and delaying critical infrastructure and service delivery projects.
Underdeveloped Financial Sector	Limited access to banking and financial services, coupled with low financial literacy, restricts private sector growth and the mobilisation of domestic savings and investments.
Vulnerability to External Shocks	Somalia's reliance on external funding and limited economic diversification leaves it highly vulnerable to global economic shifts, currency fluctuations, and climate-related challenges.
Insufficient Capacity for PPPs	The absence of frameworks and expertise for managing public-private partnerships (PPPs) restricts Somalia's ability to attract private investments and implement large-scale development projects.
Inadequate Zakat and Waqf Systems	Despite cultural and religious potential, the Zakat and Waqf systems remain informal and underutilised, with fragmented structures and a lack of centralised management limiting their contribution to social protection and development.

8.3. Key Result Areas

Somalia has made significant strides in recent years, but strengthening macroeconomic foundations by delivering public finance reforms and financial services remains a persistent struggle. The key national result areas include strengthening fiscal capacity by mobilising additional resources through private investment, widening tax bases, and implementing public finance reforms to improve government capacity for tax collection and management.

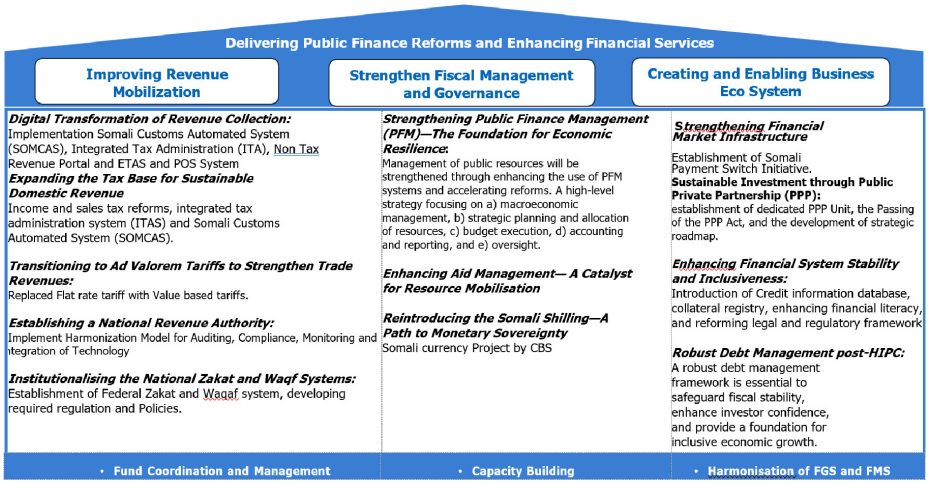


FIGURE 56: PUBLIC FINANCE REFORM AND ENHANCED FINANCIAL SERVICES HOUSE CHART[96]

Key Result Area 1: Improving Revenue Mobilisation

Somalia is at a critical juncture in its journey towards achieving fiscal stability, robust public finance management, and economic resilience. Addressing long-standing challenges in governance, resource mobilisation, and financial services requires a coordinated and systematic approach.

Achieving sustainable economic growth and fiscal stability in Somalia hinges on three interconnected pillars: improving revenue mobilization and efficiency, strengthening fiscal management and governance, strengthening monetary systems, and creating an enabling business ecosystem.

[96] SNTP I Lab Analysis

These pillars are supported by important enablers like better management of public finances, stronger financial market infrastructure, better aid management, building capacity and capabilities, and better intergovernmental fiscal harmonisation. These enablers facilitate the implementation of initiatives across these pillars.

Strategic Objective 1: Strengthening Public Finance Management (PFM)—The Foundation for Economic Resilience

Despite significant reforms, attaining favourable positions of fiscal governance, transparency measures, and accountability frameworks is essential for elevating the PFM architecture of Somalia. Furthermore, this happens as there has been limited progression of budget information and reports, domestic revenue mobilisation, expenditure control mechanisms, and reduction of external public debt levels in Somalia in recent years. A robust PFM system is critical to addressing these systemic issues and challenges. By enhancing budget transparency, fiscal accountability, and expenditure efficiency, Somalia can unlock significant fiscal space to fund its National Transformation Programme (NTP I) priorities. The introduction of macroeconomic dashboards, advanced digital tools, and strengthened institutional frameworks will also help the government make data-driven decision-making and ensure that public funds are allocated toward transformative and high-impact initiatives. Due to the existing challenges, there is a need to improve the PFM architecture of Somalia through strengthening macroeconomic fiscal management and planning.

Initiatives

These reforms aim to increase allocative efficiency and enhance fiscal space, resulting in improved budget absorption to over 80% and reducing budget variance to below 5% by 2029. By addressing inefficiencies in public expenditure, Somalia will ensure greater alignment between fiscal policies and its strategic developmental goals, fostering stability and long-term economic resilience.

- Enhancing strategic planning and allocation of resources
- Strengthening expenditure control mechanisms
- Enhancing fiscal transparency and access of budget information
- Strengthening debt management practices and sustainability analysis
- Enhancing oversight and audit mechanisms

Key Interventions

The PFM roadmap strategically prioritises public funds to deliver transformative outcomes, aligning budget allocations with Somalia's long-term vision under the NTP I. Key initiatives include the introduction of macroeconomic dashboards to strengthen fiscal forecasting and performance monitoring, as well as digital tools to improve transparency and reporting across ministries and agencies. Capacity-building programmes will further empower Somalia's fiscal institutions to plan and implement budgets effectively.

The PFM roadmap aligns budget allocations with Somalia's long-term vision under the NTP I, ensuring that public funds are strategically prioritised to deliver transformative outcomes. A high-level strategy focusing on a) Strategic Planning and Allocation of Resources, c) Budget Execution, d) Fiscal Transparency and Access to Budget Information, e) Enhancing Oversight and Audit Mechanisms, f) and Capacity Development. This will be complemented by a comprehensive strategy for the entire country that is expected to be developed later.

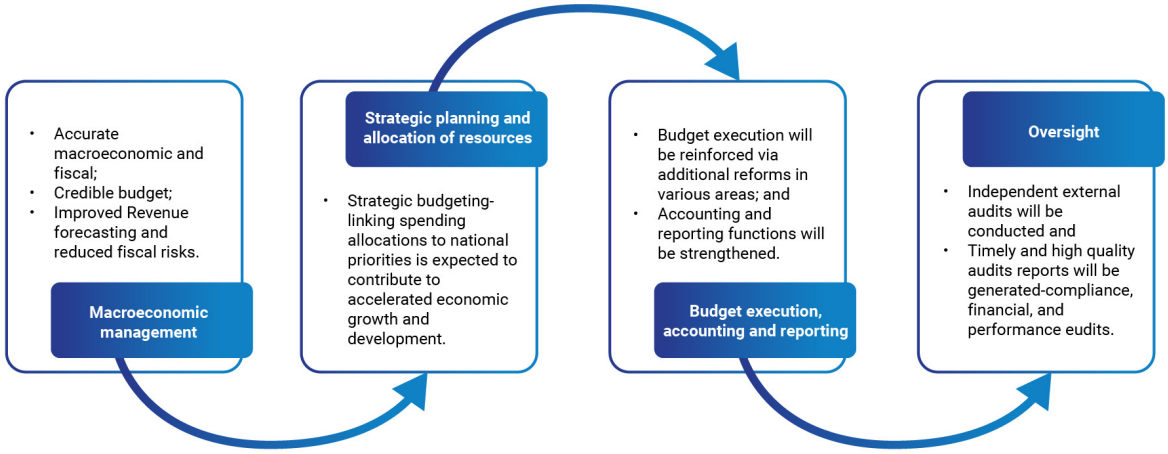


FIGURE 57: PFM ROADMAP[97]

Additionally, enhanced fiscal management capabilities will result in institutional strengthening, fostering a culture of transparency and accountability. In turn, enhanced fiscal governance will boost international donor trust, increase investor confidence, and encourage private sector investments, accelerating Somalia's economic growth.

[97] SNTP I Lab Analysis

1. Strengthening strategic planning and allocation of resources

Somalia's budget planning and execution framework faces challenges due to weak fiscal capacity, lack of strategic alignment, and limited budget absorption. This intervention aims to increase budget absorption to 80% and reduce fiscal variance to below 5% by 2029.

Key Actions:

- Align Budget with NTP I (2025-2029) and Priority Sectors: The government will ensure that budget allocations align with Somalia's National Transformation Plan (NTP I), prioritising critical sectors such as infrastructure, health, education, and public services. This alignment will enhance the impact of public expenditure and ensure that resources are directed towards national development objectives.
- Strengthen Medium-Term Expenditure Framework (MTEF) and Forecasting Tools: By improving the MTEF, Somalia will adopt multi-year budget planning that considers macroeconomic trends, revenue projections, and expenditure requirements. This will enhance fiscal predictability and prevent unnecessary budget reallocations during the fiscal year.
- Implement Macroeconomic Dashboards for Fiscal Policy Monitoring: The introduction of digital dashboards will provide real-time insights into key fiscal indicators such as revenue collection, expenditure trends, and budget execution rates. These tools will enable policymakers to make data-driven decisions and improve the accuracy of budget planning.
- Improve Budget Execution and Performance Monitoring: The government will implement strict performance-based budgeting measures, ensuring that public funds are utilised efficiently. Sectoral impact assessments and cost-benefit analysis frameworks will be institutionalised to ensure that projects deliver tangible economic and social benefits.
- Enhance Intergovernmental Fiscal Coordination: A harmonised fiscal framework between the Federal Government of Somalia (FGS) and Federal Member States (FMS) will be developed to improve financial oversight, streamline resource allocation, and eliminate fiscal fragmentation. Regular intergovernmental fiscal dialogues will enhance collaboration and ensure consistency in budget execution across government entities.

2. Strengthening Budget Execution

Somalia's public expenditure system faces risks due to inefficient payroll management, weak procurement oversight, and financial mismanagement. This intervention aims to enhance expenditure control by automating financial transactions and enforcing strict accountability measures.

Key Actions:

- Modernise Public Procurement Systems: Somalia will establish an e-procurement system to improve transparency and cost-efficiency in public procurement. This system will minimise fraud, ensure fair competition, and improve the efficiency of government contracts. Strengthening procurement regulations and enhancing compliance enforcement will also prevent financial leakages.
- Enhance Payroll and Pension Management: A biometric payroll verification system will be introduced to eliminate ghost workers and ensure that only legitimate government employees receive salaries. Additionally, modernising pension systems will improve efficiency in payments and ensure that retired civil servants receive their dues on time.
- Cash Management: Cash management will be improved through regularly consolidating government cash balances using single treasury account (TSA), producing reliable cash forecasts, and appropriately coordinating with the Debt Management Unit. This will reduce fiscal risks and unnecessary credit rationing that may stall critical public investment projects.
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3. Adopt Risk-Based Internal Controls:

The Somalia Financial Management Information System (SFMIS) will be used to monitor real-time expenditure tracking, ensuring financial transactions are compliant with regulations. Internal audit functions will be strengthened to detect and mitigate risks before they impact fiscal stability.

5. Enhancing Oversight and Audit Mechanisms

A robust oversight and audit framework is essential for ensuring financial integrity, preventing corruption, and strengthening public confidence in government spending. This intervention focuses on enhancing internal and external audit functions, improving financial reporting, and enforcing accountability measures.

Key Actions:

- Establish Internal Audit Departments in All MDAs: To improve financial oversight and risk management, internal audit units will be established in all Ministries, Departments, and Agencies (MDAs). These audit units will provide independent verification of government spending, enforce compliance with budgetary policies, and reduce financial mismanagement risks. Additionally, training will be provided to internal auditors to enhance their capabilities in forensic accounting, fraud detection, and expenditure verification.
- Finalise the SICPA Act and Establish the Regulatory Authority: The Somali Institute of Certified Public Accountants (SICPA) Act, currently awaiting presidential approval, will be finalised to establish an independent regulatory authority overseeing accounting and auditing standards. The SICPA Authority will be responsible for setting professional standards, accrediting accountants and auditors, and ensuring adherence to international accounting regulations (IPSAS and IFRS).
- Implement Digital Audit Standards and Legally Enforceable Practices: To modernise public financial audits, Somalia will deploy data analytics software and forensic auditing tools for real-time tracking of financial transactions and automated fraud detection. These digital systems will enhance transparency, improve compliance monitoring, and strengthen government financial integrity.
- Improve Legislative Oversight on Public Finance: The Public Accounts Committee (PAC) in Parliament will be empowered to conduct more rigorous reviews of government spending.

Capacity-building programs will be provided to parliamentary committees to strengthen their ability to assess audit reports, analyse budget performance, and enforce financial accountability.

- Strengthen External Audit Mechanisms and Whistleblower Protection: The Office of the Auditor General (OAG) will be given greater independence and increased resources to conduct performance audits, forensic investigations, and special financial reviews. A whistleblower protection mechanism will also be introduced to encourage the reporting of financial misconduct and corruption within government institutions.

6. Enhancing Oversight and Audit Mechanisms

A skilled and professional workforce is essential for sustaining Somalia's PFM reforms. This intervention focuses on enhancing technical expertise, institutional capacity, and talent development to strengthen financial governance across government entities.

Key Actions:

- Macroeconomic and Debt Management Training: Build capacity in GDP forecasting, debt sustainability, and fiscal risk management to improve financial planning and stability.
- Budgeting, Accounting, and Expenditure Management: Train PFM officers in IPSAS, cost-benefit analysis, and performance-based budgeting to ensure financial integrity and transparency.
- Data and Financial Analysis Skills: Strengthen data analytics and digital financial reporting through IFMIS training and macroeconomic dashboards for improved decision-making.
- Internal Audit and Financial Oversight: Equip auditors with risk-based auditing, forensic accounting, and expenditure tracking skills to enhance compliance and accountability.
- Professional Development for PFM Staff: Introduce certifications, workshops, and coaching in financial governance and procurement management to improve efficiency in public finance.
- Internship and Talent Development: Establish structured internship programs for young professionals in economic policy, debt management, financial reporting, and Auditing, creating a sustainable talent pipeline.

Strategic Objective 2: Sustainable Investment Through Public-Private Partnerships (PPPs)

Somalia's infrastructure deficit poses a significant barrier to economic development, limiting the country's ability to foster growth across key sectors such as logistics, healthcare, fisheries, and education. Public resources alone are insufficient to address the scale of infrastructure needs, given Somalia's constrained fiscal capacity and heavy reliance on external grants. To close this gap, using Public-Private Partnerships (PPPs) is a game-changing way to get private sector investment, encourage new ideas, and make sure that important infrastructure projects are completed quickly and correctly.

Despite Somalia's growing commitment to PPP frameworks, challenges such as weak institutional capacity, inadequate legal frameworks, and limited public awareness have constrained the implementation of PPP projects. The establishment of a robust PPP ecosystem is essential for addressing these challenges and creating an enabling environment that attracts private investment, enhances risk-sharing mechanisms, and delivers long-term benefits to the Somali people.

Initiatives

This initiative is aimed at promoting private sector involvement of investing in bankable projects and stimulate infrastructure development, create conducive environment and achieve inclusive growth. The key driving forces of PPP exercise in Somalia includes but not limited to the need for infrastructure development, limited government allocation of budget to the basic services, and heart-breaking unemployment rates among the Somali population, which needs decent jobs and investment as such.

Due to this, the government has taken out significant reform steps toward engaging PPP, including formulating legal frameworks that are passed by the legislative branch of the government. The following diagram summarises key strategic initiatives:

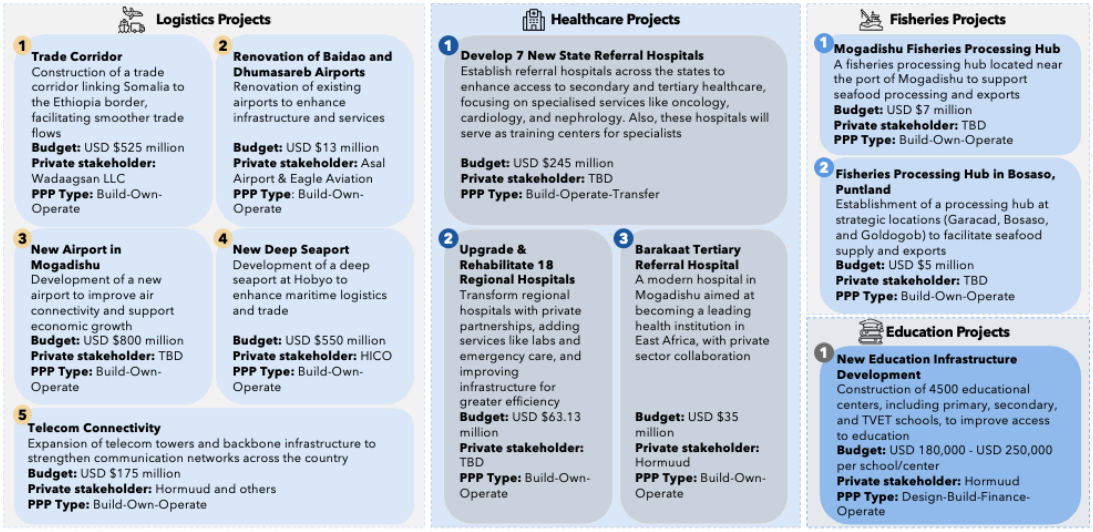


FIGURE 58: KEY PPP PROJECTS ACROSS MULTIPLE SECTORS[98]

Key Interventions

The government of Somalia is implementing a comprehensive strategy to strengthen its PPP framework and drive sustainable investments in critical sectors. This initiative is anchored on the establishment of a dedicated PPP Unit, the passing of the PPP Act, and the development of strategic roadmaps to guide project identification, financing, and implementation. These actions are designed to streamline governance, enhance regulatory clarity, and foster collaboration between the public and private sectors.

Key interventions of the initiative include:

- Passing of Act and Finalisation of Regulations and Frameworks: Completing existing regulations and introducing new frameworks to create a stable environment for PPPs.

[98] SNTP I Lab Analysis

- **Establishing a Dedicated PPP Unit:** Setting up a specialised unit within the Ministry of Finance to oversee project management, ensure alignment with national priorities, and serve as a bridge between public and private stakeholders.
- **Developing a Strategic Roadmap:** Outlining phased approaches for private sector involvement in key infrastructure projects, including objectives, timelines, and resource requirements.
- **Investing in Capacity Building:** Equipping public officials and private sector partners with targeted training to strengthen PPP governance and execution capabilities.
- **Implementing Monitoring and Evaluation (M&E) Systems:** The process involves the creation of robust mechanisms to track project progress, assess outcomes, and ensure accountability.
- **Introducing a PPP One-Stop Shop:** Simplifying the investment process by providing a single access point for approvals, guidance, and support.

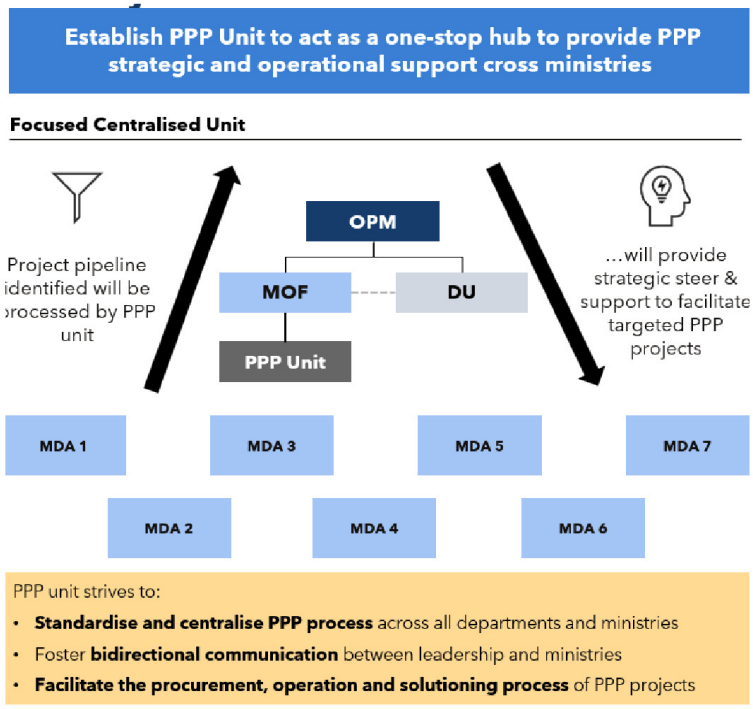


FIGURE 59: THE ORGANISATIONAL STRUCTURE OF THE PPP UNIT UNDER THE MINISTRY OF FINANCE[99]

[99] SNTP I Lab Analysis

The Ministry of Finance, through its dedicated PPP Unit, will lead the implementation of this initiative. Key collaborators include:

- International Organisations and Development Partners: To provide technical expertise, funding, and capacity-building support.
- Private Companies and Financial Institutions: To foster investment and ensure the viability of PPP projects.
- Federal and Regional Ministries: To align project implementation with national and local development priorities.

Strategic Objective 3: Transitioning to Ad Valorem Tariffs to Strengthen Trade Revenues

Somalia's existing tariff structure, heavily reliant on outdated flat-rate methods, results in inefficiencies, trade disputes, and revenue losses. The absence of a harmonised and value-based tariff system disproportionately affects the predictability and fairness of tax assessments, creating barriers to trade compliance and eroding confidence among stakeholders. Flat-rate tariffs also fail to account for variations in the value of traded goods, leading to over-taxation of low-value items and under-taxation of high-value goods.

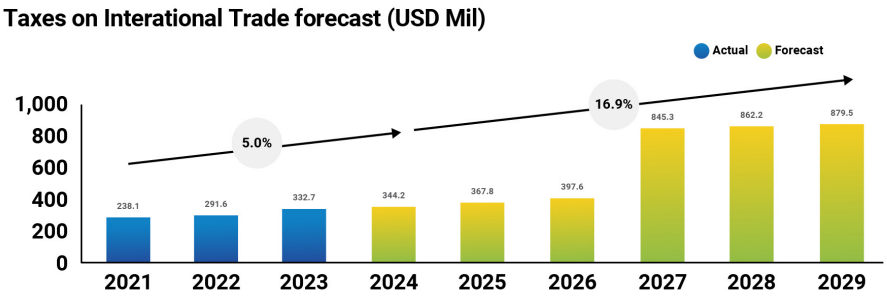


FIGURE 60: TAXES ON INTERNATIONAL TRADE FORECAST (USD MIL2021 – 2029)[100]

Initiatives

Transitioning to ad valorem tariffs initiatives could raise the Tax Revenue-to-GDP ratio to 6.5% by 2029, with a Compound Annual Growth Rate (CAGR) of 16.9%. Also, under the new system, some goods are expected to bring in over 200% more tax money. These figures underscore the urgency of reform to align Somalia's tariff framework with international best practices

[100] Ministry of Finance

Current vs new tariff

Current Tariff

Item No.	Item Name	Unit of Measure-ment	Statistic No.	Tariff	SalePrice 5%	Current Total Revenue
1010	Baab. Toyota Landcruiser iwm	pcs	2603	$1,800	$3,600	$1,800
2032	dhar saakoyin juni	juni	2613	$15	$90	$15
1154	Dacas Karton	cartoon	2614	$3	$15	$3
1101	Boorash Kartoon 11kg Ka Weyn Iwm	cartoon	2607	$4	$9	$4.5
1148	Daawada Dadka Nooc Kasta 11kg Weyn	cartoon	2607	$3	$0	$3

New Tariff

Commodity Code (12 digit)	Commodity Code (8 Digit)	Commodity Description	Tariff rate (%)	Unit of Measure-ment	Current Total Revenue
870324900001	87032490	Toyota Landcruesal, Petrol engine Of a cylinder capacity exceeding 3000 cm³, Used (upto 5 years)	25	Pieces	$5,500 ▲ 205%
551611000000	55161100	Maro Baati hal midab leh/ama aan lahayn oo aan tolneyn	25	Yard (0.9144 m)	$136 ▲ 806%
640419000001	64041900	Dacas miskiin	25	Number of pairs	$24 ▲ 700%
110412000001	11041200	Boorash/mushaari 500g	25	Kilogram	$16 ▲ 255%
300215000001	30021500	Dawada, Vitamin C Chewable Tablets 500 mg	5	Thousand tablets (medicaments)	$7.5 ▲ 250%

▲ Increase in revenue by commodity

FIGURE 61: COMPARISON OF CURRENT AND REVISED TARIFFS[101]

Adopting ad valorem tariffs, calculated as a percentage of goods' value, provides a more equitable and transparent approach to taxation. By aligning with World Trade Organisation (WTO) guidelines, this reform would not only modernise Somalia's customs valuation system but also foster a business-friendly environment essential for economic stability and growth.

Key Interventions

The Ministry of Finance, through its Revenue Department, is leading the implementation of the Transition to Ad Valorem Tariffs initiative. This comprehensive intervention aims to replace flat-rate tariffs with value-based ones, creating a fair and predictable customs framework. The reform focuses on five critical components which outlines the initiative's steps toward modernising tariff valuation methods and classifications.

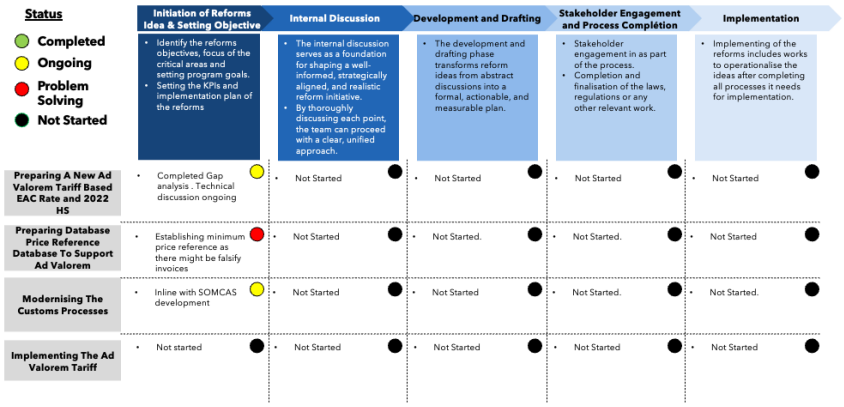


FIGURE 62: KEY STEPS IN THE IMPLEMENTATION OF AD VALOREM TARIFF IN SOMALIA[102]

[101] Ministry of Finance, SNTP I Lab Analysis
[102] Ministry of Finance, SNTP Lab Report 2024

As part of the reforms, tariff valuation systems will be looked at and standardised to make them more in line with WTO rules. Product classifications will also be improved to cut down on disputes, and tariffs will be brought in line with regional standards under the East African Community (EAC) framework. A pivotal element is the development of a centralised price reference database, ensuring accurate and reliable valuation of goods.

Additionally, the government will also integrate digital tools like the Somali Customs Automated System (SOMCAS) to streamline processes and improve compliance monitoring. This system will support the implementation of standardised tariff codes, reducing ambiguities and disputes in customs procedures. To ensure stakeholder buy-in and smooth implementation, the initiative involves extensive consultations with traders, customs officials, and regional partners. These engagements are critical to addressing concerns, refining policies, and building trust in the new system. Projections indicate that the Transition to Ad Valorem Tariffs initiative will yield significant economic and fiscal benefits, revolutionizing Somalia's customs landscape and bolstering its trade revenues.

The Ministry of Finance, through its Revenue Department, is leading the implementation of the Transition to Ad Valorem Tariffs initiative. This comprehensive intervention aims to replace flat-rate tariffs with value-based ones, creating a fair and predictable customs framework. The reform focuses on five critical components which outlines the initiative’s steps toward modernising tariff valuation methods and classifications. Key outcomes include:

- Increased Customs Revenue: The reform is expected to raise tax revenues on international trade to USD 879.5 million by 2029, reflecting enhanced efficiency in revenue collection.
- Enhanced Trade Predictability: Standardising tariff valuation methods and product classifications will reduce uncertainties for traders, fostering a more predictable trade environment and aligning Somalia with international norms.
- Improved Compliance and Reduced Disputes: The adoption of value-based tariffs, supported by digital systems like SOMCAS, will enhance transparency and accountability, reducing instances of fraud and disputes in customs valuation.
- Economic Stability and Competitiveness: By aligning tariffs with regional and global standards, Somalia will position itself as a competitive player in international trade, attracting investments and promoting sustainable economic growth.

Strategic Objective 4: Institutionalising the National Zakat and Waqf Systems

Somalia's population, comprised of nearly 100% Muslims, offers a strong religious and cultural foundation for Zakat and Waqf systems as tools for socio-economic development. Despite this, approximately 90% of economic activities in the country take place in the informal sector, severely limiting the effectiveness of Zakat and Waqf as structured mechanisms for poverty alleviation and community development. Historically, Zakat has remained largely informal, fragmented, and underutilised, while Waqf assets, though significant in potential, lack formal institutionalisation and management structures. The absence of a formalised system results in numerous challenges, including unstructured collection and distribution mechanisms, a lack of transparency in the management of funds, and geographic inequities in resource allocation. A formal Zakat system ensures compliance with Islamic principles, accountability through audits, and equitable distribution to the eight asnaf (eligible categories of beneficiaries).

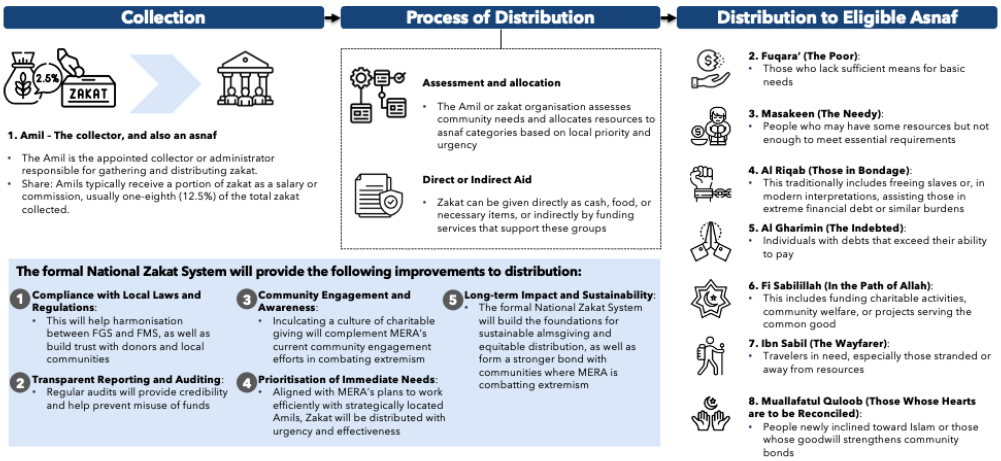


FIGURE 63: A FORMAL, AUDITABLE ZAKAT SYSTEM[103]

Conversely, the management of Waqf often restricts its ability to fund long-term community benefit projects. Without standardised guidelines or oversight, Waqf assets are underutilised and face risks of mismanagement. A national Waqf registry and structured management processes can unlock the potential for Waqf to support sustainable community development projects, such as education, healthcare, and infrastructure.

[103] Ministry of Endowments and Islamic Affairs (MESA), SNTP I Lab Analysis

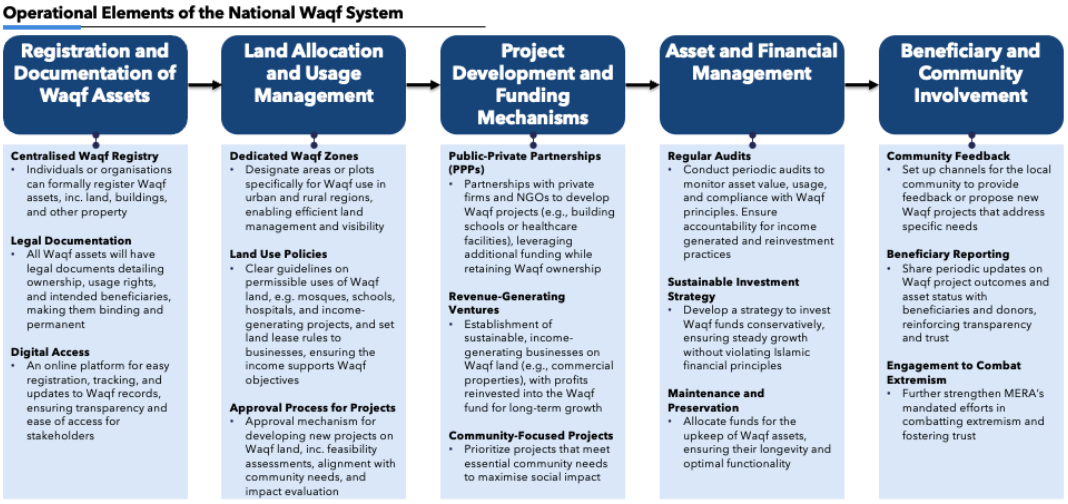


FIGURE 64: A FORMAL NATIONAL WAQF SYSTEM [104]

ESTABLISH ZAKAT COMMITTEE AND ZAKAT FUND

The initiative will first formalize Zakat collection and distribution through religious bodies, local administrators, and a centralized registry. Clear governance structures will ensure accountability through published audits and digitalisation of collection systems. By doing so, the initiative aims to increase efficiency and improve public trust. Key categories of Zakat include Zakat Al Mal (wealth), Zakat Al Urudh (business goods), agricultural produce, and livestock. These categories align with the economic pillars of Somalia's informal and agrarian economy, ensuring relevance and widespread applicability. It also aligns with Somalia's broader economic goals, fostering financial inclusion, strengthening social safety nets, and improving economic resilience.

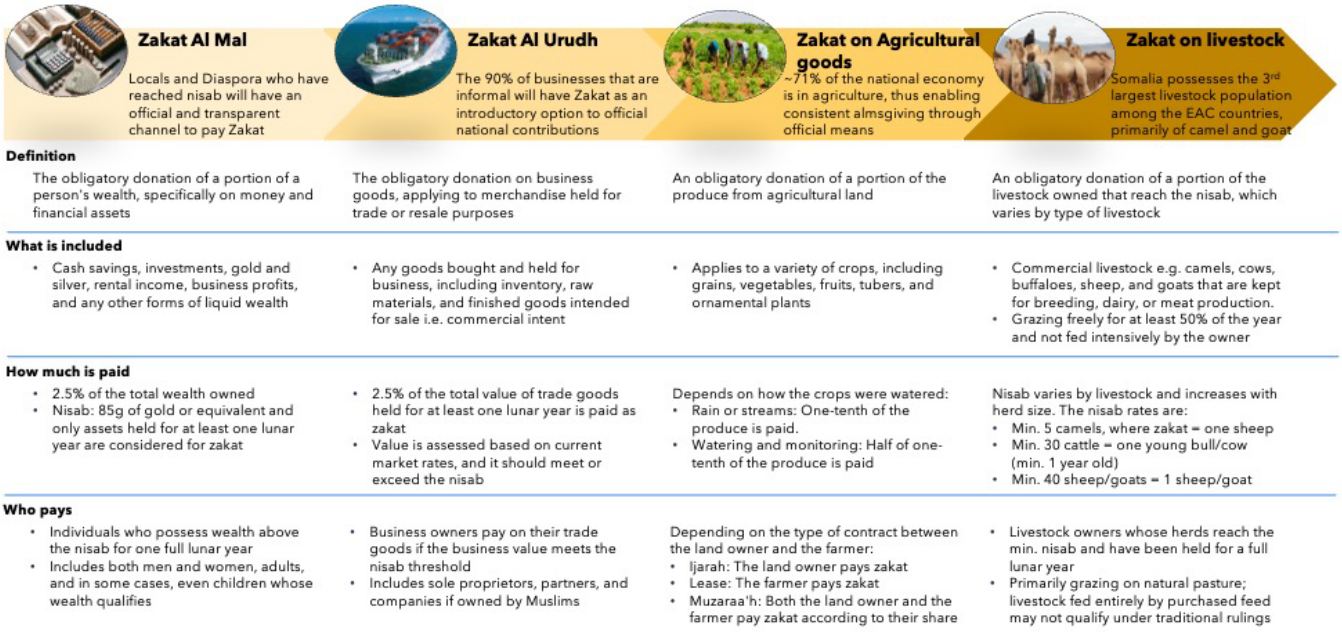


FIGURE 65: A FORMAL NATIONAL ZAKAT SYSTEM [105]

[104] Ministry of Endowments and Islamic Affairs (MESA), SNTP I Lab Analysis

Simultaneously, the initiative will institutionalise a National Waqf System to facilitate long-term community development projects. This will involve the creation of a National Waqf Registry to track and document Waqf assets, including land, buildings, and other properties. Dedicated Waqf zones and land-use policies will enhance the strategic allocation of assets, while partnerships with the private sector and NGOs will enable the development of revenue-generating ventures. Waqf funds will support sustainable investment strategies, asset maintenance, and perpetual funding for projects that provide community benefits.

Awareness and education campaigns will complement these structural reforms, focusing on behavioural change to encourage formal contributions to Zakat and participation in Waqf initiatives. Collaboration with local communities, donors, and federal member states will ensure decentralized but standardised operationalisation, fostering inclusiveness and accountability.

Key Interventions

The Establishment of National Zakat and Waqf Systems initiative aims:

- To establish zakat and waqaf institutions
- To foster public-private partnerships for waqaf and Zakat initiatives
- To strengthen institutional capacity and development
- Infrastructure and social service investment pool
- To create robust, transparent, and equitable frameworks for the mobilisation, collection, management, and distribution of these funds.
- Collaborate with critical stakeholders such as the Ministry of Finance (MOF), the Ministry of Labour and Social Affairs (MOLSA), Federal Member States (FMS), religious leaders, local communities, and international donors, including multilateral and bilateral partners, for implementing this initiative.

The institutionalisation of the National Zakat and Waqf Systems is anticipated to yield transformative socio-economic benefits:

- Increased Financial Inclusion: By formalising Zakat and Waqf, more individuals and businesses will participate in structured almsgiving, expanding access to financial support for underrepresented groups.
- Enhanced Poverty Alleviation: Zakat will provide immediate cash assistance, food provision, and education for vulnerable populations, targeting the eight asnaf categories equitably.

- Sustainable Community Development: Waqf funds will support long-term projects, including schools, healthcare facilities, and infrastructure, aligning with Somalia's broader development goals.
- Reduced Dependence on Donor Aid: By leveraging domestic resources through Zakat and Waqf, the initiative will alleviate fiscal pressures on the government and reduce reliance on external aid.
- Improved Governance and Trust: Digitalisation, audits, and transparent reporting will foster public confidence in the system while ensuring compliance with local laws and Islamic principles.

Strategic Objective 5: Leveraging SDRB as instruments for financing and investment in the NTP

Somali Development and Reconstruction Bank (SDRB) is positioned as a critical financing arm to actualise Somalia's National Transformation Plan (NTP). Anchored in its mandate to promote economic growth, SDRB aims to catalyse private sector investment and support projects highlighted in the NTP. Key pillars of its mandate include:

- Financing underserved productive sectors such as agriculture, fisheries along with its enablers renewable energy and infrastructure.
- Strengthening financial inclusion through partnerships with microfinance institutions (MFIs) and commercial banks.
- Supporting large-scale infrastructure projects via Public-Private Partnerships (PPPs).
- Promoting climate resilience and gender equity through targeted financial instruments.

SDRB's strategic alignment with Somalia's National Transformation Plan (NTP) positions it as a pivotal institution to mobilise resources, de-risk investments, and accelerate implementation of NTP's transformative agenda.

By focusing on sectors such as agriculture, fisheries, energy, and infrastructure, the bank will help address key development challenges, including limited access to finance and infrastructure gaps. Between 2025-2029, SDRB plans to deploy $350 million in targeted investments, blending innovative financing mechanisms to unlock opportunities in Somalia's rapidly transforming economy.

SDRB's mission aligns with fostering sustainable development by mobilising capital, facilitating public-private partnerships, and enhancing financial inclusion in critical sectors. This transformative agenda will ensure that the bank remains a cornerstone of Somalia's economic and social advancement.

Key Interventions

The Somali Development and Reconstruction Bank (SDRB) has launched a strategic initiative to strengthen key productive sectors, with a focus on Small and Medium Enterprises (SMEs). Through its Investment Readiness Program (IRP), the SDRB is equipping SMEs with the skills, knowledge, and governance frameworks needed to scale their operations and become eligible for financing. The program emphasises capacity building, financial literacy, and strong corporate governance, enabling SMEs to attract and effectively utilise funding. Additionally, the SDRB provides tailored and innovative shariah-compliant financial products, such as credit and equity investments, to maximize SME output, boost production, and create employment opportunities, thereby contributing to Somalia's economic growth.

Beyond direct support to SMEs, the SDRB conducts comprehensive assessments of the demand and supply dynamics within productive sectors to identify gaps and challenges. It offers targeted guidance, technical assistance, and advocacy for policy reforms to create a conducive business environment. The bank also supports enablers of the SME ecosystem, promotes technology adoption, and implements robust monitoring and evaluation frameworks to ensure the effectiveness of its interventions.

Key Result Area 2: Strengthening Fiscal Management and Governance

Strategic Objective 1: Enhancing Aid Management — A Catalyst for Resource Mobilisation

Somalia's reliance on donor funding, which accounts for over 50% of the national budget, underscores the critical role of effective aid management in achieving its development objectives. However, fragmented coordination mechanisms, limited integration of aid data into national systems, and weak institutional oversight plague the current landscape. The lack of a unified approach has resulted in inefficiencies, duplication of efforts, and reduced alignment with national priorities.

The absence of a comprehensive aid management framework has also eroded trust between donors and the government. With most donor contributions implemented through non-governmental channels, Somalia's capacity to leverage aid for long-term development remains constrained. To ensure optimal utilisation of aid to support the National Transformation Programme (NTP I), it is essential to address these systemic issues.

Initiatives

The strategic initiative will mainly focus on leveraging the Aid Information Management System (AIMS) and establishing structured dialogue mechanisms, while the AMU ensures that donor contributions are aligned with Somalia's strategic priorities. This comprehensive approach not only enhances coordination and accountability but also enables data-driven decision-making to optimize resource mobilisation.

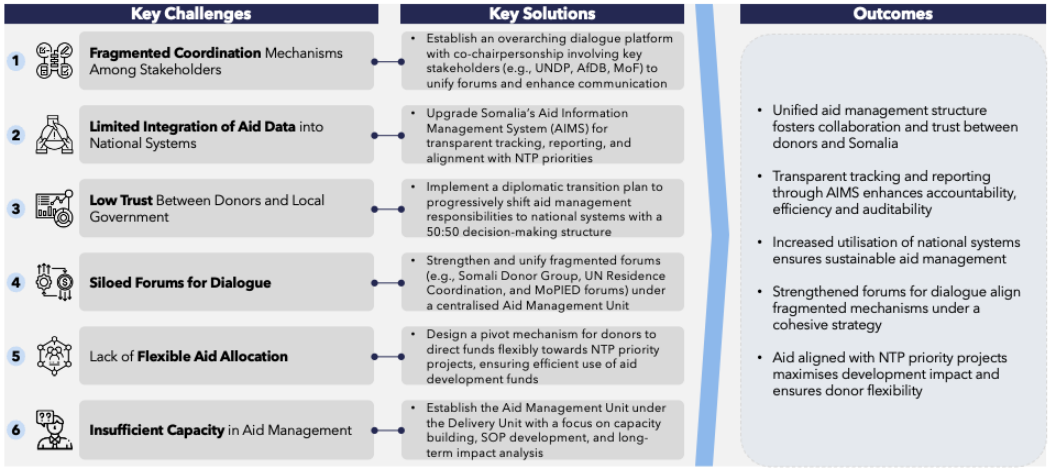


FIGURE 66: SOMALIA'S KEY CHALLENGES AND SOLUTIONS FOR AID MANAGEMENT[106]

By integrating aid flows with national priorities, the AMU plays a pivotal role in linking donor contributions to Somalia's broader economic transformation agenda, fostering trust with international partners, and positioning Somalia as a regional leader in effective aid management.

The AMU will consist of three specialised units:

- Aid Coordination and Policy Unit (ACPU): Responsible for aligning donor aid with national priorities and preventing duplication.

[106] SNTP I Lab Analysis

- **Monitoring and Accountability Office (MAO):** Ensures transparency through project monitoring, fund utilization tracking, and audits.
- **Fund Window Management and Technical Unit (FWMTU):** Focuses on resource allocation and technical support to improve fund management.

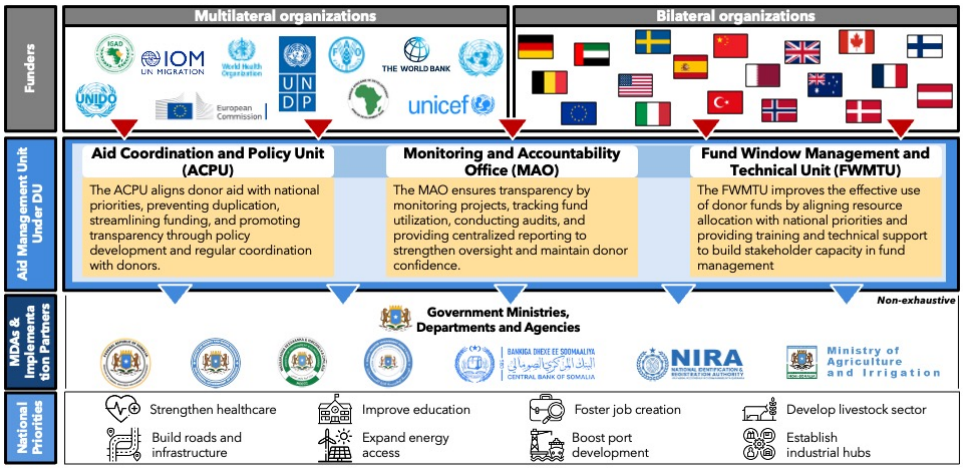


FIGURE 67: THE AID MANAGEMENT UNIT'S STRUCTURE AND OPERATING MODEL[107]

The Ministry of Planning, Investment, and Economic Development (MoPIED) will spearhead the implementation of the AMU, supported by the Aid Coordination Office (ACO). Key stakeholders include the Ministry of Finance (MoF), bilateral and multilateral partners, local and international NGOs, and implementing agencies. These entities will collaborate to streamline aid management processes, align donor contributions with national priorities, and build institutional capacity.

Strategic Objective 2: Digital Transformation of Tax Collections

Somalia's current revenue collection system faces significant challenges stemming from manual processes, fragmented systems, and limited taxpayer compliance, which reduce efficiency and transparency. The lack of centralised data management hampers compliance monitoring and increases revenue leakages, leaving Somalia heavily reliant on external aid and unable to fully fund critical public services and infrastructure development.

[107] SNTP I Lab Analysis

These inefficiencies have also deterred taxpayers and businesses, contributing to a culture of non-compliance and creating bottlenecks in administration. Addressing these challenges through the Digital Transformation of Revenue Collection Initiative is critical to enabling Somalia to mobilise domestic revenue effectively. By digitising and automating its revenue processes, Somalia will create a streamlined, transparent, and user-friendly tax administration system capable of supporting economic growth and reducing reliance on external funding.

Initiatives

The Digital Transformation of Revenue Collection Initiative represents a pivotal step toward achieving fiscal sustainability in Somalia. By modernising its revenue collection system, the government is not only addressing inefficiencies but also strengthening its ability to mobilise domestic resources effectively. This initiative will ensure a more equitable and transparent fiscal system, fostering trust among taxpayers and unlocking Somalia's potential for self-reliant growth.

Key Interventions

The Government of Somalia is spearheading the Digital Transformation of Revenue Collection Initiative to modernise and digitise its tax administration processes. The main goal of this project is to set up a number of connected systems, such as the Integrated Tax Administration System (ITAS), the Non-Tax Revenue Portal (NTRP), the Somali Customs Automated System (SOMCAS), and the ETAS and POS systems. Together, these systems will transform revenue collection, making it more efficient, transparent, and compliant with international best practices.

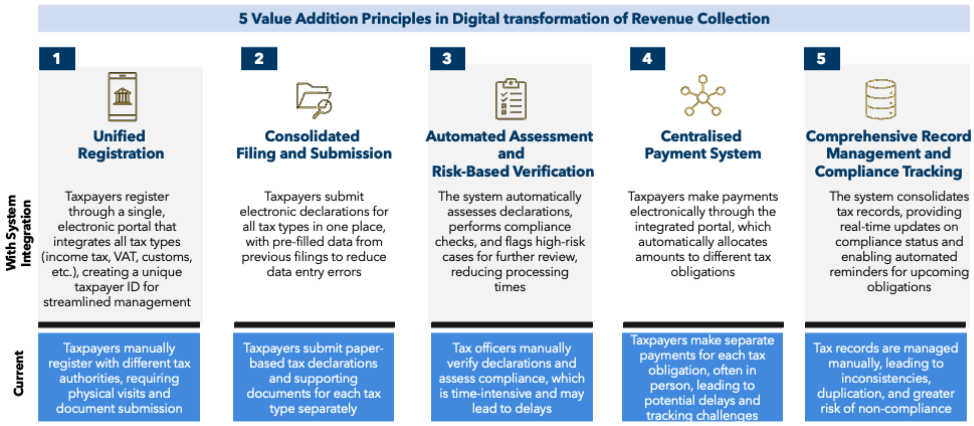


FIGURE 68: DIGITAL TRANSFORMATION OF REVENUE COLLECTION[108]

[108] SNTP I Lab Analysis

Key Actions Under the Intervention:

1. Unified Registration:
    - Introduce a centralised portal for taxpayer registration across all tax types (e.g., VAT, income tax, and customs duties).
    - Assign a unique taxpayer ID for streamlined management and simplified compliance tracking.
2. Consolidated Filing and Submission:
    - Enable electronic declarations for all tax types through a unified platform, with pre-filled data from historical filings to reduce errors.
3. Automated Assessment and Risk-Based Verification:
    - Deploy systems that assess declarations automatically, flagging high-risk cases for review and significantly reducing processing times.
4. Centralised Payment System:
    - Establish a secure, integrated platform for taxpayers to make payments online, reducing delays and ensuring real-time revenue tracking.
5. Comprehensive Record Management and Compliance Tracking:
    - Digitise and centralise tax records, providing real-time compliance updates and proactive reminders for upcoming obligations.

The Ministry of Finance will lead the implementation, working closely with the following stakeholders:

- International Partners: Partners like the World Bank, AfDB, and FCDO will provide funding, technical expertise, and capacity-building support.
- Government Ministries: Other ministries providing public services will collaborate to integrate their revenue-related systems with ITAS and SOMCAS.
- Taxpayers and Businesses: The initiative will address taxpayer concerns by simplifying processes, thereby increasing voluntary compliance.

Strategic Objective 3: Establishing a National Revenue Authority

Somalia's current revenue collection system is fragmented, with revenue collection and administration divided between the Federal Government of Somalia (FGS) and the Federal Member States (FMS). This disjointed framework results in administrative inefficiencies, revenue leakages, and overlapping mandates that undermine the country's fiscal performance and economic stability.

As demonstrated in the figure below, the current system comprises seven separate tax administrations, requiring taxpayers to file taxes at multiple levels, which increases complexity and costs. Additionally, the lack of a unified tax framework leads to unequal fiscal positions among states, as highlighted in the revenue disparity across regions without ports.

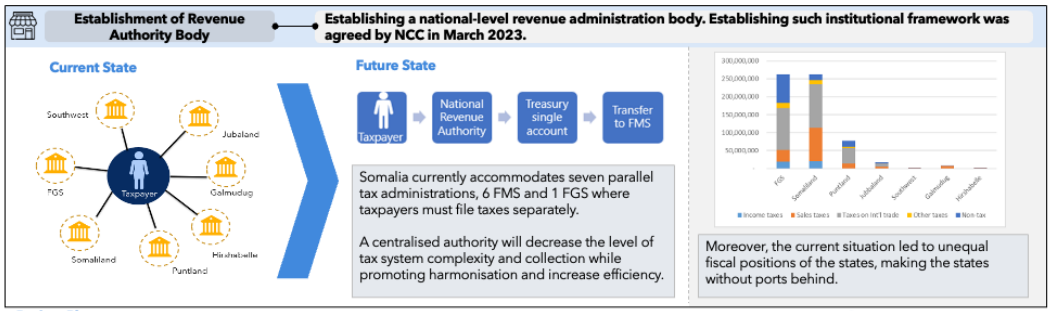


FIGURE 69: CURRENT TAX SYSTEM[109]

The absence of harmonised tax policies and efficient administrative processes also limits revenue mobilisation, weakens enforcement, and undermines public trust in government institutions. For example, revenue leakages and tax evasion are still big problems because of separate roles and little coordination. Also, regional tax competition makes it harder for everyone to get the resources they need.

Initiatives

The proposed National Revenue Authority will centralise and streamline revenue collection processes, ensuring consistency and efficiency across federal and state levels. This initiative, led by the Ministry of Finance, requires the creation of a legal framework to operationalise the authority. The framework includes provisions for harmonising tax codes, modernising customs and tax administration, and enhancing transparency and compliance.

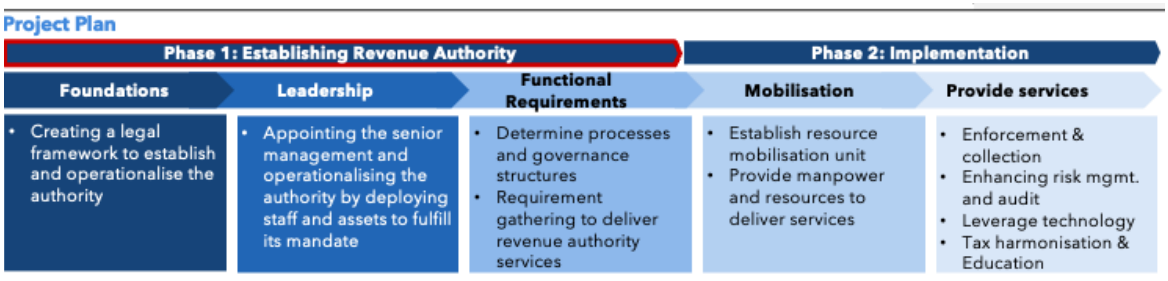


FIGURE 70: PHASED PROJECT PLAN[110]

[109] SNTP I Lab Analysis
[110] SNTP I Lab Analysis

The NRA will adopt a semi-autonomous governance structure, allowing it to implement a harmonisation model that aligns with federal and state-level mandates. Key functions include auditing, compliance monitoring, and the integration of technology to improve efficiency. Modernised systems will enable effective data collection and support policymaking, while stakeholder engagement initiatives will facilitate coordination among FGS, FMS, and other actors.

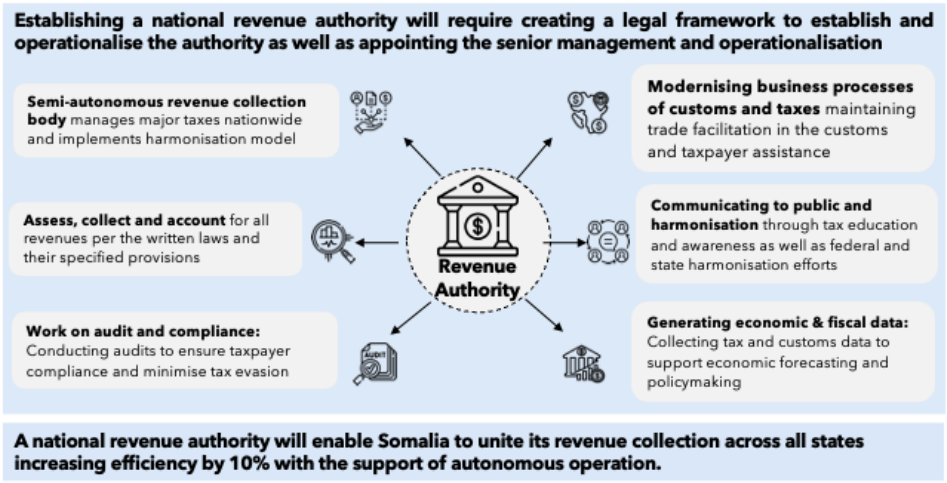


FIGURE 71: KEY FUNCTIONS NATIONAL REVENUE AUTHORITY[111]

In collaboration with key stakeholders, the NRA will also establish a Revenue Allocation Commission to develop a revenue-sharing framework that balances national priorities with regional needs. This framework will reduce fiscal imbalances, foster intergovernmental trust, and promote equitable resource allocation.

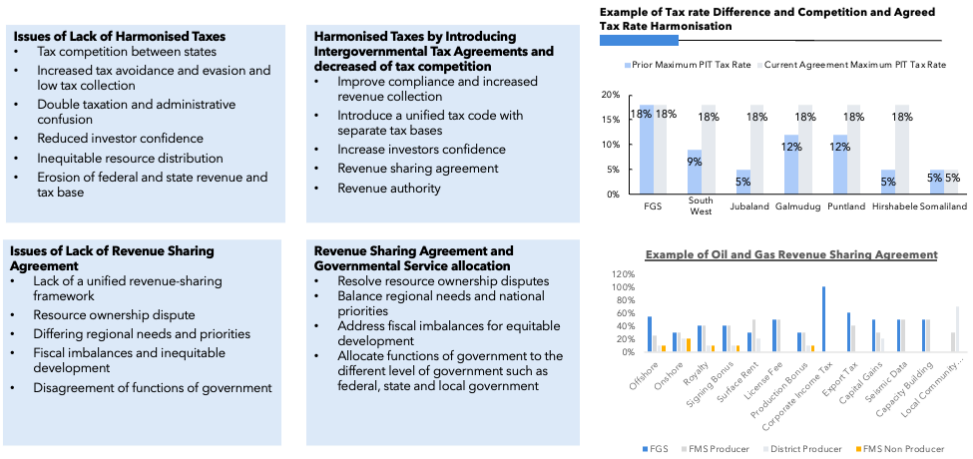


FIGURE 72: THE NRA WILL ALSO ESTABLISH A REVENUE ALLOCATION COMMISSION TO DEVELOP A REVENUE-SHARING FRAMEWORK THAT BALANCES NATIONAL PRIORITIES WITH REGIONAL NEEDS [112]

[111] EAC roadmap for Somalia in June 2024, SNTP Lab Report 2024
[112] Ministry of Finance, SNTP Lab Report 2024

Furthermore, a robust tax education program will enhance public awareness of tax obligations.

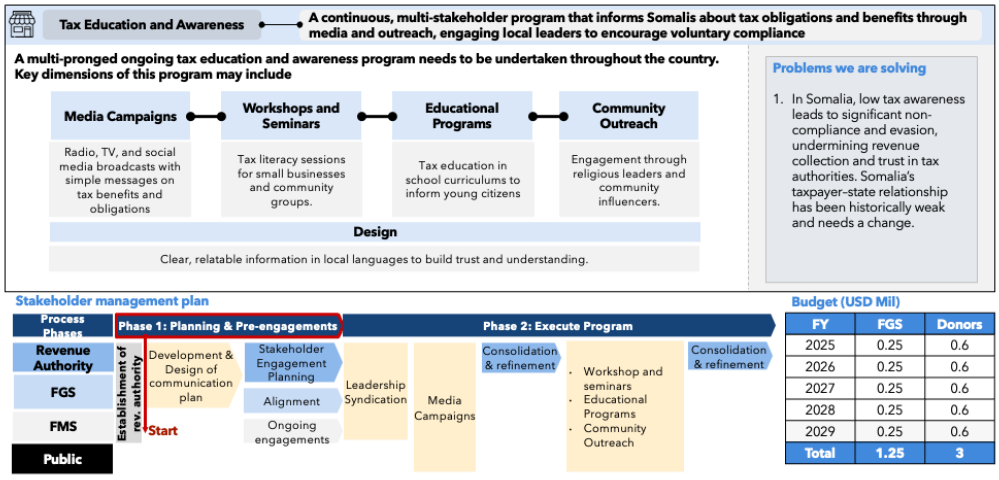


FIGURE 73: COMPREHENSIVE STAKEHOLDER ENGAGEMENT AND TAX EDUCATION PROGRAM[113]

The government expects the establishment of the NRA to yield the following key outcomes:

- Increased Revenue Efficiency: Centralised revenue administration is projected to enhance efficiency by 10%. This improvement will significantly reduce leakages and strengthen revenue mobilisation capacity.
- Harmonised Fiscal Policies: The NRA will standardise tax codes and procedures, reducing administrative complexity and enhancing compliance. This is anticipated to foster investor confidence and improve Somalia's economic competitiveness.
- Improved Public Trust: Transparent tax collection systems and robust stakeholder engagement will enhance public confidence in the government's fiscal management, encouraging voluntary compliance.
- Equitable Development: The revenue-sharing framework will address regional disparities, enabling the government to allocate resources effectively for infrastructure and social development.

[113] Ministry of Finance, SNTP Lab Report 2024

Strategic Objective 4: Reintroducing the Somali Shilling—A Path to Monetary Sovereignty

Somalia's prolonged reliance on the US dollar and the absence of a functioning national currency have entrenched dollarization within the economy, marginalizing millions of Somali citizens from formal financial systems. The Somali Shilling (SOS), last issued before the 1991 collapse of central banking, has been relegated to limited markets, often as counterfeit notes[114]. As a result, vulnerable populations, including rural communities, urban lower-income groups, internally displaced persons, and small-scale traders, face significant transaction costs and barriers to economic participation.

Initiatives

Reintroducing the Somali shilling as a stable, legal tender is a transformative initiative to restore monetary sovereignty and economic stability. It provides a pathway to reducing dependency on the US dollar, improving monetary policy effectiveness, and laying the groundwork for an inclusive financial system that fosters innovation and poverty alleviation. However, achieving this requires addressing structural challenges, including Somalia's nascent financial sector, limited foreign reserves, and the widespread circulation of counterfeit currency.

To anchor public expectations and build confidence, Somalia must adopt a clear monetary policy framework aligned with the realities of its economy. Stabilizing the new currency, lowering risks, and making sure it fits with long-term development goals can be done through a currency board arrangement or a managed floating exchange rate.

By reintroducing a stable national currency, Somalia will empower its financial institutions to develop locally priced financial products, reduce transaction costs for the marginalized, and support the nation's broader fiscal and economic reforms. The Somali shilling is not merely a currency but a cornerstone of Somalia's journey towards self-reliance and sustained growth.

[114] National Economic Council (NEC) of Somalia, National Currency and Exchange Rate Regime: The Options and Future Pathways (September 2024)

Key Interventions

The Somali Currency Project, spearheaded by the Central Bank of Somalia (CBS), will employ a phased approach to ensure the smooth reintroduction of the Somali shilling while maintaining monetary and fiscal stability. The initiative's key focus areas include:

1. **Design and Printing of Banknotes:** The CBS will oversee the design and issuance of secure, high-quality banknotes, integrating advanced anti-counterfeit measures. This step will ensure that the newly issued currency inspires public trust and addresses existing vulnerabilities to counterfeit operations.
2. **Currency Exchange Implementation:** The exchange process will involve replacing counterfeit and outdated notes with the new Somali shilling. Strategic partnerships with Money Transfer Businesses (MTBs) will facilitate this, leveraging their extensive networks to reach underserved and insecure regions.
3. **Establishment of a Robust Exchange Rate Framework:** CBS will adopt a rule-based monetary policy framework, such as a currency board arrangement, to stabilise the new currency. Foreign reserves and clear policy guidelines will support this framework, ensuring alignment with economic fundamentals.
4. **Capacity Building within CBS:** Strengthening institutional capacity within the CBS will be critical for effective currency management. Key measures include staff training, the establishment of a Project Implementation Unit (PIU), and the development of robust currency oversight and management protocols.
5. **Public Awareness and Inclusion Campaigns:** CBS will launch extensive public education campaigns to raise awareness about the benefits and practical use of the Somali shilling. These campaigns will target both rural and urban populations, ensuring that the reintroduction of the currency is inclusive and widely accepted.
6. **Counterfeit Mitigation Measures:** Robust anti-counterfeiting mechanisms will include high-security features on notes, clear exchange protocols, and stringent accounting systems to maintain the integrity of the currency exchange process.

The initiative is expected to achieve the following process-oriented outcomes:

- Enhanced Financial Inclusion
- Institutional Strengthening
- Improved Public Trust
- Stabilised Exchange Rates
- Reduction in Transaction Costs
- Private Sector Collaboration

Key Result Area 3: Creating an Enabling Business Ecosystem

Strategic Objective 1: Strengthening Financial Market Infrastructure

Efforts to modernise financial systems, including the launch of the National Payment System (NPS) in 2021, have laid the groundwork for integration and improved governance. However, critical gaps remain, particularly in regulatory frameworks and the modernisation of the Somali Payment Switch (SPS), which is essential for ensuring interoperability across banks, mobile wallets, and other financial service providers.

Initiatives

The Somali Payment Switch (SPS) initiative aims to establish a resilient and interoperable financial infrastructure aligned with international standards. By enhancing regulatory frameworks, strengthening governance, and implementing advanced technologies, the initiative seeks to enable seamless, secure, and efficient financial transactions. Addressing these gaps is crucial for enhancing financial inclusion, fostering economic growth, and positioning Somalia as a regional leader in financial market infrastructure.

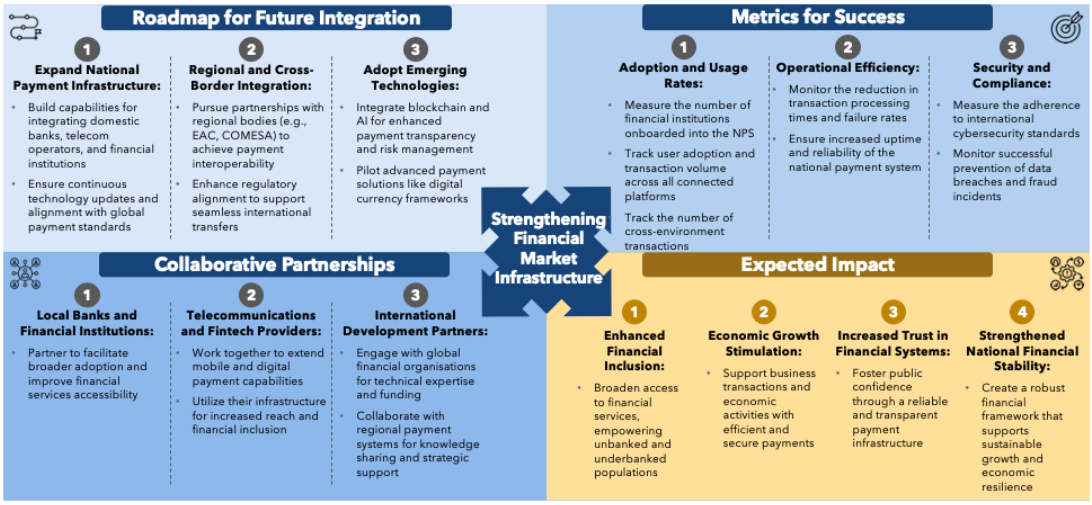


FIGURE 74: AN ECOSYSTEM APPROACH TO STRENGTHENING SOMALIA'S FINANCIAL MARKET INFRASTRUCTURE[115]

Key Interventions

Key interventions of the initiative include:

- Enhancing Legal and Regulatory Frameworks: Establishing comprehensive payment system regulations to ensure oversight and compliance across financial providers, including non-bank entities.
- Strengthening NPS Governance and Operations: Developing in-house governance mechanisms through the National Payment Systems Council (NPSC) and standardising protocols for service providers.
- Improving Safety, Security, and Resilience: Implementing advanced cybersecurity measures, disaster recovery plans, and compliance protocols to safeguard financial operations.
- Strengthening Oversight and Resilience: Creating guidelines to ensure consumer-centric payment systems and investing in capacity building for sustained governance. Improving Safety, Security, and Resilience: Implementing advanced cybersecurity measures, disaster recovery plans, and compliance protocols to safeguard financial operations.
- Strengthening Oversight and Resilience: Creating guidelines to ensure consumer-centric payment systems and investing in capacity building for sustained governance.

[115] Central Bank of Somalia (CBS), SNTP I Lab Analysis

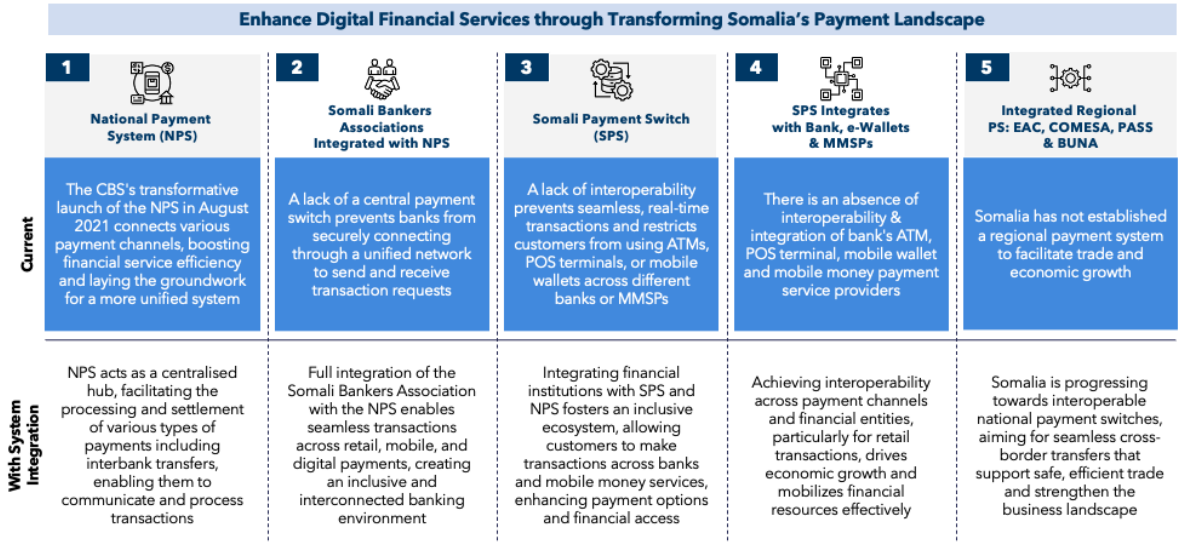


FIGURE 75: SOMALIA'S DIGITAL FINANCIAL SERVICES[116]

Strategic Objective 2: Expanding the Tax Base for Sustainable Domestic Revenue

Somalia's existing tax system reflects a narrow revenue base, with income tax contributing just 0.4% of GDP and sales tax accounting for only 1.5% of GDP. These figures underscore systemic inefficiencies stemming from outdated policies, fragmented enforcement mechanisms, and limited taxpayer compliance. This reliance on external aid leaves the government constrained in funding critical infrastructure and public services, while inefficiencies perpetuate inequities in revenue mobilisation.

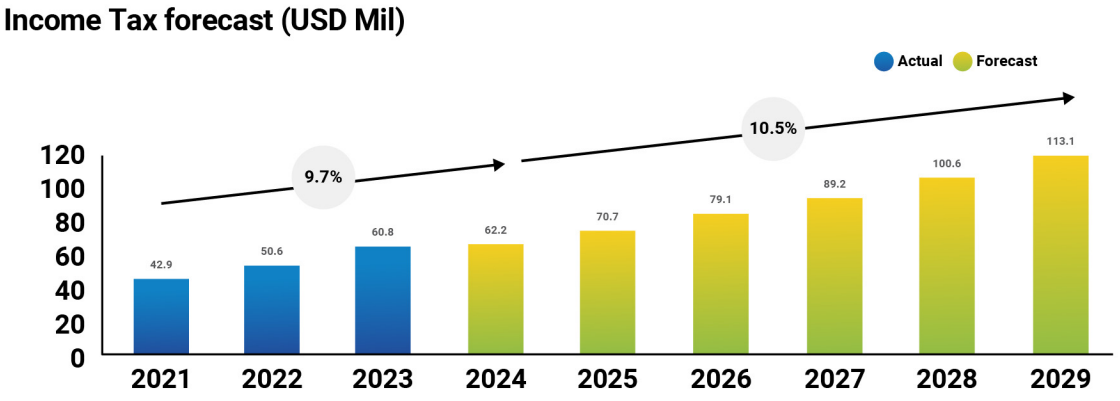


FIGURE 76: INCOME TAX REVENUE/GDP GROWTH CHART SHOWING FORECASTED CAGR OF 10.5% UP TO 2029[117]

[116] Central Bank of Somalia (CBS), SNTP I Lab Analysis
[117] Ministry of Finance, SNTP Lab Report 2024

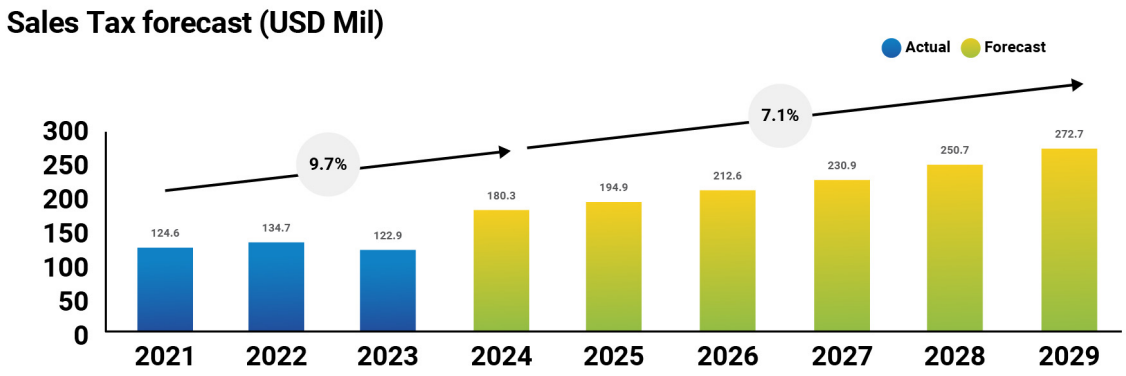


FIGURE 77: SALES TAX REVENUE/GDP GROWTH CHART SHOWING FORECASTED CAGR OF 10.5% UP TO 2029[118]

Expanding the tax base is vital to Somalia's financial sovereignty. Reforms to the income and sales tax systems, both in terms of policy and enforcement, will fill in structural gaps, bring in more money, and encourage people to follow the rules. Moreover, integrating digital and e-commerce transactions into the tax system and harmonising tax laws at the federal and state levels are critical to achieving fiscal sustainability and reducing the country's dependence on external donors. A robust tax base will not only increase government revenue but also provide the financial resilience needed to invest in long-term development.

The reform initiative begins with income tax reforms, which aim to reduce the corporate tax rate from 30% to 15%, addressing distortions caused by excessive deductions and non-compliance. The reforms also include harmonising tax rates between the federal and state levels and broadening the tax base to include untaxed income sources, such as those from remote work and informal sectors. By standardising income tax regulations and reducing administrative hurdles, the government seeks to create an equitable and predictable taxation environment conducive to investment and compliance.

[118] Ministry of Finance, SNTP I Lab Analysis

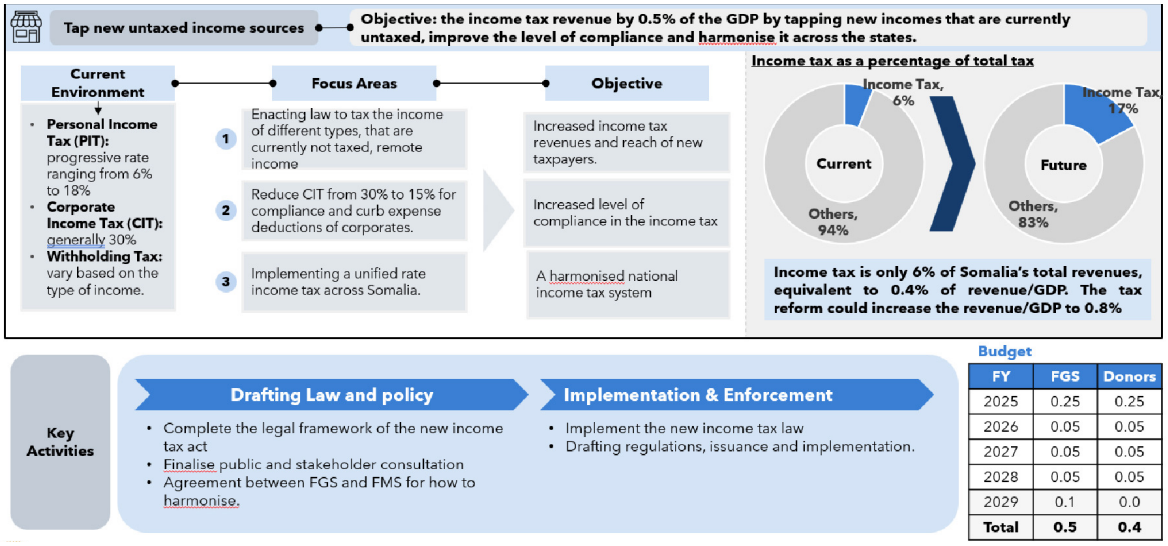


FIGURE 78: SOMALIA'S INCOME TAX REFORM WILL CHANGE THE COMPOSITION OF INCOME TAX AS A PERCENTAGE OF TOTAL TAX REVENUE BY 2029[119]

Key Interventions

The Ministry of Finance, through its Revenue Directorate, is spearheading the "Expanding the Tax Base" initiative to address systemic inefficiencies and modernise the tax system. This comprehensive intervention focuses on income and sales tax reforms, supported by legislative and digital enhancements, to broaden revenue coverage, improve compliance, and foster sustainable economic growth.

The focus of parallel efforts is on sales tax reforms, which aim to implement modern taxation systems like VAT and GST. These reforms will expand tax coverage to include digital and e-commerce transactions while strengthening compliance mechanisms through digital tools like ETAS and POS. It is envisioned that the introduction of these systems will streamline enforcement, reduce leakages, and enhance transparency in revenue collection.

[119] Ministry of Finance, SNTP I Lab Analysis

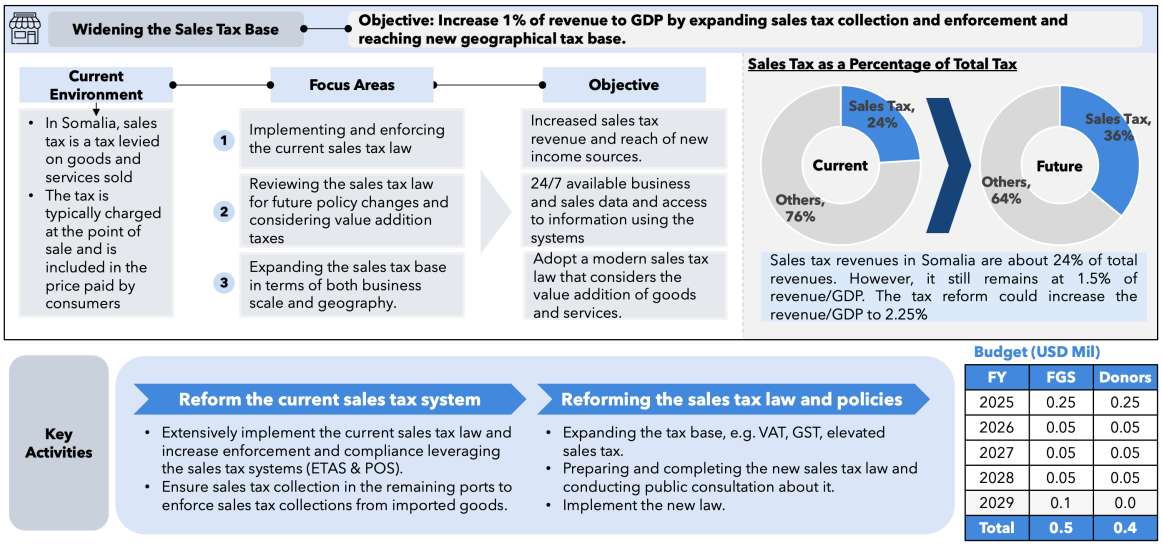


FIGURE 79: TAX AS A PERCENTAGE OF TOTAL TAX REVENUE BY 2029[120]

A key component of the intervention is the modernisation of Somalia's tax administration. Leveraging integrated digital platforms, such as the Integrated Tax Administration System (ITAS) and Somali Customs Automated System (SOMCAS), the initiative will centralise tax records, automate compliance monitoring, and enable real-time tracking of revenue data. These systems will improve efficiency, reduce redundancies, and enhance data-driven policymaking.

The implementation of this initiative will significantly strengthen Somalia's fiscal resilience by diversifying and modernising its revenue sources. The reform's key outcomes include:

- Increased revenue collection: This is projected to enhance income tax revenue to 0.8% of GDP and sales tax revenue to 2.0% of GDP by 2029. This growth will reduce Somalia's reliance on external aid and provide the financial resources necessary for critical infrastructure development and public investments.
- Enhanced taxpayer compliance: By simplifying tax procedures and leveraging user-friendly digital platforms. These reforms will foster a culture of voluntary compliance among businesses and individuals, improving overall tax administration.

[120] Ministry of Finance, SNTP I Lab Analysis

- Improve transparency and accountability in revenue collection: Centralised systems for monitoring and compliance will reduce errors, eliminate redundancies, and strengthen trust in the government's fiscal management.
- Long-term economic stability: By creating an environment conducive to private-sector growth. Lower corporate tax rates, harmonised policies, and streamlined processes will encourage business expansion, attract investments, and create a more robust economic foundation.

Strategic Objective 3: Enhancing Financial System Stability and Inclusiveness

Somalia's financial system faces significant challenges stemming from limited access to formal financial services, unreliable credit data, the absence of a collateral registry, and a large unbanked population. These issues have hindered economic resilience and constrained opportunities for individuals and small and medium enterprises (SMEs) to access affordable credit. Despite recent progress, the country lacks the necessary financial infrastructure to support broad-based financial inclusion.

The limited rollout of the National Identification (ID) system further exacerbates these issues by restricting secure identity verification and impeding access to financial services. The unavailability of a credit information database undermines lenders' ability to make informed decisions, increasing credit risk and deterring financial institutions from expanding access to underserved communities. Similarly, the absence of a collateral registry prevents individuals and SMEs from leveraging movable assets to secure credit, perpetuating economic exclusion.

Somalia's financial system reforms aim to expand access to formal financial services, improve financial infrastructure, and foster economic resilience. By leveraging the National Payment System (NPS) and integrating Somalia's National ID rollout, the government will enable secure identity verification and unlock broader credit opportunities.

Initiatives

Key priorities include enhancing financial literacy, establishing a credit information database, and reforming legal frameworks to facilitate SME financing. These reforms are expected to increase access to formal financial services by 25% by 2029, driving financial inclusion and supporting SME growth. The figure below illustrates the proposed comprehensive approach to building credit infrastructure, enhancing financial literacy, and reforming the regulatory framework to address these systemic gaps.

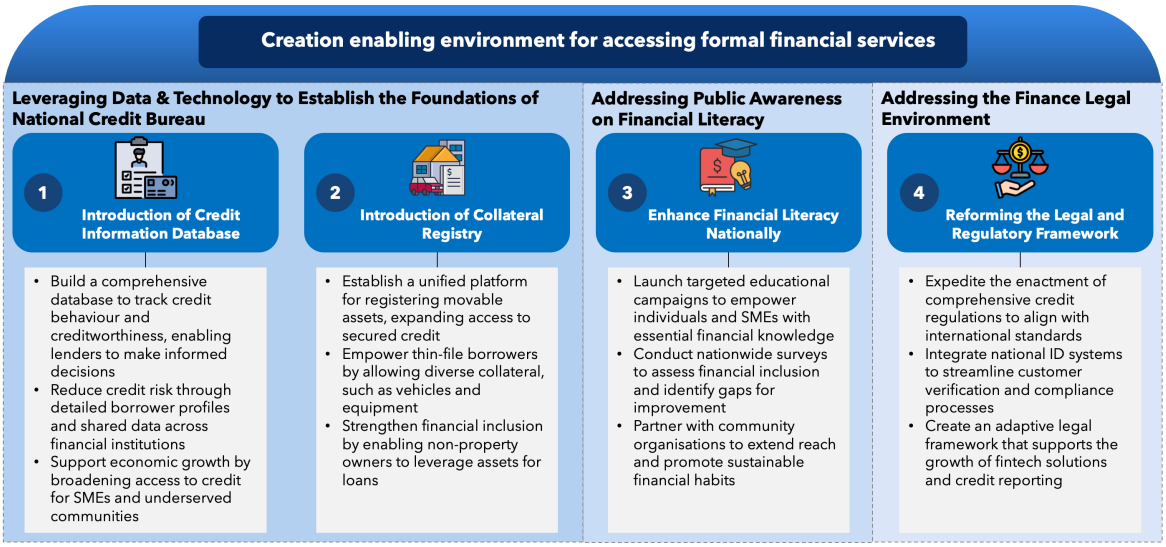


FIGURE 80: A COMPREHENSIVE APPROACH IN BUILDING CREDIT INFRASTRUCTURE, ENHANCING FINANCIAL LITERACY, AND REFORMING REGULATIONS[121]

Key Interventions

This initiative, led by the Central Bank of Somalia (CBS) in collaboration with the Ministry of Finance, the National Identification and Registration Authority, and international financial institutions, will focus on four key pillars:

1. Introduction of Credit Information Database: Establishing a comprehensive database to track credit behaviour and creditworthiness will enable lenders to reduce credit risks and make data-driven decisions. This initiative will also support economic growth by broadening access to credit for SMEs and underserved communities.
2. Introduction of Collateral Registry: A unified platform for registering movable assets, such as vehicles and equipment, will empower borrowers, particularly those with limited fixed assets. By enabling non-property owners to secure loans, the registry will significantly strengthen financial inclusion and drive entrepreneurship.
3. Enhancing Financial Literacy: Nationwide financial literacy campaigns will educate individuals and SMEs on essential financial knowledge, including credit management and savings. These campaigns will leverage community partnerships and include surveys to assess gaps in financial inclusion, ensuring targeted interventions.

[121] Central Bank of Somalia (CBS), SNTP Lab Report 2024

4. Reforming the Legal and Regulatory Framework: Expedited enactment of financial regulations, such as the Financial Institutions Law and Insurance Bill, will align Somalia with international standards. Integrating the National ID system with financial services will further streamline compliance and verification processes, reducing fraud and strengthening the regulatory environment.

It is anticipated that the implementation of these initiatives will deliver transformative outcomes for Somalia's financial system:

- Increased Financial Inclusion: Expanding access to affordable credit and financial services is expected to increase financial inclusion by 25% by 2029, enabling underserved populations to participate in formal economic activities.
- Economic Growth: Enhanced credit access will boost SME development, promote entrepreneurship, and stimulate local economic activity.
- Reduced Credit Risk: The credit information database and collateral registry will minimise loan defaults and improve transparency in lending practices.
- Improved Financial Literacy and Awareness: Public education initiatives will empower citizens to make informed financial decisions, fostering long-term trust in the financial system.

By integrating these reforms with the rollout of the National ID system, Somalia will create a robust and inclusive financial system that underpins sustainable economic growth and resilience. The successful execution of this strategic priority will position Somalia to overcome systemic barriers, unlock broader credit opportunities, and enhance the overall stability of its financial infrastructure.

Strategic Objective 4: Robust Debt Management post-HIPC

Somalia's journey toward sustainable economic growth and fiscal independence hinges on its ability to effectively manage public debt. With the recent achievement of debt relief under the Heavily Indebted Poor Countries (HIPC) Initiative, Somalia has significantly reduced its sovereign debt burden, creating new opportunities for growth.

Somalia's outstanding debt as of the third quarter of 2024 stood at $1,520.44 million[122], composed of:

- $777.81 million to non-Paris Club member countries (notably UAE, Iraq, and Kuwait)
- $692.29 million to multilateral institutions (including the Arab Monetary Fund and IMF),
- $47.67 million to Paris Club member countries, and
- $2.67 million to commercial lenders, primarily the Government of Serbia.

This composition underscores the importance of proactive measures to mitigate risks related to external shocks, exchange rate volatility, and interest rate variability. A robust debt management framework is essential to safeguard fiscal stability, enhance investor confidence, and provide a foundation for inclusive economic growth.

Initiative

Robust national debt management complements Somalia's broader fiscal and monetary reforms, including enhancing public finance management and mobilising domestic resources. By establishing a robust debt management framework, Somalia will strengthen its fiscal resilience, attract investments, and support the implementation of the National Transformation Plan (NTP I).

Key Interventions

The implementation of these initiatives represents a transformative agenda for Somalia, aimed at strengthening public finance systems, enhancing financial services, and driving sustainable economic development. By addressing foundational challenges in governance, revenue mobilisation, and financial inclusion, Somalia is poised to achieve fiscal stability, economic resilience, and long-term prosperity.

[122] Office of the President—State of the Economy Report—Volume II (November 2024)

The Federal Government of Somalia (FGS), through the Ministry of Finance (MoF), will implement a comprehensive Debt Management Initiative focused on five strategic pillars:

1. Establishment of a Debt Management Coordination Committee (DMCC):
    - A multi-stakeholder committee will coordinate borrowing decisions across federal and state levels to align with Somalia's development priorities.
    - The DMCC will implement a centralised debt approval process to reduce inefficiencies and ensure accountability.
2. Development of an Integrated Debt Management System (IDMS):
    - The IDMS will centralise data collection, risk analysis, and reporting on public debt.
    - A Debt Sustainability Analysis (DSA) framework tailored to Somalia's economic context will guide borrowing limits and identify fiscal risks.
    - A real-time debt monitoring dashboard will enhance decision-making capabilities.
3. Risk Mitigation Measures:
    - Conduct vulnerability assessments of Somalia's debt portfolio to identify risks related to currency fluctuations and interest rate variability.
    - Implement hedging mechanisms for foreign currency-denominated debt.
    - Develop contingency plans for debt servicing during economic shocks.
4. Risk Mitigation Measures:
    - Borrowing will be tied to measurable outcomes, such as infrastructure development, poverty reduction, and job creation.
    - Annual Development Impact Reports will track and publicise the achievements of projects funded through public debt.
5. Capacity Building and Public Engagement:
    - Capacity-building programs will train policymakers and debt managers in evidence-based decision-making.
    - Public awareness campaigns will enhance transparency and build trust in government borrowing practices.

This initiative will achieve the following qualitative outcomes:

- Enhanced Fiscal Sustainability: Reduce reliance on external grants by optimising debt utilisation for strategic national priorities.
- Improved Risk Management: Establish tools and frameworks to mitigate financial vulnerabilities and external shocks.
- Accountability and Transparency: Publish regular debt reports and ensure public participation in major borrowing decisions.
- Alignment with Development Goals: Link borrowing strategies to measurable impacts, fostering inclusive economic growth.

The implementation of post-HIPC debt management will be anchored in a robust governance framework:

- Debt Management Coordination Committee: Overseeing debt approvals and ensuring alignment with fiscal policies.
- Ministry of Finance: Spearheading the initiative and collaborating with the Central Bank and Federal Member States.
- International Partnerships: Engaging multilateral organisations, such as the IMF and World Bank, for technical support and capacity building.

Critical Enablers

The success of the above pillars is contingent on the effective implementation of the following enabling initiatives:

- Improvement to Public Finance Management: Strengthening the capacity of Somalia's financial institutions to manage resources efficiently, improve budgeting processes, and ensure fiscal accountability.
- Enhancing Aid Management: Developing frameworks to optimise the coordination and utilisation of international aid, ensuring alignment with national priorities, and enhancing the impact of donor funding.
- Strengthening Financial Market Infrastructure: Establishing robust systems for financial transactions, credit access, and investment mobilisation to support private sector activity and fiscal stability.
- Capacity and Capability Building: Investing in workforce training, institutional strengthening, and technology adoption to enable Somalia's public and private sectors to implement and sustain reforms.
- Federal-State Harmonisation: Aligning national and regional fiscal policies to foster coherence, reduce redundancies, and promote collaboration across all levels of government.

Chapter 9: Enterprise Development

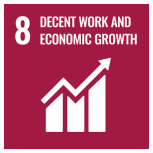
OBJECTIVE:

Creating a Foundation for Micro, Small, and Medium Enterprises Growth

UN SDGs Addressed:



Increases women's participation in business and financial access.



Strengthens MSMEs for job creation and economic diversification.



Supports business ecosystems and digital entrepreneurship.

9.1. Overview

Micro, Small, and Medium Enterprises (MSMEs) are the cornerstone of Somalia's economy, accounting for approximately 95 percent of private sector employment[123]. These enterprises are pivotal in sectors such as agriculture, livestock, retail, logistics, and services, driving economic activity and providing livelihoods across the nation.

In the absence of robust formal institutions, MSMEs have emerged as essential providers of goods and services, sustained economic functions, and fostered community resilience. Their adaptability and resourcefulness have been instrumental in maintaining economic stability amid challenges.

However, MSMEs face significant barriers, including limited access to finance, inadequate infrastructure, regulatory inefficiencies, and technological gaps. Addressing these constraints is crucial to unlocking their potential as engines of growth, diversification, and employment creation.

[123] World Bank, 2024

Somalia's NTP will prioritise a policy environment that supports MSME growth through targeted interventions such as regulatory reforms, access to credit, capacity-building, and integration into digital and global markets. This chapter provides a detailed exploration of the strategies, challenges, and Key Interventions necessary to foster MSME development. It highlights how MSMEs can serve as pillars of the NTP I, driving Somalia's transformation into a resilient and equitable economy aligned with national and global development priorities.

9.2. Case for Change

MSMEs in Somalia operate within a highly informal and necessity-driven business landscape, playing a crucial role in employment and service delivery. However, their presence in agriculture remains limited, with only 2.4% of household businesses engaged in processing purchased crops or livestock products for sale[124]. While agriculture contributes significantly to GDP, its direct impact on formal MSME activity is relatively small. Programs like Durable Solutions aim to bridge this gap by fostering youth entrepreneurship through innovation hubs, seed funding, and skills development.

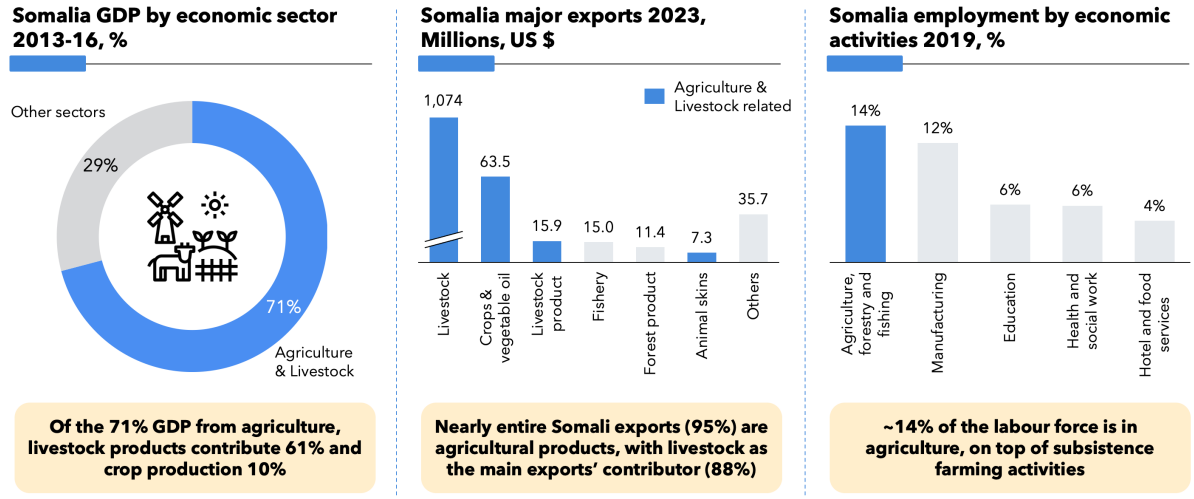


FIGURE 81: AGRICULTURE & LIVESTOCK SECTOR CONTRIBUTES TO GDP[125]

[124] Somali Country Private Sector Diagnostic
[125] World Bank (2018), FAO (2024), and Somalia National Bureau of Statistics (2024)

The service sector, encompassing retail, hospitality, education, and healthcare, accounts for 59.9% of total employment, and MSMEs are dominant within this landscape. Their contributions are essential not only for providing employment opportunities but also for fostering resilience, innovation, and inclusive economic development across Somalia. MSMEs play a key role in poverty reduction by providing income-generating opportunities, particularly for marginalised groups such as women and youth. TVET programs are an essential enabler in equipping youth and MSME entrepreneurs with technical skills aligned to market demands, addressing gaps in employment readiness. Women comprise approximately 52.7% of the population but face significant challenges in accessing employment opportunities. MSMEs help bridge this gap by creating informal employment opportunities in areas where formal jobs are scarce.

The female labour force participation rate is 15.3%, significantly lower than the 38.4% rate for males . However, MSMEs provide avenues for women to engage in small-scale trade and other economic activities, thereby empowering them economically and contributing to broader social equity and poverty alleviation efforts.

The large informal sector in Somalia employs over half of the workforce, limiting tax revenue and creating challenges for economic regulation. In 2019, 51% of employment was in the informal sector, compared to 43% in the formal sector. The relatively small formal sector underscores the difficulty in expanding stable, regulated jobs.

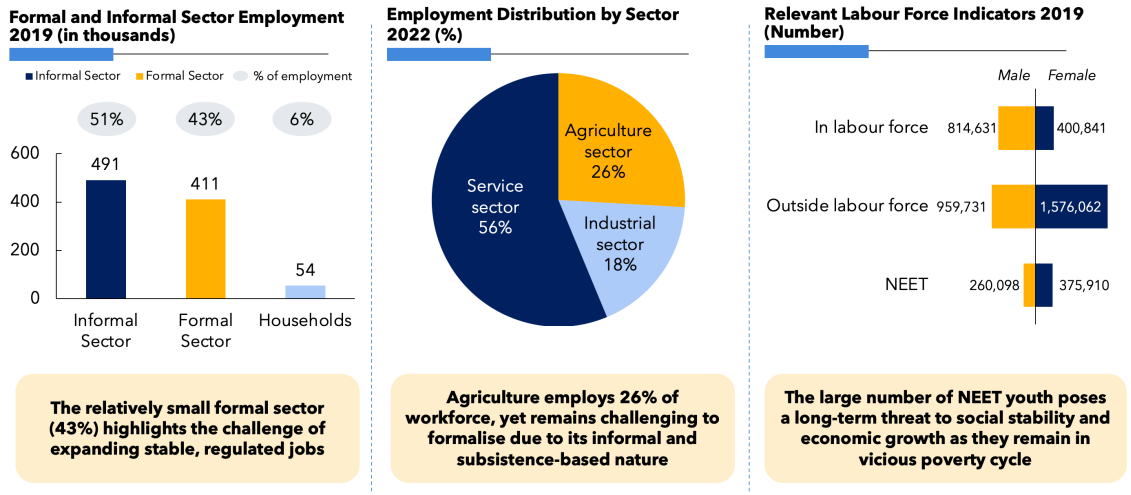


FIGURE 82: FORMAL AND INFORMAL SECTOR EMPLOYMENT, EMPLOYMENT DISTRIBUTION, AND RELEVANT LABOUR FORCE INDICATORS[127]

[127] Ministry of Finance; The Somali Labour Force Survey (2019), Somalia National Bureau of Statistics (SNBS)

Agriculture, which employs 26% of the workforce, remains particularly challenging to formalise due to its largely informal and subsistence-based nature. Additionally, the high rate of individuals classified as NEET (Neither in Employment, Education, or Training), particularly among youth, poses a significant long-term threat to social stability and economic growth, as they remain trapped in a persistent cycle of poverty.

MSMEs also contribute to sustainable economic growth by fostering innovation and entrepreneurship. They are instrumental in transitioning Somalia towards a more diversified and resilient economy, aligning with regional goals such as the African Union Agenda 2063 and the East African Community Vision. By enhancing local production and reducing dependency on imports, MSMEs support Somalia in building a more self-sufficient and balanced economy.

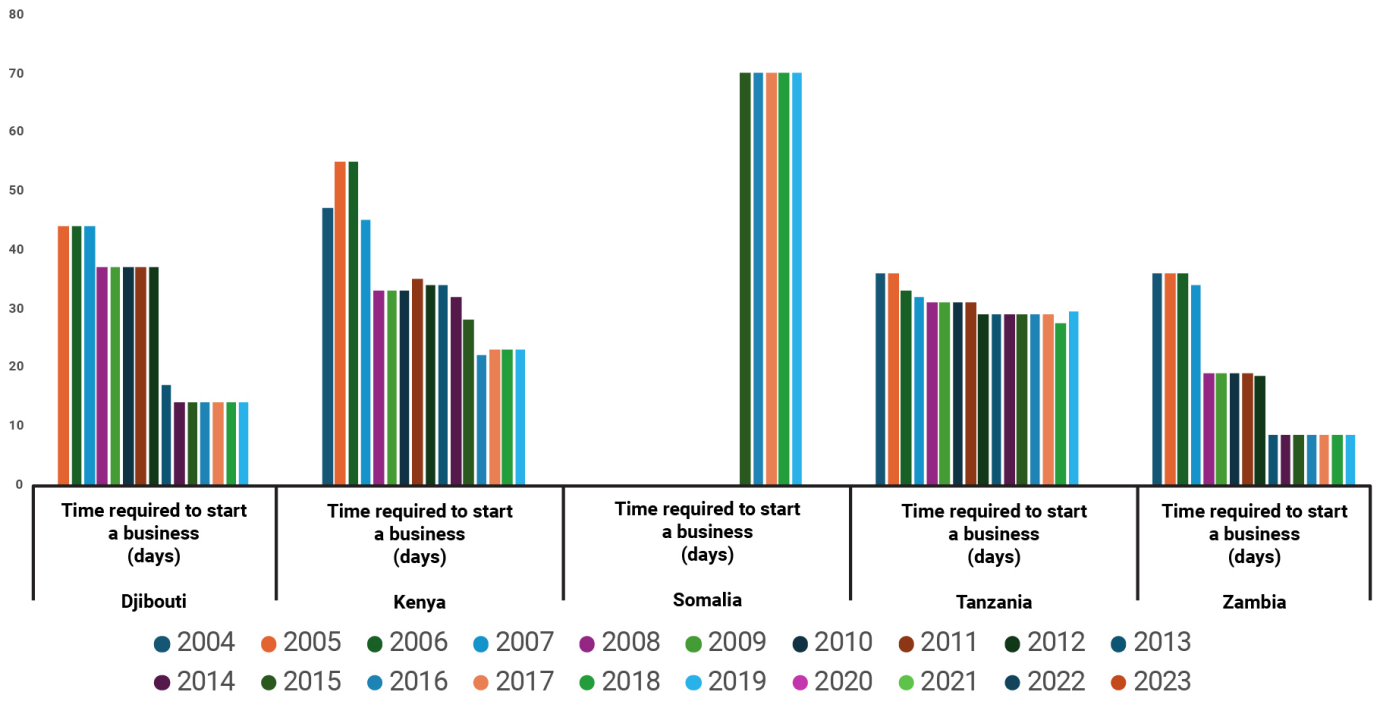


FIGURE 83: REGIONAL COMPARISON OF TIME REQUIRED TO START BUSINES [128]

[128] World Bank

Somalia's economic landscape is characterized by underdeveloped productive and tradable sectors, which impedes rapid structural transformation. The business environment in Somalia remains challenging, with the process of establishing a business taking approximately 70 days. This duration is the highest among comparable countries in the region, where the time required to start a business has consistently been under 40 days in recent years. Notably, for Somalia, this figure remained unchanged between 2016 and 2019.

Complex and hard-to-understand procedures for business registration and licensing discourage informal enterprises from formalising, thereby limiting their access to finance and government support.

	Fisheries Sector Registration Fees	Agriculture Sector Registration Fees	Industry Registration Fees	Telecommunications Registration Fees	Banks Registration Fees	Foreign Registration Fees
Somalia	$470 MoCI (MFBE $500 up to $5,000)	$470 MoCI (MOAI Agribusiness: $100, Seed Companies: $700)	$350 (micro) - $1,050 (large) MoCI	$3,170 (NCA $5,000-$50,000)	$3,170 MoCI (CBS HQ: $5,000 and Branch $1000)	$3,170 (MFBE $10,000 for foreign fisheries companies)
Kenya	$500	$84	$175	~ $300 (small operators)	$120 - $1,200	$120 - $1,000
Rwanda	Free	Free	Free for SMEs	Free	Free	Free
Uganda	Approx. $50 - $200	Approx. $60	Approx. $80 - $250	$350 - $1,000 depending on operator size	$200 - $1,500 depending on capital size	$300 - $1,000 depending on size
Tanzania	$250 - $1,000	$100 - $500 depending on scale	$200 - $800 depending on size	$500 - $1,000	$500 - $2,000 based on services	$500 - $2,000

FIGURE 84: BUSINESS ENVIRONMENT IN SOMALIA COMPARED TO NEIGHBOURING COUNTRIES[129]

[129] SNTP I Lab Analysis: The above comparison is only the FGS MDA Fees Structure and does not include FMS and the Banadir Region. Businesses pay notaries and other process fees on top of registration fees; fees listed are in USD.

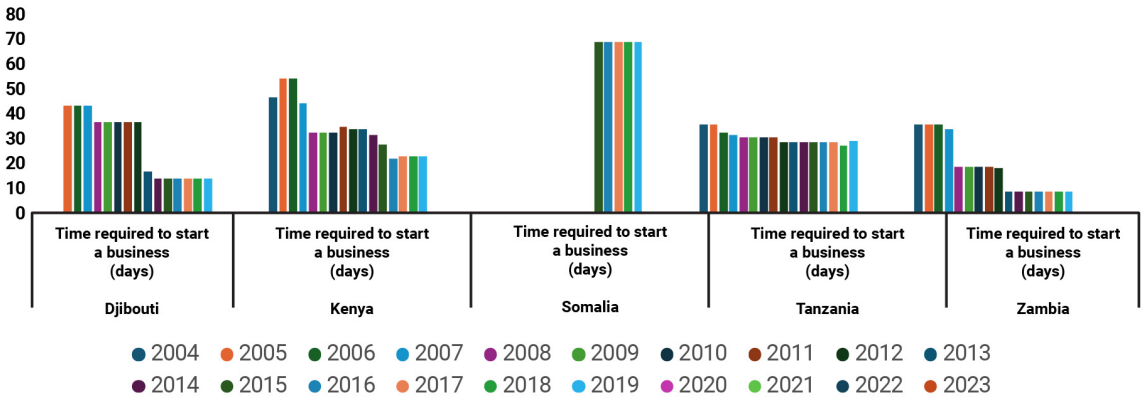


FIGURE 85: BENCHMARK OF BUSINESS REGISTRATION FEES IN SOMALIA AND NEIGHBOURING COUNTRIES[130]

The lack of formalisation poses significant challenges for scaling operations and integrating into global value chains. Informal enterprises often face difficulties in securing loans, adhering to regulatory standards, and establishing credibility with international partners, thereby limiting their growth potential and economic contribution. According to the ILO, informality of employment is also very high at over 80% in 2019 and is like the other countries in the region.

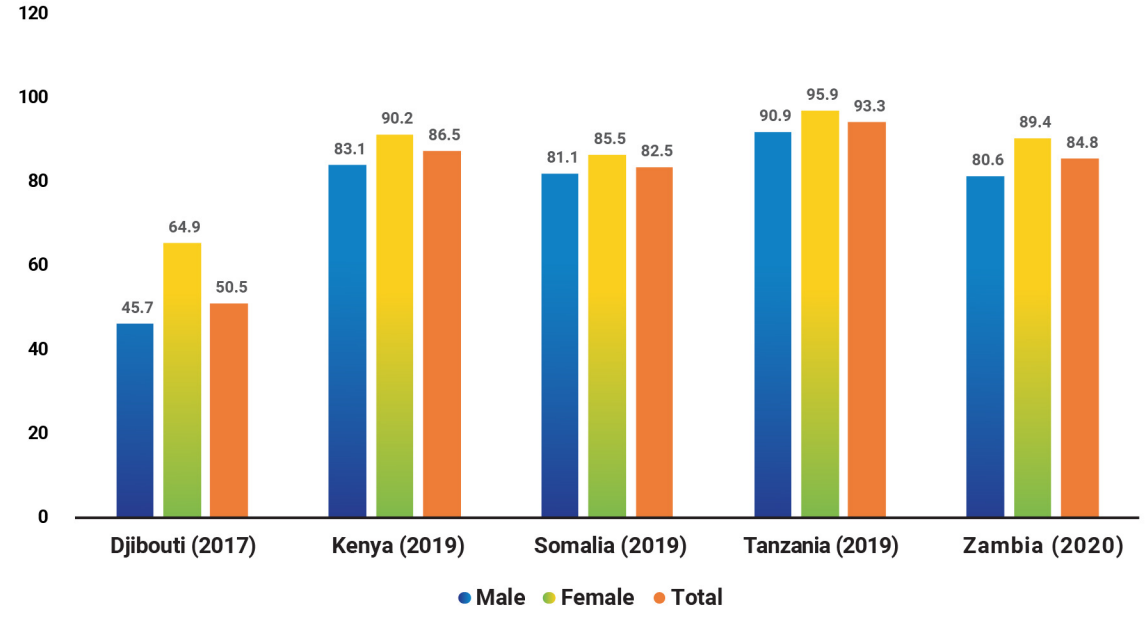


FIGURE 86: INFORMAL EMPLOYMENT RATE BY SEX[131]

[130] SNTP I Lab Analysis: The above comparison is only the FGS MDA Fees Structure and does not include FMS and the Banadir Region. Businesses pay notaries and other process fees on top of registration fees; fees listed are in USD.
[131] ILO Stat

Entrepreneurship

Women and youth are integral to Somalia's entrepreneurial landscape, representing a substantial segment of MSME owners. However, they encounter systemic barriers, including limited access to financing, high electricity costs, limited business development services (BDS),tax burdens, restrictive societal norms, and exclusion from formal business networks. These challenges hinder their ability to expand businesses and fully participate in the economy. Addressing these obstacles is crucial for fostering inclusive economic growth and harnessing the full potential of Somalia's entrepreneurial talent. Somalia scores 46.9 out of 100.0 according to the World Bank's Women, Business, and the Law 2024 which presents an index covering 190 economies and structured around the life cycle of a working woman[132]. The overall score for Somalia is lower than the regional average observed across Sub-Saharan Africa (74.0). Within the Sub-Saharan Africa region, the maximum score observed is 97.5 (Togo).

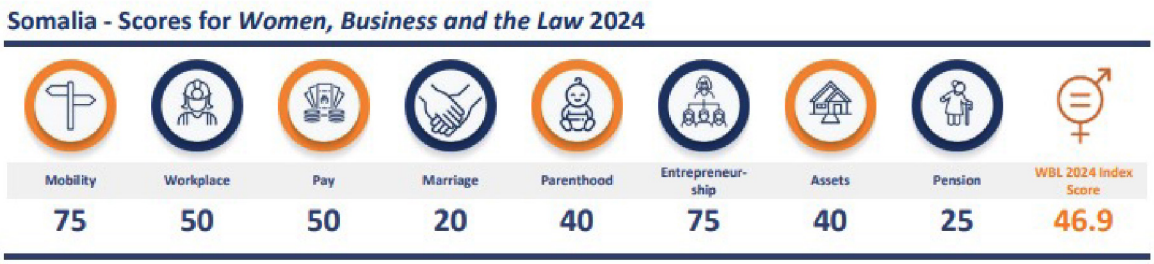


FIGURE 87: WORLD BANK—WOMEN BUSINESS & LAW INDEX[133]

Somalia does not attain a perfect score on any of the WBL2024 indicators. There is room for improvement across all eight indicators. Moreover, Youth in Somalia, comprising over 70% of the population, also face significant employment challenges.

Fundamental Challenges

Despite their significance, MSMEs in Somalia face numerous challenges that hinder their growth and sustainability. These challenges can be categorized into several key areas:

[132] World Bank Report 2024
[133] World Bank 2024

Access to Finance

Access to finance remains one of the most significant barriers for MSMEs in Somalia. The financial sector is underdeveloped, with limited formal banking services available to small enterprises. High interest rates and stringent collateral requirements prevent many MSMEs from securing loans. Consequently, most rely on informal sources of finance, such as family and friends, which constrains their ability to expand operations.

Innovative financing mechanisms, such as microfinance, credit guarantee schemes, and digital lending platforms, are essential to bridge this gap and support MSME growth. Crowdfunding and peer-to-peer lending also offer potential solutions to enhance financial inclusion for small enterprises. However, the lack of access to affordable capital continues to limit MSMEs' ability to invest in growth, innovation, and technology. Mobile money systems, such as EVC PLUS, Premier Wallet, and Zaad, have alleviated some of these challenges by enabling MSMEs to conduct financial transactions via mobile phones. Nevertheless, broader access to financial resources remains critical for sustainable growth and development.

Infrastructure Deficiencies

Infrastructure deficiencies present a significant challenge for MSMEs in Somalia. The country has very low geographic road penetration, with only 13% of the road network providing all-weather connectivity at 62°F. Poor road conditions increase the cost and inefficiency of transporting goods, particularly in rural areas, limiting market access and operational viability for small enterprises.

The lack of reliable electricity compounds these challenges. According to SOMINVEST (2024), Somalia's electricity tariffs are among the highest in the world, primarily due to reliance on imported diesel and outdated transmission infrastructure. High energy costs make it difficult for MSMEs to remain profitable and scale their operations. Furthermore, the absence of robust quality infrastructure has constrained MSME export growth. Initiatives like the Somali Quality Infrastructure Development Project (SQP) are addressing this gap by improving standardisation and certification capabilities nationwide. Improving infrastructure, including transport networks and energy supply, is crucial for reducing operational costs and enhancing market access for MSMEs.

Fragmented and Inconsistent Regulatory Environment

Regulatory reforms are urgently needed to simplify business registration processes, reduce compliance burdens, and create a more transparent and predictable business environment. Establishing a one-stop shop for business registration and licensing, coupled with the implementation of tax incentives and relief measures for MSMEs, would significantly enhance the ease of doing business. These reforms would not only encourage formalisation but also strengthen the capacity of MSMEs to contribute more effectively to the economy.

Technology Gaps

MSMEs in Somalia often lag in technological adoption, limiting their capacity to innovate and compete in the global market. The lack of digital infrastructure, including reliable internet connectivity and access to modern technology, significantly hampers their growth. Key sectors such as agriculture, manufacturing, and services still rely on traditional methods, which adversely affect productivity and profitability. Addressing these challenges requires investment in digital infrastructure, capacity-building programs to enhance digital literacy, and initiatives to promote the adoption of modern technologies.

Bridging this gap is critical for enabling MSMEs to unlock their full potential in the digital era.

Limited Access to Markets

The lack of market information, combined with the dominance of informal trading networks, constrains their ability to scale up and compete effectively. These limitations are further exacerbated by inadequate infrastructure and logistical barriers, which hinder the efficient movement of goods and services. Additionally, TVET programs focused on upskilling MSME entrepreneurs with digital literacy and e-commerce training are essential to overcoming these barriers, enabling businesses to integrate into regional and global markets. Initiatives such as access to market intelligence, participation in trade fairs and exhibitions, and leveraging e-commerce platforms can help MSMEs reach a broader audience and compete on a larger scale. Export promotion programmes and public procurement initiatives also hold considerable potential to improve market opportunities for small enterprises.

Capacity Limitations

Many MSMEs in Somalia face significant capacity limitations, including a lack of skilled labour, inadequate management practices, and limited access to technology.

The absence of formal training opportunities for business owners and employees leaves many enterprises without the skills required to manage and grow their operations effectively. Initiatives targeting areas such as entrepreneurship development and TVET programs address these gaps by enhancing business skills, financial literacy, and vocational training for youth and entrepreneurs.

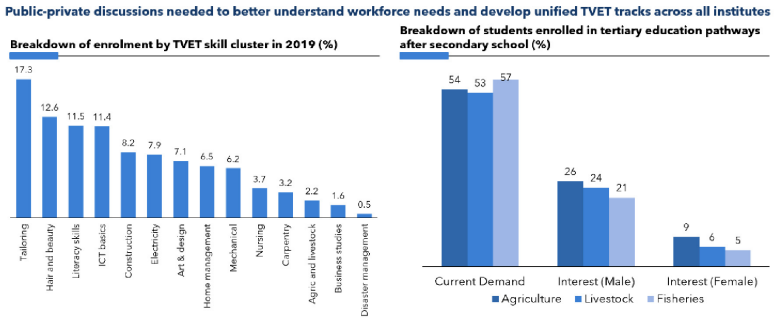


FIGURE 88: STANDARDISATION AND ENROLMENT TO SKILL-RELEVANT COURSES FOR EMPLOYMENT IN SOMALIA[134]

Addressing these limitations requires comprehensive capacity-building initiatives. Entrepreneurship development programs, technical and vocational training, and the establishment of business incubators are essential to equipping MSMEs with the skills and resources needed to thrive. Additionally, enhancing digital literacy and integrating technology into business processes are critical for improving productivity and competitiveness in the modern business landscape.

Regulatory Reforms and Business Environment

Simplifying business registration and licensing processes is crucial for encouraging MSMEs to formalise their operations. Implementing online registration systems and one-stop service centres can streamline procedures, reducing administrative burdens and making the process more accessible and efficient. Additionally, introducing simplified tax systems, along with targeted incentives and relief measures, can enhance the financial sustainability of MSMEs. Protecting property rights, including intellectual property, is equally vital for fostering innovation and attracting investment. Strengthening the judicial system and adopting alternative dispute resolution mechanisms can improve contract enforcement and dispute resolution, contributing to a more stable and predictable business environment. Collectively, these measures create a supportive ecosystem where MSMEs can grow and thrive.

[134] FGS Fact Sheet 2022

9.3. Key Result Areas

The NTP I is designed to address systemic barriers hindering the growth and sustainability of Micro, Small, and Medium Enterprises (MSMEs) in Somalia. The key strategic priorities and Key Interventions provide a comprehensive and holistic approach to tackling challenges such as limited access to finance, skill gaps, and inadequate market access, and weak governance frameworks. This strategic framework lays the foundation for achieving inclusive economic growth, fostering innovation, and leveraging public-private collaboration to address critical infrastructure needs and service delivery gaps.

Strategic Objective 1: Creating an Enabling Environment for MSMEs

A conducive environment is essential for entrepreneurship to flourish and for MSMEs to drive economic growth and job creation. This priority addresses the structural challenges faced by MSMEs through targeted programs and reforms.

Key Interventions

- Strengthened Legal and Regulatory Framework: Conduct a comprehensive review of existing laws to streamline MSME registration and licensing processes, reducing bureaucratic hurdles and lowering the cost and time required to formalize businesses. Establish a one-stop shop for business registration to enhance efficiency and accessibility for entrepreneurs.
- Institutional Support: Strengthen SME development agencies to act as centralised resources by establishing SME development agency for MSME advisory, capacity building, and access to government programs. Enhance inter-agency coordination to foster a supportive ecosystem for enterprise growth.
- Decentralisation of Business Registration Services: Establish regional and local registration offices to bridge the gap between the Federal Government of Somalia (FGS) and Federal Member States (FMS), making registration services more accessible. These offices will act as one-stop hubs for business registration and advisory services, with partnerships formed with local governments and private sector associations to enhance service reach.

- **Digitalisation of Registration Processes:** Modernise the business registration process through digital technologies, including a user-friendly, multilingual, and mobile-friendly online portal. This will enable entrepreneurs, particularly in rural areas, to register their businesses via smartphones, reducing bureaucratic bottlenecks and enhancing transparency.
- **Centralise Intellectual Property Registry:** Establish a centralised IP registry with an accessible online platform to streamline IP registration processes, improving transparency and efficiency for trademarks, copyrights, and patents.
- **Public-Private Dialogue (PPD):** Facilitate structured and ongoing dialogue between the public and private sectors to address MSME challenges, co-create policy solutions, and build trust. Regular forums will ensure MSME voices are heard in decision-making and that reforms are responsive to private sector needs.
- **Establishment of Processing Hubs for Fisheries:** Streamline production processes, ensure quality control, and facilitate access to domestic and international markets. These hubs will reduce operational inefficiencies and enhance the competitiveness of MSME-led fisheries businesses.
- **Improving Quality Infrastructure**: The Somali Quality Infrastructure Development Project (SQIP) establishes a robust National Quality Infrastructure to align Somali products with global standards. By enabling standardisation, certification, and mutual recognition agreements (MRAs), SQIP enhances export competitiveness, reduces trade rejection rates, and boosts market access for MSMEs.

Strategic Objective 2: Enhancing Access to Finance

This priority focuses on expanding access to tailored financial products and innovative financing mechanisms to support MSME growth and financial inclusion.

Key Interventions

- National Credit Guarantee Scheme: Establish a scheme to de-risk lending and incentivise financial institutions to extend credit to MSMEs, aiming to increase credit access by 50% by 2029. Special provisions will support roughly 1000 women entrepreneurs to promote gender equality in business.
- Diverse Financial Products: Collaborate with financial institutions to develop microloans, venture capital, crowdfunding platforms, blended financing and impact investments tailored to marginalised groups and high-growth sectors with the focus of green financing. Encourage partnerships with international development funds to expand resources.
- Mobile-Based Financial Services: Promote digital financial services to reach underserved communities, enabling them to access loans, savings, and insurance products conveniently.
- Diaspora Investments: Leverage Somali diaspora networks to mobilise investments through bonds and crowdfunding platforms, channelling capital into high-impact MSME projects.
- Credit Infrastructure Development: Establish credit information bureaus and collateral registries to improve financial transparency and reduce risks for lenders, enabling MSMEs to secure loans with minimal barriers.
- Leveraging Islamic Financing Models: Expand access to credit through instruments such as Murabaha and Musharakah, which align with local cultural and religious norms. This approach fosters greater financial inclusion and trust among MSMEs.

Strategic Objective 3: Building Capacity and Promoting Innovation

Empowering MSMEs and enhancing their ability to innovate and meet market demands is critical to fostering a dynamic private sector.

Key Interventions

- Entrepreneurship and Sector-Specific Training: Deliver training programmes on strategic planning, financial management, marketing, and compliance with international standards for industries such as agriculture, fisheries, textiles, and manufacturing. This includes TVET-focused skills development and innovation hubs for youth entrepreneurs. Aim to train 10,000 entrepreneurs by 2029.
- Innovation Hubs: Establish one public innovation labs as centres for digital transformation, equipping MSMEs with tools and training in e-commerce, online marketing, and data-driven decision-making.
- Financial Literacy Campaigns: Conduct nationwide workshops to educate MSMEs on loan applications, business planning, and financial management, empowering them to make informed decisions and secure funding.
- Research and Development (R&D): Partner with universities and international organisations to promote R&D, fostering innovation in high-potential sectors and addressing local challenges.

Strategic Objective 4: Expanding Market Access, Export Promotion and Value Addition

Key Interventions

- Digital Market Access: Develop e-commerce platforms to connect MSMEs with broader customer bases and train entrepreneurs in digital marketing to maximise online visibility and sales.
- Export Development Programmes: Support MSMEs in trade agreements and international exhibitions, offering branding assistance and export compliance training to double export market participation by 2029.
- Institutional Strengthening: Strengthen trade associations and chambers of commerce to represent MSME interests effectively and foster business networking opportunities.

- Customs Modernisation and One-Stop Border Posts Programme: Modernise customs infrastructure and procedures, including implementing a Single Window System for traders, and establish One-Stop Border Posts at key trade corridors to enhance efficiency.
- Development of Industrial Clusters and Parks: Facilitate MSME collaboration through shared infrastructure, reduced operational costs, and improved integration into domestic and international value chains. These clusters will enhance access to suppliers, buyers, and innovation networks.
- Market access: Enhance marketing strategies and market linkage through capacity development, tailored exhibition programs and platforms to build business relationships.
- Building climate resilient infrastructure: building community led initiatives to protect climate change shocks such as droughts and floods with the intention to improve natural resource management practises by investing water catchment facilities and improve of feeder roads infrastructure particularly rural areas.
- Enhancing Product quality and Certification for Export: Strengthening regulatory compliance and quality assurance through initiatives like the Somali Quality Infrastructure Development Project (SQIP). By meeting international standards, such as EU certification requirements, SQIP enables MSMEs to access higher-value markets and improve export competitiveness.

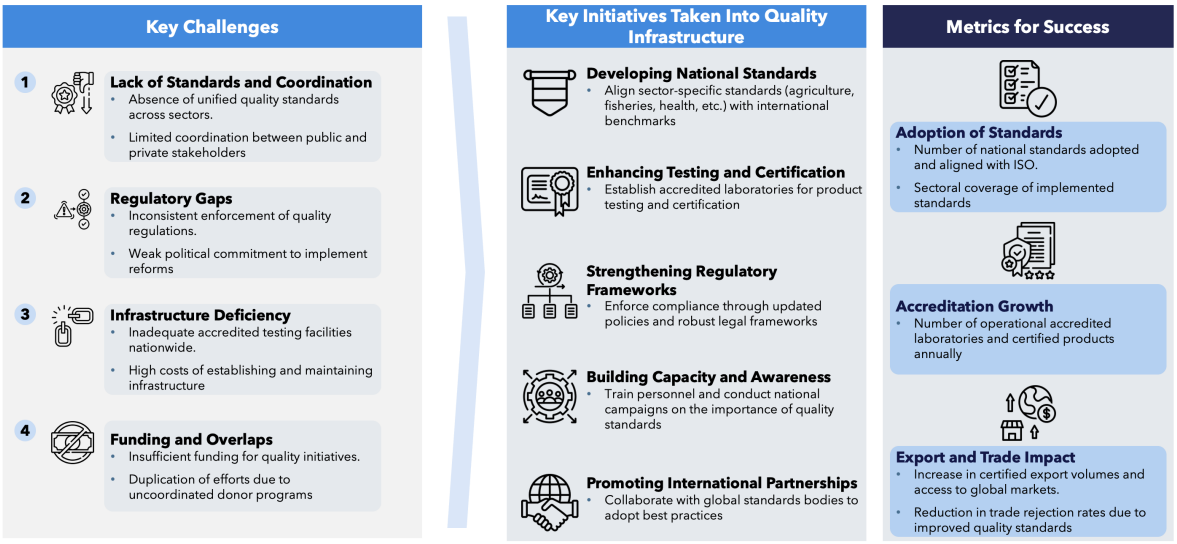


FIGURE 89: THE SOMALI QUALITY INFRASTRUCTURE DEVELOPMENT PROJECT (SQIP)[135]

Strategic Objective 5: Driving Foundational Policy, Legal and Institutional Reforms

A strong policy, legal, and institutional framework is essential for addressing systemic barriers to MSME growth and fostering a supportive business environment. This priority focuses on creating a robust regulatory landscape, enhancing legal protections, and establishing institutional mechanisms to ensure MSMEs can operate efficiently, access critical resources, and contribute meaningfully to Somalia's economic transformation.

[135] Somali Bureau of Standards (SOBS), SNTP I Lab Analysis

Key Interventions

1. Policy Reforms

- Finalise and Implement MSME and Start-Up Act: Develop and enact a comprehensive MSME and Start-Up Act to establish a clear framework for business registration, licensing, and formalisation, fostering an enabling environment for small businesses and start-ups.
- Streamlined Processes: Create a one-stop shop for MSME registration and licensing to reduce bureaucratic hurdles and enhance the ease of doing business.
- Trade Policy Review: Update trade policies to facilitate MSME integration into regional and international markets, ensuring alignment with Somalia's broader economic objectives and promoting competitiveness.
- Modern Intellectual Property (IP) Policy: Implement updated IP laws to cover patents, trademarks, copyrights, and other forms of intellectual property. providing robust protection for local innovations and fostering a culture of creativity and innovation.

2. Legal Reforms

- Property Rights and Contract Enforcement: Strengthen laws related to property rights and contract enforcement to improve business security and attract investments, creating a more predictable and secure business environment.
- Credit Infrastructure Legislation: Introduce laws to establish credit information bureaus and collateral registries, enabling MSMEs to access finance more effectively by reducing risks for lenders.
- Dispute Resolution Mechanisms: Develop alternative dispute resolution frameworks to resolve commercial disputes efficiently, easing the burden on the judicial system and fostering trust among business stakeholders.
- Regulatory Harmonisation: Align national laws with international trade and investment standards to facilitate foreign direct investment and enhance access to global markets.

Chapter 10: Employment and Labour

OBJECTIVE:

Promoting Inclusive and Sustainable Employment Opportunities

UN SDGs Addressed:



Promotes employment policies, youth employment, and labour market reforms.

10.1. Overview

The health of the national labour force and their productivity, the structure of the labour market, and the regulatory frameworks governing employment creation, inclusive growth, and equity of job opportunities will all be reflected in the employment and labour issues of the economy, which are among the driving machines of the national economic transformation agenda.

Contrarily, while a few economic sectors, such as agriculture and construction, have contributed significantly, the unemployment rate, especially among men and young people, remains a serious challenge to the economy and needs attention from the policymakers.

10.2. Case for Change

The current statistics indicate that Somalia's unemployment rate is still 21.4% overall[136], with urban areas having a slightly higher rate at 21.7% than rural areas, which have a rate of 20.1%. The youth unemployment rate (30.1%) is concerning and disproportionately affects women (40.8%) compared to men (35.2%).[137] In addition, cultural and societal standards, as well as restricted access to education and vocational training, are major obstacles to work for Somalian women, who make up only 20.3% of the labour force in the LFS 2019 compared to 45.9% of men. The overall labour force participation rate remains low at 32.40%, highlighting significant gaps in job creation and workforce integration.

The lack of decent employment opportunities and the increasing threat of climate change and severe droughts have caused Somalia's labour force, especially youth and women, to be internally displaced or to emigrate to other countries and continents. The lack of relevant employable skills due to limited opportunities for quality training contributes to youth unemployment or underemployment. The youth unemployment rate in Somalia as compared to peers in Sub-Saharan Africa is among the highest, second only to Djibouti.

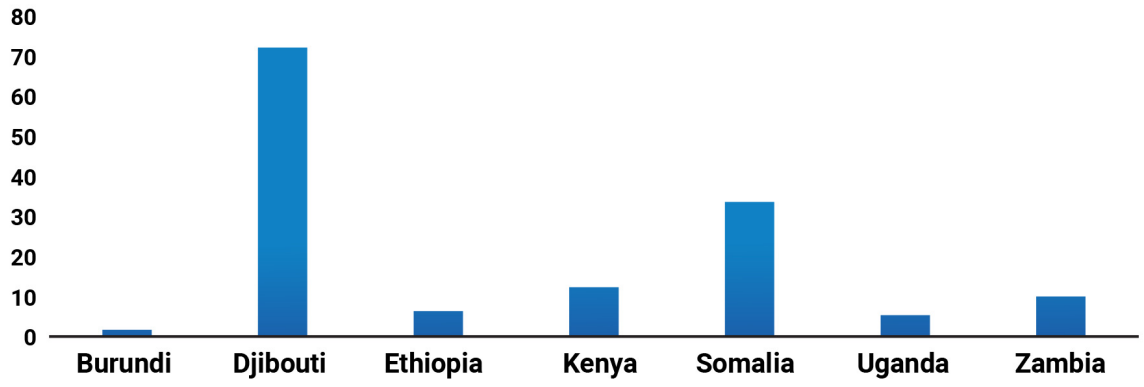


FIGURE 90: UNEMPLOYMENT RATE % FOR AGE 15-24[138]

[136] LFS 2019
[137] SNBS 2023
[138] ILO Stat

Fundamental Challenges

- High unemployment due to limited job-creating capacity in the economy.
- Mismatch of labour market job opportunities.
- Labour market dominated by informal sector with limited opportunities.
- The difficulty in accessing available job opportunities by a significantly large section of the labour force, namely, youth and women.
- Limited labour regulations and employment policies.

10.3. Key Result Areas

Employment and labour are key important areas of fostering inclusive growth, improving poverty rates, and enhancing social welfare. Despite existing employment challenges, the national key result areas will be strengthening decent work and employment creation, improving efficiency of the labour market, and enhancing youth employment and skills development.

During the NTP period, the government is intended to address issues including tackling youth unemployment, bridging the gap of labour market mismatch, and data efficiency through strengthening regulation and employment policies to enhance skills and meet market demand as well. The FGS government, with the support of key stakeholders including private sector, civil societies and international partners, will design supporting programs and strategies.

Key Result Area 1: Strengthening Decent Work and Employment Creation

Strategic Objective 1: Bridging employment gaps

Initiatives

- Establish and operationalise employment service centres to create employment opportunities through effective governance and collaboration.
- Increased youth employment through creating youth employment strategies and financing funds to initiate programs significantly reducing the unemployment rate among Somali youth.
- Improved employability by enhancing skill sets aligned with the demands of the job market while strengthening technical schools and professional courses.

- Create institutionalised mechanisms for creating and sustaining employment opportunities through partnering private business.
- Establishment of Employment Service Centre and Skills Development and Training Programs.
- Job Market Analysis and Advisory Services.
- Entrepreneurship support.
- Regulatory and policy reforms.

Key Interventions

1. Establish and Operationalise Employment Service Centres

- Develop and equip employment service centres to provide job-matching, career counselling, and vocational training.
- Strengthen coordination between government, private sector, and training institutions to enhance job placements.

2. Increase Youth Employment through Targeted Strategies and Financing

- Establish a youth employment fund to support entrepreneurship, internships, and start-ups.
- Design and implement nationwide youth employment strategies, focusing on skill development and job creation.

3. Improve Employability through Skills Development

- Align vocational training and technical education programs with labour market demands.
- Strengthen partnerships between technical schools, industries, and government to provide hands-on training opportunities.

4. Institutionalise Mechanisms for Sustainable Employment through Private Sector Collaboration

- Develop public-private partnerships (PPPs) to create long-term employment opportunities.
- Establish sector-specific employment initiatives with key industries, ensuring sustainability and growth.

5. Establish Employment Service Centres and Skills Development Programs

- Implement nationwide skill development programs targeting vulnerable groups, including women and marginalised youth.
- Expand the reach and accessibility of employment service centres in urban and rural areas.

6. Job Market Analysis and Advisory Services

- Conduct regular labour market assessments to identify skills gaps and industry needs.
- Provide career advisory services and guidance to job seekers based on market trends.

7. Entrepreneurship Support

- Develop entrepreneurship incubators that provide mentorship, funding, and training for start-ups.
- Facilitate access to microfinance and investment opportunities for small and medium-sized enterprises (SMEs).

8. Regulatory and Policy Reforms

- Establish legal frameworks that promote labour rights, fair wages, and employment protection.
- Simplify business registration and regulatory processes to encourage job creation and entrepreneurship.

Strategic Objective 2: Promote Skills Development and Employment Matching By Enhancing Labour Market Visibility

Initiatives

- Establishing functional labour market information systems (LMIAS) that provide timely, accurate, and actionable employment data.
- Strengthening labour demand-supply tracking procedures for alignment between workforce skills and labour market demands.
- Enhancing productivity and competitiveness of the national workforce by investing in technical schools and prioritised skill needs.

Key Interventions

- Conduct national labour surveys to gather detailed information on employment trends, skill gaps, and sectoral growth opportunities.
- Develop data visualisation tools and dashboards for easy access to labour market insights.
- Partner with TVET institutions to design training programs that address current and future labour market needs.
- Promote digital and green skills to prepare the workforce for emerging industries.
- Launch nationwide campaigns to inform job seekers and employers about labour market trends, skills in demand, and available opportunities.
- Use LMIS platforms to highlight new professions and growing industries.

Strategic Objective 3: Strengthen Labour Market Institutions to Foster Inclusive Employment Opportunities and Promote Equitable Access Of Decent Works

Initiatives

- Implement decent work country programme.
- Establish and enhance institutions to ensure fair labour practices, enforce labour laws, and uphold workers' rights.
- Develop robust systems to provide security for workers and their families, including healthcare, unemployment benefits, and workplace safety measures.
- Promote equitable access to employment for women, youth, and marginalised groups to achieve inclusivity and diversity in the workforce.
- Carry out feasibility assessment on occupational safety and health measures at the workplaces.

Key Interventions

- Develop and implement national policies to formalise informal employment.
- Strengthen labour laws to protect workers' rights and ensure compliance.
- Provide technical assistance to labour market institutions for effective oversight and enforcement.
- Train employers and workers on labour laws, workplace safety, and human rights.
- Enact standalone OSH legislation aligned with international standards, particularly the ILO Conventions.
- Update and implement Bilateral Labour Migration Agreement (BLMA) agreements.

- Institutionalising Social Dialogue for harmonious and inclusive labour relations and strengthening capacity of the government, trade unions and employers for meaningful social dialogue.
- Realising Just Transition Principles through development and implementation of National Policy on Just Transition for greener economy that focuses on creating decent jobs, protecting workers' rights, supporting skills development and advancing social justice.

Chapter 11: Infrastructure and Logistics

OBJECTIVE:

Improving Infrastructure and Logistics

UN SDGs Addressed:



Expands transport, ICT, and energy infrastructure.



Enhances urban planning and smart mobility.

11.1. Overview

Infrastructure and logistics, which comprise transport sectors—mainly roads, aviation, and marine and ICT sectors—currently face significant deficits caused by climate change, insecurity, and lack of public investment, heavily deteriorated by civil conflicts that happened in Somalia[139]. The logistics and infrastructure sector is an enabler of national economic development given the country's dependence on trade, particularly primary sectors, which contribute the largest portion of national GDP.

The roads, which are in poor condition, hinder trade and regional integration by limiting connectivity between key economic hubs. Moreover, Somalia's vast coastline remains underutilized due to insufficient seaport infrastructure and outdated equipment, which has restricted the handling of high cargo volumes. Similarly, the aviation sector is struggling to keep pace with post-conflict growth, with inadequate facilities to manage increasing passenger and cargo demand. Furthermore, given Somalia's population demography coupled with the need for mobile phones and internet access, the ICT sub-sector became a critical enabler of the digital economy as well[140].

[139] National infrastructure strategy 2019
[140] GSMA intelligence report 2022

The sector, which also comprises various elements of technology and the telecommunication sphere, including mobile telecom, internet connectivity—primarily broadband, mobile banking, and e-commerce—has performed critical functions toward the socio-economic development of the Somali population.

11.2. Case for Change

Transport

According to the National Infrastructure Strategy (2019-2063), the classification of road data indicates that the country's overall road networks, comprising primary, secondary, and rural feeder roads, total 21,933 km. Furthermore, only 2,860, which is 13% of the total road networks, are paved, and the rest are gravel roads[141]. Similarly, feeder roads play a crucial role in improving regional connectivity and economic access in the major local districts and regions of Somalia and federal member states. Moreover, feeder roads, which primarily connect smaller towns and agricultural regions, are essential for supporting local trade. However, they often lack proper maintenance and investment.

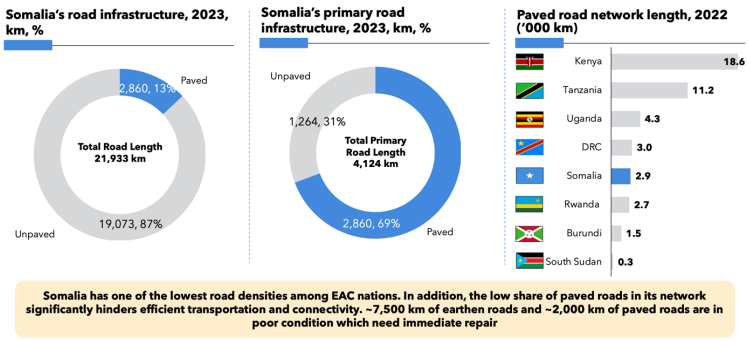


FIGURE 91: SOMALIA ROAD INFRASTRUCTURE[142]

Somalia is strategically positioned to leverage its logistics and infrastructure sectors for economic growth, poverty alleviation, and enhancing regional integration. Improved logistics infrastructure can enhance Somalia's export capabilities, particularly in its livestock sector, which constitutes 88% of the country's exports.

The country has one of the lowest road densities among EAC nations and significantly hindered efficient transportation and connectivity[143].

[141] AFDB assessment report (2020)
[142] SNTP I Lab Analysis
[143] SOMINVEST 2023

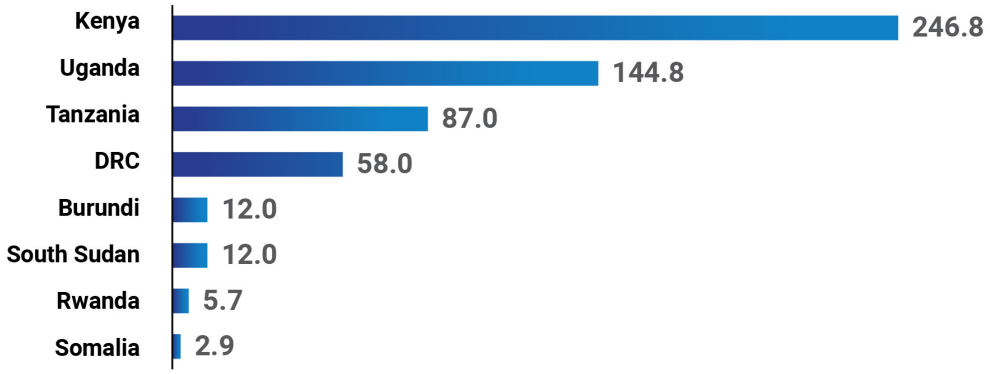


FIGURE 92: ROAD NETWORK LENGTH IN EAC 2022[144]

Moreover, Somalia's position on the World Bank's Logistics Performance Index highlights substantial opportunities for improvement, particularly when benchmarked against its EAC counterparts. It ranks among the lowest globally in logistics efficiency and trails behind all EAC members, except for Burundi, across key performance indicators in the index.

Logistics Performance Index, World Bank, Global Rankings							
Nations	**Overall Rank**	**Customs**	**Infrastructure**	**International Shipment**	**Logistics Quality and Competence**	**Tracking and Tracing**	**Timeliness**
Kenya*	68	67	79	99	64	56	79
Rwanda	73	84	59	111	61	65	76
DRC	97	101	108	102	110	98	102
Uganda*	102	76	124	78	99	123	110
S. Sudan	115	120	108	111	110	117	110
Somalia	**138**	**140**	**133**	**111**	**140**	**137**	**134**
Burundi*	158	159	146	139	117	156	158

FIGURE 93: LOGISTICS PERFORMANCE INDEX AGAINST OTHER EAC NATIONS[145]

Efficient export processes would make Somali livestock more competitive in international markets, directly benefiting a large section of the population whose livelihoods depend on livestock. Moreover, fisheries, an underutilised sector with vast potential given Somalia's extensive coastline, could see a significant boost through better cold-chain infrastructure and export logistics. Somalia's dependency on imports for essential goods such as food, construction materials, and medical products also highlights an opportunity to develop robust supply chains. Improved infrastructure could lower import costs, ensuring the affordability and availability of these critical goods, thereby supporting economic stability and growth.

[144] EAC infrastructure report 2022)
[145] World Bank

For Somalia, the limited road coverage presents substantial barriers to efficient transportation and regional integration. Somalia's road infrastructure lacks integration into major African trade corridors, limiting economic growth and foreign investment. While international donors, such as the World Bank and African Development Bank, provide over 90% of funding, private sector investment remains negligible. However, gradual investments in core trade corridors and improved paved road coverage could significantly enhance transport efficiency, foster regional trade, and strengthen economic integration. Addressing the gaps in road infrastructure is essential for Somalia to position itself as a competitive player within the region.

Sea Ports

Given the strategic location of Somalia and the significant opportunities of the Somali coastline, port infrastructure can play an inevitable role in transforming the economy and bridging the gap through regional economic integration. Somalia's seaports, which are vital for international trade, face numerous operational and infrastructure challenges. The existing ports, including Mogadishu, Berbera, Kismayo, and Bosaso and Garacad, struggle with outdated facilities and inefficient operations. Limited port capacity and infrastructure hinder efficient cargo handling, causing delays and higher costs for importers and exporters. These inefficiencies drive up the prices of essential imports of food and medical supplies in Somalia. Additionally, inadequate connections limit the movement of goods inland, reducing the full economic potential of the ports.

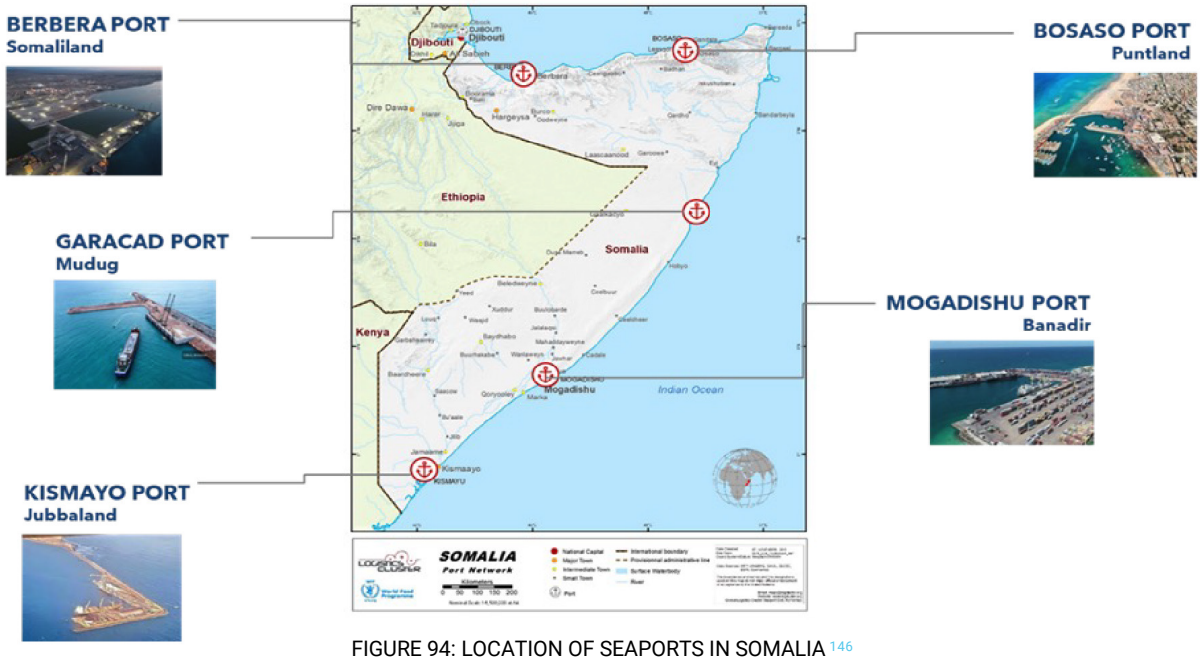


FIGURE 94: LOCATION OF SEAPORTS IN SOMALIA [146]

[146] SNTP I Lab Analysis

Somalia has improved shipping connectivity ranking by 35% from 143 in 2015 to 93 in 2024 over the last 10 years[147]. This shows that Somalia has greater potential for global shipping networks, which can significantly impact trade efficiency and economic competitiveness. Somalia ports' direct connectivity is confined to EAC and Middle East countries, while other ports in neighbouring countries have direct connectivity to South Asian and Southeast Asian countries. Hence Somalia's seaports have improved its liner shipping connectivity since 2015, but it remains less connected compared to other East African states. Hence, the lack of infrastructure in these ports has restricted Somalia's ability to fully tap into regional and international trade opportunities, despite its strategic location on the major shipping routes. Moreover, this will support local economic growth, especially for industries such as livestock, fisheries, and small-scale manufacturing.

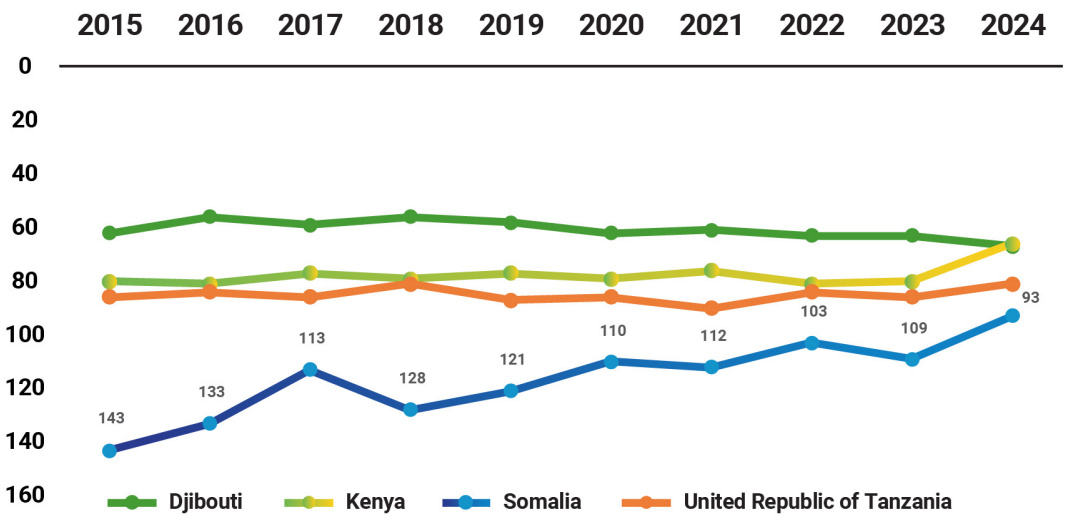


FIGURE 95: SHIPPING LINE PERFORMANCE – LINER SHIPPING CONNECTIVITY INDEX 2015 - 2024[148]

Mogadishu Port has shown rapid growth in container traffic, with imports and exports experiencing a CAGR of 11% and 12% between 2019 and 2023 respectively. Projections suggest that this trend will continue through 2029, emphasising the need for port modernisation to accommodate growing container volumes, reduce operational inefficiencies, and meet the demands of global trade.

[148] UN Trade and Development, LSCI, Fluent Cargo

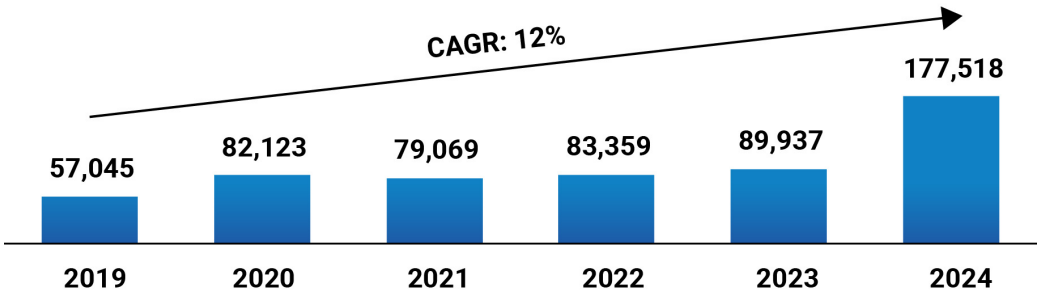


FIGURE 96: CONTAINER TERMINAL PERFORMANCE (MOVEMENTS) IN MOGADISHU PORT[149]

The container movement at Mogadishu remains significantly lower compared to other major ports worldwide, emphasising the critical need for port modernisation and the substantial potential for the port's growth. However, challenges persist in the form of inadequate handling capacity and shallow drafts, limiting their ability to accommodate large vessels. Somalia also boasts a network of minor ports, but many remain underutilized due to insufficient infrastructure and cargo handling facilities. Investment in these smaller ports could unlock new trade corridors, reduce reliance on major ports, and boost local economic activities. Despite its strategic advantages, Somalia's port infrastructure is plagued by inefficiencies. Limited handling equipment, outdated facilities, and inconsistent administrative processes lead to delays in loading and unloading operations, increasing operational costs for shipping liners.

Aviation

Given the strategic locations along the Horn of Africa, the Middle East, and Asia, the Somali aviation sector presents significant opportunities for leveraging this lucrative industry. The recent expansion of airport service increases Origin & Destination (OD) passenger flights within Somalia, indicating strong domestic connectivity and facilitating travel between key regions.

Somalia's aviation and cargo sectors are experiencing significant growth, positioning the country as a key player in regional and international connectivity. Domestic connection growth has been much slower than international in both passenger volume and flights. While passenger growth in pre-COVID was luminously published, recent data reveal that there is significant growth of domestic flights in 2020-2023[150].

[149] SNTP I Lab Analysis
[150] MOTAA 2023

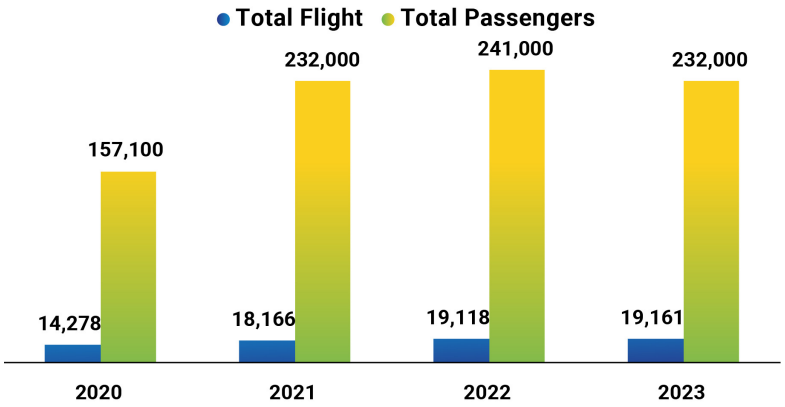


FIGURE 97: DOMESTIC FLIGHT PERFORMANCE 2020-2023[151]

International traffic, which saw an increase in passenger numbers from 2020 to 2023, has primarily driven this air traffic growth. From 2020 to 2023, the number of international flights nearly doubled, while the number of passengers increased threefold during the same period. In total, civil aviation is being largely driven through international traffic, which is likely to be bolstered through further infrastructure improvement at Mogadishu airport[152].

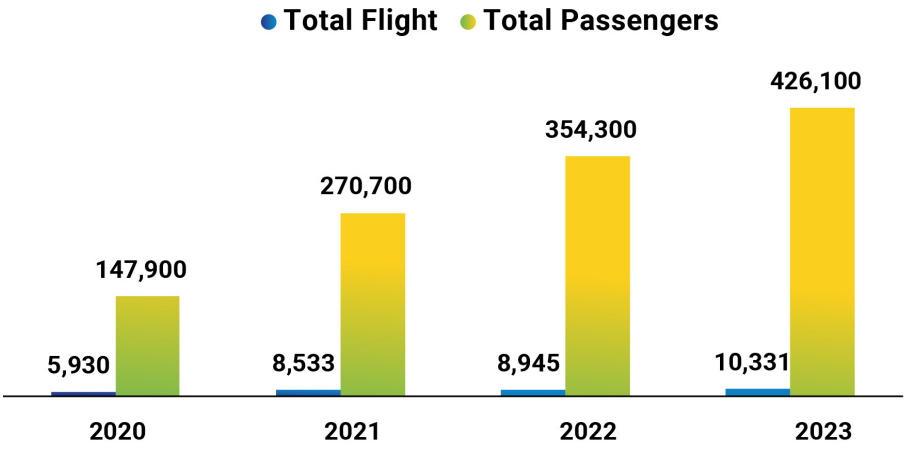


FIGURE 98: INTERNATIONAL FLIGHT PERFORMANCE 2020-2023[153]

While the increase in Origin & Destination (OD) flights reflects progress, the disparity in flight distribution between Mogadishu and other regions is stark, showing a huge gap. This suggests a highly fragmented market where numerous niche or regional airlines operate across different routes. The data also highlights disparities in international flight distribution, revealing how challenges beyond infrastructure, such as market demand, safety, and partnerships, influence air connectivity[154].

[151] MOTAA 2023
[152] NTP lab report
[153] MOTAA 2023
[154] NTP lab report 2024

The cargo sector is another vital component of Somalia's economic development, with Mogadishu Airport playing a pivotal role in facilitating air freight. Somalia's airports lack sufficient storage facilities and cargo infrastructure, limiting their ability to handle large volumes and sensitive goods effectively. Improving storage capabilities at regional airports is vital for supporting Somalia's trade aspirations and accommodating its rising economic activities.

However, challenges such as aging airport infrastructure, insufficient handling capacity, and limited personnel capabilities hinder efficient operations. Many airports lack modern facilities, including paved runways, operational taxiways, and adequate terminals to accommodate larger aircraft and growing passenger volumes, leaving the aviation sector underdeveloped and struggling with limited with limited airport services capabilities.

To address these challenges, Somalia is investing in new facilities, including the planned New Mogadishu Airport, which will feature state-of-the-art infrastructure. And investments in modernising cargo infrastructure, such as improved handling and processing facilities, are essential to meet the rising demand for fast deliveries of perishable goods and high-value items. Through coordinated efforts of strategic Key Interventions, the Ministry of Transport and Civil Aviation will unlock USD 16.1 million in private investment alongside the creation of 400 jobs by 2029.

ICT

The telecommunication sub-sector critically performed important functions, including providing mobile networks for the business and people, and has become the backbone of the ICT sector since the collapse of the central government of Somalia[155]. Furthermore, the internet access of the Somali population is also growing dramatically while the infrastructure is still limited and below the global standards[156]. Digital infrastructure is as important as the physical logistics infrastructure and is growing with increasing 4G penetration. However, a large mass is still not part of the digital ecosystem[157].

[155] World bank 2022
[156] Data portal Somalia 2023
[157] ITU estimates 2019, GSMA intelligence 2021

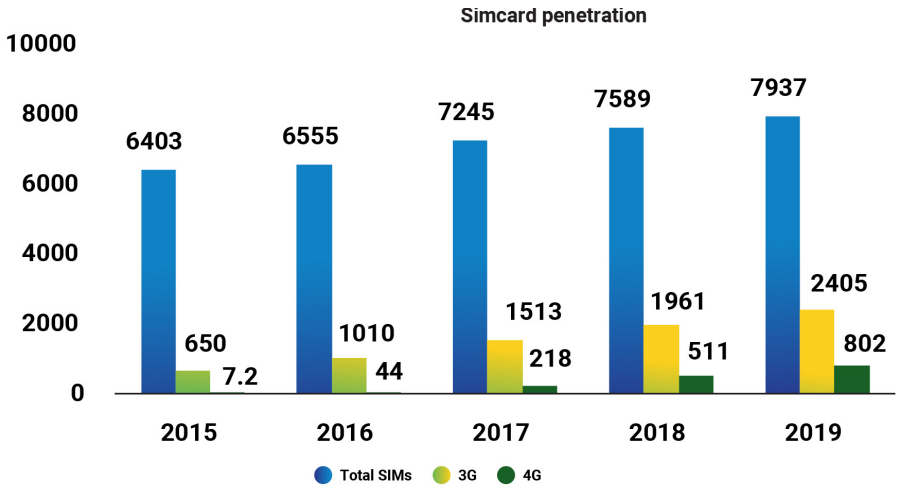


FIGURE 99: MARKET SIZE BY SIM PENETRATION[158]

While 90% of the population owns mobile phones, Somalia has to make smartphones more affordable and accessible to provide value-added services like the internet. This high penetration rate indicates a significant opportunity for expanding mobile-based services, including e-commerce and digital education. A significant portion of mobile money users receive their salaries or allowances directly into their mobile accounts, where 63% of users prefer to keep their funds there instead of cashing out[159]. Additionally, Somalia has made significant strides in mobile connectivity, particularly in leveraging mobile technology for economic development and digital services.

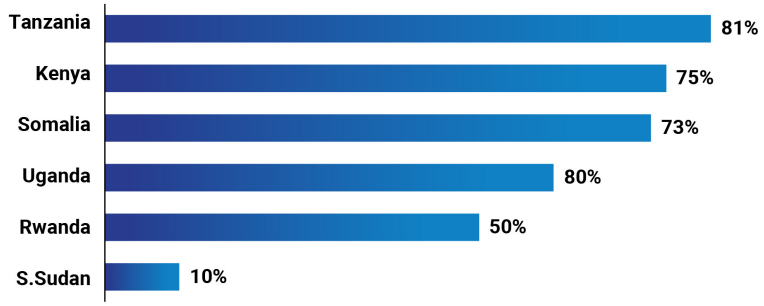


FIGURE 100: MOBILE PENETRATION RATIO BY EAC MARKETS[160]

The mobile money penetration rate in Somalia is high, indicating that approximately 73% of Somalis aged 16 and older utilise mobile money services. This figure is even higher in urban areas, where about 82% of adults use mobile money for financial transactions, compared to 72% in rural areas[161].

[158] ITU estimates 2019, GSMA intelligence 2021
[159] NEC report 2023
[160] EAC communication sector regional report 2023
[161] EAC communication sector regional report 2023

While Somalia boasts excellent mobile phone usage, it lags significantly in broadband internet penetration, hindering its digital progress. Only 9.8% of Somalis have access to the internet, and a mere 1% enjoy speeds comparable to basic broadband connections.

This limited broadband access poses a significant challenge for modern logistics, which relies heavily on fast, reliable internet for tasks like real-time tracking, data analysis, and online communication. However, broadband penetration is significantly low, indicating low connectivity of households and institutions to the internet and thus slowing productivity.

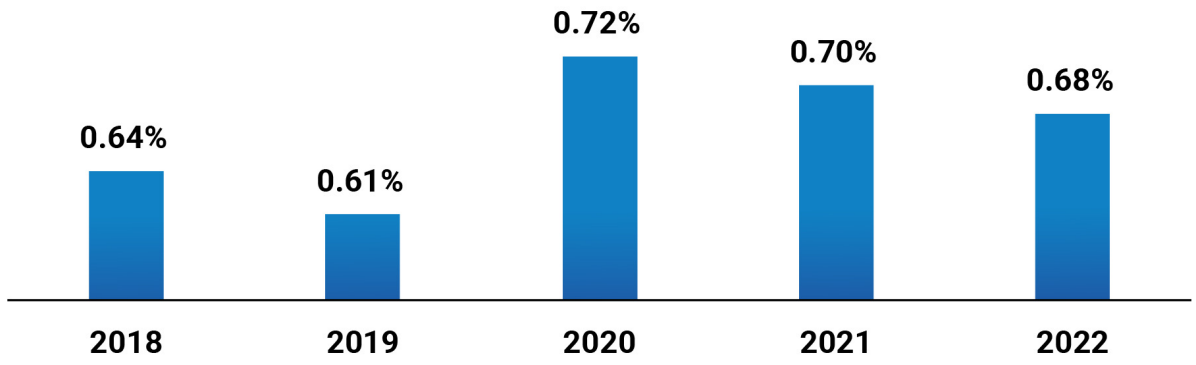


FIGURE 101: BROADBAND PENETRATION 2022[162]

[162] EAC communication sector regional report 2023

11.3. Roadmap to Success

Each sector brings targeted solutions that complement and reinforce one another, fostering regional connectivity and economic growth and improving operational efficiency. This table illustrates how Key Interventions across the roads, seaports, aviation and ICT sectors are designed to address these systemic challenges.

Table 8: Roads, Seaports, Aviation And ICT Sectors

Challenge	Roads Focus Area	Seaports Focus Area	Aviation Focus Area	ICT Focus Area
Infrastructure Deficiencies	Initiative 1: upgrades 3,825 km of key roads	Initiative 1: develop 3 new ports to increase cargo capacity and support agricultural exports	Initiative 1: invests in upgrading communication, navigation, and surveillance systems	Initiative 1: improved connectivity through expansion of telecommunication infrastructure
Limited Connectivity	Initiative 2: builds 2,075 km of trade corridors linking border towns with inland cities	Initiative 2: builds modern fishing ports in Adale, Marka, and Lasqoray, improving connectivity for the fishing industry and enhancing Somalia's export capacity to global markets	Initiative 2: Upgrades Kismayo, Baidoa, Beledweyne, and Dhusamareeb airports, enhancing regional connectivity	Initiative 4: Building 5 new backbone fiber cable roots across Somalia together with 2 new landing station in Kismayo and Garcad.
Operational Inefficiencies	Initiative 3: establishes standardised regulations, digitises vehicle registrations, and implements safety measures to improve road management and reduce fatalities	Initiative 3: expands port capacities and upgrades cargo handling equipment to reduce congestion and inefficiencies	Initiative 2: expands runways and facilities, allowing larger aircraft to land	Establishment of digital services integration
Lack of Specialized Facilities and Equipment	Initiative 1: includes the creation of climate-resilient roads with enhanced drainage and infrastructure to support trade and agriculture	Initiative 1: introduces modern cargo handling equipment and facilities for efficient operation of seaports, improving cargo throughput	Initiative 3: include advanced terminals, air traffic control systems, and cargo facilities to accommodate increasing passenger and cargo demand	Initiative 2: Public Telecommunication Infrastructure for Disaster Connectivity
Investment and Governance	Initiative 3: focuses on increasing private sector participation, digitising road management systems, and enhancing road safety regulations to attract investments	Initiative 4: invests in modern maritime navigational aids to increase safety and reduce operational risks, attracting more international shipping investment	Enabler 1: strengthens the SCAA to ensure it meets global standards for aviation safety oversight, creating a more attractive and reliable aviation sector for investment and international cooperation	Enabler 2: Revitalising the National Telecommunications and Technology Institute

11.4. Key Result Areas

Somalia's strategic location on the Horn of Africa presents a significant opportunity for economic growth through improved infrastructure. It currently faces significant challenges across key infrastructure sectors—roads, seaports, and aviation, which hinder economic growth and connectivity. Addressing infrastructure improvements can foster social and economic inclusion by linking population clusters to economic hubs. And by investing in core trade corridors, expanding paved road networks, and modernising seaport and aviation sectors, Somalia can enhance regional connectivity, facilitate trade, and drive economic growth. Somalia will also capitalise on its participation in the Horn of Africa Initiative, a country-led framework which brings together key development partners—including the African Development Bank, European Union, United Kingdom, and Germany—to collaborate on priority regional projects and programmes. These efforts focus on four key pillars: infrastructure connectivity, trade and economic integration, building resilience to climate and other shocks, and human capital development.

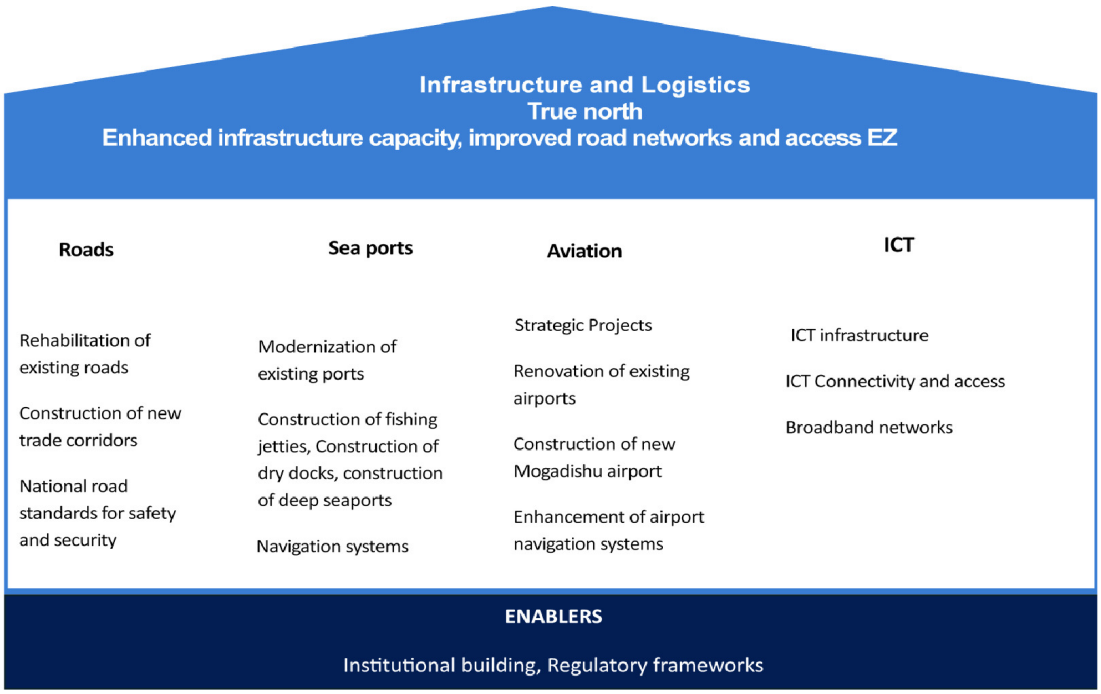


FIGURE 102: HOUSE CHART: KEY FOCUS AREAS FOR INFRASTRUCTURE AND LOGISTICS[163]

[163] SNTP Lab Analysis

To significantly expand infrastructure capacity, improve road networks, and increase access to economic zones, the roads, seaport, and aviation sectors will need to undergo transformative changes with targeted investments in infrastructure, operational efficiency, and regional connectivity. These efforts are critical to fostering economic growth, improving regional integration, and supporting Somalia's long-term development.

All three sectors are concentrating on the following key outcome areas:

- Enhanced road transport networks: rehabilitating existing roads and constructing new trade corridors to facilitate the movement of goods and people, support trade across borders, connect rural areas with urban centres and expand access to global markets.
- Improved port efficiency and maritime services: improving port operations, investing into ports facilities, construction of deep see ports, and developing necessary fishing jetties to increase Somalia's cargo handling capacity and storage spaces.
- Increased domestic and international flight connectivity: modernising of airports and increasing international connections will increase cargo handling and passenger capacity annually.

Key Outcomes

- Enhanced connectivity efficiency: targeted initiatives will reduce time to transport trade commodities across the country and from border landlocked nations with climate-resilient roads and improved traffic flow
- Trade Growth & Economic Integration: an increase in intra-regional and global trade in agriculture, blue economy, and energy sectors, alongside expanded cargo handling capacity at its ports and local airports
- Maritime Safety & Port Development: reduction in maritime accidents, enhanced navigational safety, port compliance with international standards, increased ship docking capacity at Mogadishu port, and expanded space for fishing boats
- Safety & Passenger Handling: reduction in road fatalities and an increase in passenger handling capacity

Key Result Area 1: Improving Road networks and regional connectivity

Somalia has experienced challenges in maintaining and developing road transport infrastructure due to conflict-related damage and lack of public investment. Improving logistics and infrastructure, particularly road transport, can create a conducive environment for economic activities through reduced costs and increased investments.

The key national result areas include improving road networks, investing in trade corridors, and overall enhancing connectivity efficiency.

Strategic Objective: Enhance road transport networks to an efficient level of paved road connectivity from 13% to 18% by 2029 by investing in primary and secondary roads across the regions

Through coordinated efforts of strategic Key Interventions, the Ministry of Public Works, Reconstruction, and Housing plans to rehabilitate existing roads and construct new roads. This will reduce transit times between major cities from days to less than 12 hours, thereby enhancing connectivity and economic integration.

Initiative 1. Rehabilitation of Existing Roads

The rehabilitation of Somalia's road infrastructure is a critical initiative to enhance connectivity, reduce transportation costs, and drive economic growth. With only 13% of roads paved and poor access to resilient infrastructure, the country faces significant challenges in transportation efficiency and climate resilience. This initiative aims to rehabilitate 3,825 kilometres of key tarmac roads, renovate bridges, and establish drainage systems to mitigate flooding risks. These upgrades will halve transport times for goods and increase average speeds from 30 km/h to 60 km/h, unlocking opportunities for agriculture, trade, and tourism.

By 2029, this initiative aims to complete the rehabilitation of 3,825 km of planned roads. This would lead to the reduction of road fatalities to < 10 per 100,000 people and reduce transit time for commercial vehicles. Implementation for this project will begin in January 2026 and end in December 2029.



FIGURE 103: PROPOSED ROADS[164]

The initiative includes:

1. Conducting comprehensive road assessments.
2. Detailed plan designs, excavation and grading, and new asphalt layers to create smooth, climate-resilient roads. Success relies on ensuring security, managing illegal roadblocks, and integrating parallel infrastructure such as internet cables and electricity lines. Supported by local and international stakeholders, this transformative project will stimulate public transport, retail, and real estate, promoting sustainable economic development.

Initiative 2. Construction of New Trade Corridors

The construction of new trade corridors in Somalia aims to enhance cross-border connectivity, facilitate exports, and integrate the country into global markets. This initiative focuses on connecting border towns and ports with inland cities, reducing travel time for goods from over one day to just hours.

[164] SNTP I Lab Analysis



FIGURE 104: CONSTRUCTION OF NEW TRADE CORRIDORS[165]

By 2029, this initiative aims to construct 1,963 km out of 2,075 km planned new roads (the final 112 km to be finished in 2030), reducing transit time for commercial vehicles. Implementation for this project will begin in June 2025 and end in December 2029.

The project includes activities such as road planning, excavation, drainage installation, paving, and road marking, ensuring durable and efficient infrastructure. Expected benefits include increased access to global markets for Somalia's agricultural and livestock products, boosting trade volumes, and attracting private sector investments. These corridors will unlock economic opportunities in under-invested regions and strengthen Somalia's trade competitiveness. Success factors include aligning with international road regulations, ensuring complementary infrastructure like drainage and weighbridges, and fostering private sector participation. With completion targeted by 2029, this initiative will catalyse regional integration and economic development in Somalia.

[165] SNTP I Lab Analysis

Initiative 3. National Road Standards for Safety and Security

The initiative to establish national road standards for safety and security in Somalia addresses the lack of cohesive legislative frameworks and road management systems, which hinder infrastructure development and investment. It focuses on implementing standardised transport regulations, digitized vehicle and driver management systems, and robust traffic management to enforce compliance. The project aims to reduce travel times, improve road safety, and decrease traffic fatalities from 20.2 to less than 10 per 100,000 people annually. Expected outcomes include over 1 million vehicles registered and 800,000 driver licenses issued by 2029, contributing to a projected USD 25 million in land transport revenue.



FIGURE 105: ONE STOP SYSTEM FOR MOTOR VEHICLE LICENSE REGISTRATION[166]

By 2029, this initiative aims to increase land transport revenue to USD 25 million and export 15,000 tons of cargo via Somali commercial vehicles. Implementation for this project will begin in 2025 and end in 2029. The Key Interventions include:

- Digitisation of vehicle and driver license registrations.
- Ensuring seamless operations across states and enhancing collaboration on road safety measures.
- Enhancing operational Key Interventions such as traffic signage, training, and public awareness campaigns.
- Rehabilitation and modernising Somalia's road infrastructure and management.

[166] SNTP I Lab Analysis

Key Result Area 2: Enhancing seaports infrastructure and competitive services

Ensuring efficient port operations through modernization is critical to avoiding bottlenecks that could hinder Somalia's competitiveness. The national key result areas include improvement of port operations, investment in port facilities, and developing necessary fishing jetties across selected areas.

Strategic Objective: Improving efficient ports and maritime services from 390,000 TEU to 1,520,000 TEU by 2029

Somalia's ports and coastal location provide a strong foundation for economic growth and trade expansion. However, realising this potential requires targeted investments in infrastructure, operational efficiency, and regional connectivity. By addressing its existing challenges, Somalia can position itself as a regional trade hub, linking landlocked nations to international markets and contributing significantly to its economic transformation. Through coordinated efforts of strategic Key Interventions, the Ministry of Ports and Marine Transport envisions attracting USD 453 million in private investment and the creation of 11,350 jobs by 2029.

Initiative 1. Construction of New Deep Seaports

Somalia's expansive 3,330 km coastline offers immense potential for trade, with plans to construct three new deep seaports in Mogadishu, Barawe, and Hobyo that will enhance cargo capacity and support economic growth. These ports aim to handle up to 2.25 million twenty-foot equivalent units (TEU) annually, significantly improving trade efficiency.

Mogadishu port, the largest in the country, faces constraints due to outdated equipment, making its modernisation essential for agricultural and livestock exports. Barawe will focus on supporting the agricultural belt of the Southwest, while Hobyo will serve as a critical gateway for international trade and reduce reliance on Mogadishu and Bosaso ports.

Key Interventions

- By 2029, this initiative aims to increase cargo throughput to 3,950,000 MT.
- Implementation for this project will begin in 2025 and end in 2029.
- Conducting feasibility studies
- Investing in core infrastructures and installations, technology-routed operating systems.

Key outcomes include generating 9,000 direct and 12,000 indirect jobs, solidifying Somalia's role as a key trading hub in the region.

Initiative 2. Construction of Fishing jetties

Somalia’s extensive 3,330 km coastline offers vast potential for the fishing industry, but the absence of adequate infrastructure, including fishing ports, storage facilities, and processing units, has significantly constrained its growth.

To address this, Somalia is embarking on an ambitious initiative to construct modern fishing jetties in Adale, Garacad, Marka, and Laasqoray, strategically chosen to maximise regional and national impact. This initiative aims to increase fish throughput to 37,500 MT, directly creating 300 new jobs for fishermen by 2029.

Key Interventions

- Conducting a feasibility assessment, planning, and investing in necessary jetty infrastructure such as berths, cold storage facilities, fish processing units, and transportation links.
- Establishing necessary additional facilities such as utilities, customs offices, worker housing, and safety systems will support efficient and sustainable operations.
- Strengthening governance measures to align port activities with federal regulations and capacity-building programs for fishermen to improve their skills and access weather alerts for safer operations.

Initiative 3. Modernisation of Existing Ports

The modernisation of Somalia's existing seaports, including Kismayo, Gara’ad, and Bosaso, is a pivotal initiative to boost economic growth and regional trade. These ports currently face limitations in capacity and equipment, leading to inefficiencies in handling cargo and high logistics costs.

These initiatives aim to increase their capacities to handle larger vessels and higher volumes of cargo, enhancing Somalia's global competitiveness. For instance, Kismayo's capacity will increase from 85,000 TEUs to 150,000 TEUs annually, and Gara'ad will leap from 150,000 TEUs to 850,000 TEUs. Modernized ports will handle up to 1.7 million TEUs annually, creating over 2,000 direct jobs and significantly reducing cargo turnaround times.

Key Interventions

This initiative aims to increase cargo throughput to 1,700,000 MT and decrease vessel TAT to 3 days by 2029. Implementation for this project will begin in 2025 and end in 2027.

- Expanding draft depths, berths, and quay lengths
- Introducing advanced cargo handling equipment and warehousing facilities.

The upgrades will transform Kismayo into a major export hub for agricultural goods, Gara'ad into a key gateway for landlocked Ethiopia, and Bosaso into a critical trade link between Africa, the Middle East, and Europe. Enhanced infrastructure will facilitate increased trade volumes, strengthen regional integration, and generate substantial economic growth through improved efficiency and reduced smuggling. This initiative is essential to unlocking Somalia's full potential as a regional trade leader.

Initiative 4. Installation of Navigation Infrastructure

This initiative aims to install navigation infrastructure at Mogadishu and Kismayo seaports to address critical gaps in maritime safety and operational efficiency in Somali waters. The absence of functional navigational aids, such as lighthouses and buoys, increases the risks of accidents, unsafe docking, and exposure to piracy. The lack of reliable navigational systems has hampered Somalia's economic growth by increasing trade inefficiencies and logistical costs.

Key Interventions

With a budget of USD 3.6 million, this initiative will support safe and efficient shipping, bolster Somalia's competitiveness as a maritime hub, and ensure compliance with international standards. The Key Interventions include:

- Establishing modern (IALA)-compliant navigation systems, including lighthouses and navigation symbols.
- Enhancing 24/7 port operations by complying with international maritime waters safety rules.

Initiative 5. Construction of Dry Dock at Mogadishu

The construction of a dry dock at Mogadishu port aims to address regional deficiency in maritime repair and maintenance facilities, which is currently forcing vessels to seek services in Dubai or Mombasa. As the busiest port in Somalia, Mogadishu handles a growing volume of cargo, highlighting the urgent need for infrastructure to support vessel maintenance locally.

Key Interventions

This initiative aims to achieve a dock utilisation rate of 75% by 2029. This dry dock will facilitate the repair and maintenance of ships and marine vessels, enhancing their performance and safety. It will improve the port's competitiveness, attract investment, and serve as a critical node in global maritime trade. By reducing fleet liability and operational costs for vessels, this initiative ensures higher efficiency in maritime operations. With a projected budget of USD 112.2 million, the project will create 50 jobs and generate a new revenue stream for the port. It underscores Somalia's commitment to becoming a regional maritime hub while bolstering economic growth and port security.

Key interventions include:

- Conducting feasibility assessment for establishment of dry dock facilities
- Developing regulatory frameworks and manuals
- Developing shipping code and regulations

Key Result Area 3: Sustainable Aviation infrastructure and services

The aviation sub-sector also takes a prominent role in transforming the economy; its functions mainly lie in facilitating transport services through connecting international markets and facilitating trade activities, humanitarian efforts led by the Somali government and international partners and ultimately connecting ordinary citizens and the diaspora with their homeland. The national key result areas include modernizing airports and increasing international connections. Improving airport facilities and institutional building.

Strategic Objective: Increase domestic and international flight connectivity

Key strategic initiatives include upgrading existing airports by building modern terminals and runways, improving air control equipment and systems by strengthening modern safety systems, investing in international airports through public-private partnerships, and institutionalising airport operations through enhancing regulatory frameworks and standards.

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Initiative 1. Enhancement of Air Navigation Services Infrastructure

Somalia plans to enhance its air navigation infrastructure by investing USD 41 million over five years to upgrade Communication Navigation and Surveillance and Air Traffic Management systems across eight airports. Current limitations in air navigation infrastructure result in frequent service interruptions, inefficient airspace utilisation, and increased safety risks.

Key Interventions

The planned upgrades aim to improve real-time communication, enhance air surveillance, and enable simultaneous management of multiple flights, significantly boosting safety and operational efficiency. Key interventions include:

- Addressing existing gaps by investing in communication equipment, navigation aids, meteorological tools, and surveillance systems.
- Upgrading and modernizing high-frequency radios, Instrumental Landing Systems, Weather Radars, and Multi-literation.
- Conduct institutional reforms and strengthen the Somali National Civil Aviation Authority (SCAA) to galvanise aviation sector operations and management systems.
- Incentivise domestic carrier services to enhance local fleets and improve services through extending to underserved regions and cities.
- Develop comprehensive training programs for personnel in the relevant ministry, Civil Aviation Authority (CAA), and operators to enhance their capabilities.

These improvements are expected to double daily air traffic capacity from 400 to 800 flights and increase annual revenue from USD 30 million to USD 80 million.

Initiative 2. Renovation of Existing Airports

This initiative aims to renovate five key Somali airports, including Kismayo, Baidoa, Beledweyne, Galkio, Las'anod and Dhuusamareeb, by significantly enhancing aviation infrastructure, enabling safety and efficient air travel. Currently, these airports face challenges such as short, unpaved runways, limited parking, and insufficient terminal facilities.

Key Interventions

The renovations are expected to facilitate larger aircraft operations, improve trade and humanitarian aid access, and integrate regional transport networks. For example, Kismayo and Baidoa airports will see runway extensions and terminal upgrades to accommodate medium-sized aircraft. The estimated USD 16.5 million project will result in a 30% increase in passenger handling capacity and create 400 new jobs. This initiative is pivotal for boosting interregional connectivity and economic growth. Key interventions include:

- Establishing paving runways of at least 3 km length.
- Expanding taxiways and parking capacity.
- Modernising terminal buildings.
- Upgrading fire rescue services and fencing and implementing renewable energy solutions to ensure safety and sustainability.

Initiative 3. Construction of new Mogadishu Airport

The proposed new Mogadishu Airport aims to address capacity constraints and modernize aviation infrastructure to accommodate growing passenger and cargo demands. Located 30 km north of the current airport, the new facility will include a 4 km runway, state-of-the-art terminals, and advanced cargo handling and storage systems. The new airport will have the capacity to accommodate up to 5 million annually and handle up to 5 million tons of cargo per year.

Key Interventions

This project is expected to spur economic growth through increased international trade, tourism, and private sector investments while creating substantial revenue and employment opportunities. The key interventions include:

- Conducting a feasibility study for the new airport.
- Performing construction and civil works for runways, taxiways, and airside facilities.
- Building the passenger terminal and supporting facilities.
- Establishing all necessary services, including Rescue & Firefighting, air traffic control tower services, and handling services.
- Constructing a cargo handling terminal

11.5. Enablers

Enhancement of Somali Civil Aviation Authority operations

To improve the security of civil aviation operations in Somalia, the Somali Civil Aviation Authority (SCAA) must meet regional and global standards for aviation security oversight. This initiative aims to enhance SCAA's capabilities to achieve critical elements required for an effective state aviation security oversight system, ensuring it can adequately oversee aviation service providers. Key priorities include reviewing and amending the Civil Aviation Act and Somali Civil Aviation regulations to comply with ICAO standards and regional requirements, recruiting and training sufficient staff to implement effective surveillance programs, ensuring financial sustainability, and providing legal guidance to enforce aviation laws and protect the industry from unlawful acts.

Key Result Area 4: Enhancing ICT connectivity and global digital presence

Communication and technology play a significant role in the logistics sector in Somalia, but the country's infrastructure is still developing due to years of conflict and instability. Considering Somalia's 75% young population, fast urbanization, and global digital evolutions toward economic development and growth, improving ICT connectivity and infrastructure can be critical drivers for social development, economic transformation, and regional integration.

Strategic Objective: Improve domestic internet access from 9.8% to 15% through investing in ICT infrastructure—mainly mobile networks, broadband coverage, and energy access

Initiatives

- Investment of ICT infrastructure, including development and expansion of fiber optic network coverage across the regions to support internet access
- Expand connectivity infrastructure in remote areas by investing in mobile networks, utilising renewable energy, and improving wireless broadband networks through promoting public-private partnership mechanisms.
- Expanding broadband infrastructure and connectivity access by developing broadband extension road maps.
- Enhance mobile network technologies such as 4G and 5G by supporting private-led initiatives through PPP and policy reforms.
- Expansion of satellite internet and fixed mobile networks in rural areas.

Key Interventions

- Promote existing mobile networks for broadband accessibility and expansion
- Developing protection and privacy policy and cybercrime frameworks
- Promote government-led ICT infrastructure development initiatives by utilising renewable energy sources for development
- Strengthen ICT regulation and policy frameworks to enhance global ICT inclusion and development of the sector.
- Improving telecom networks and promoting mobile money service providers to further leverage ICT inclusion among the rural areas to access affordable digital services through regulatory reforms and oversight.
- Capacity building and institutional development programs through the creation of public awareness and the promotion of digital access and literacy.

Success Metrics

This table outlines each sector's initiatives alongside measurable KPI's and their corresponding targets for 2029, providing a clear roadmap for achieving Somalia's economic growth and regional connectivity.

Table 9: Infrastructure Sector Success Matrices

Sector	Initiative	KPI	Target (2029)
Roads	Rehabilitation of Existing Roads	Paved road connectivity	3,825 km
		Road fatalities per 100,000 people	<10 fatalities per 100,000
		Average speed on rehabilitated roads	Increase average speeds from 30 km/h to 60 km/h
	Construction of New Trade Corridors	New trade corridor construction	1,963 km
	National Road Standards for Safety and Security	Number of vehicles registered	1 million
		Number of driver licenses issued	800,000
		Land transport revenue	USD 25 million
		Cargo exported by commercial vehicles	15,000 tons
Seaports	Construction of New Deep Seaports	Cargo throughput	3,950,000 MT
		Jobs created	9,000
	Construction of New Fishing Ports	Fish throughput	37,500 MT
		Jobs created	300
		Beneficiaries	420 fishing families
	Modernisation of Existing Ports	Cargo throughput	1,700,000 MT
		Vessel Turnaround Time	3 days
		Jobs created	2,000
	Installation of Navigation Infrastructure	Reduction in maritime accidents	35%
	Construction of Dry Dock at Mogadishu	Jobs created	50
Aviation	Enhancement of Air Navigation Services Infrastructure	Daily air traffic capacity	800 flights
		Annual revenue from air traffic services	USD 80 million
	Renovation of Existing Airports	Airports upgraded	8
		Passenger handling capacity increase	30% increase
		Runway length	3 km
		Jobs created	400
	Construction of New Mogadishu Airport	Passenger capacity (annually)	5 million
		Cargo capacity (annually)	5 million tonnes
		Runway length	4 km
	Enhancement of Somali Civil Aviation Authority	Increase in air traffic (regional & international)	20% increase
		Jobs created	200
		Regulatory compliance with ICAO standards	Full compliance with ICAO standards

Chapter 12: Trade Development

OBJECTIVE:

Enhancing Regional Integration, Trade Facilitation and Global Inclusion

UN SDGs Addressed:



Strengthens Somalia's trade capacity and exports.



Promotes regional economic integration (AfCFTA, EAC).

12.1. Overview

Situated at the Horn of Africa—a strategic crossroads connecting Africa, the Middle East, and Asia—Somalia is uniquely positioned to capitalize on its geographic advantages to drive trade, attract investment, and foster regional collaboration. Regional integration is a cornerstone of Somalia's NTP I to be implemented through the years of 2025–2029, reflecting the country's aspirations for economic growth, social inclusion, and political stability.

Market access opportunities must also be met with a corresponding supply side response. To date, despite improvements, informal cross-border trade continues to be dominated regional integration.

By embedding these frameworks into its NTP, Somalia seeks to unlock market access, enhance infrastructure, attract investment, and foster resilience against shared challenges such as climate change, security threats, and food insecurity.

Somalia is committed to coordinating policies, boosting trade, and building infrastructure that links economies and communities. This is shown by its active membership in regional groups like the East African Community (EAC), the African Continental Free Trade Area (AfCFTA, and the Intergovernmental Authority on Development (IGAD). Recently, Somalia joined the UN Security Council as a non-permanent member for a two-year term starting in 2025, marking a significant milestone in its diplomatic journey.

12.2. Case for Change

Somalia's unique historical, economic, and geographic context shapes its path to regional integration. The country's strategic location along key maritime trade routes has historically linked it to global economies, but internal instability, fragmented infrastructure, and a legacy of colonial division have hampered its ability to leverage these advantages fully.

Somalia will also capitalise on the commitments under the various regional integration arrangements which should serve as a strong signal to the private sector reform. These regional initiatives prioritize aspects that promote cooperation under the EAC, IGAD, and the Horn of Africa Initiative, and AfCFTA for infrastructure connectivity, including transport corridors, power interconnections and single digital market.

Recent milestones reflect Somalia's renewed focus on integration:

1. EAC Membership (2024): Joining the EAC offers access to a dynamic regional market and a framework for harmonising trade policies and deepening economic ties.
2. AfCFTA Agreement: Approval of the AfCFTA underscores Somalia's commitment to reducing tariffs, promoting intra-African trade, and advancing industrialisation.
3. Ongoing WTO Accession: Somalia's progress toward WTO membership aims to align its trade policies with global standards, fostering investment and transparency.

If we effectively harness strategic opportunities, Somalia's future trade holds significant promise. Membership in trade blocs such as the EAC, participation in AfCFTA, and potential membership in WTO offers vast potential for market expansion and economic integration. These platforms provide opportunities to reduce tariff and non-tariff barriers, enhance trade facilitation, and access larger regional markets for Somali goods and services. By aligning with regional standards and protocols, Somalia can strengthen its position as a vital trading partner in East Africa. The integration of new technologies also offers transformative potential for Somalia's trade landscape. Digital platforms for customs processing and trade facilitation can streamline cross-border transactions, reduce inefficiencies, and lower the cost of doing business. Mobile money systems, already prevalent in Somalia, can be further leveraged to facilitate international trade payments, enhancing financial inclusion and supporting small and medium-sized enterprises (SMEs) engaged in export and import activities.

Somalia's extensive coastline presents untapped opportunities in blue economy sectors, including fisheries and maritime trade. Investments in port modernisation and marine resource management could position the country as a logistics and export hub for East Africa. Additionally, renewable energy projects, driven by solar and wind potential, can reduce reliance on imported fuels and create a sustainable energy base for industrial development. Looking ahead, Somalia's trade prospects hinge on sustained investments in infrastructure, governance reforms, and private sector development. By focusing on export diversification, regional integration, and technological adoption, Somalia can build a resilient and competitive trade ecosystem that supports long-term economic growth and stability.

The total value of 2023 exports in Somalia have rebounded a 29%. This growth can be attributed to the favourable rainfall experienced over the last two seasons. The improved weather conditions have had a positive impact on agricultural output, leading to increased exports and improved livelihoods. Moreover, 2023 total value of the country's imports was US$ 2,260.62 million, while the total value of exports amounted to US$ 340.96 million, resulting in a trade deficit of US$ 1,919.66 million.

The value of exported livestock increased by only 3 percent to US$ 233.93 million. While, crops and vegetable oil witnessed a remarkable surge, reaching US$ 49.66 million in 2023. Animal skins exhibited a notable increase, amounting to US$ 19.47 million. The fishery exports made a significant increase to US$ 3.34 million, while forest products showed a substantial increase, totalling US$ 13.64 million and livestock products made a significant decline of 70 percent from US$ 12.61 million to US$ 3.78 million.

Trade Challenges in Somalia

Somalia's trade sector faces several significant challenges that impede its economic development and integration into the global market. Key challenges include:

Infrastructure Deficiencies: The country's transportation and logistics infrastructure is underdeveloped, with many roads in poor condition and key ports lacking modern facilities. This hampers the efficient movement of goods and increases costs and transit times for exporters and importers. The overall World Bank Logistics Performance Index (LPI) for Somalia is 2.0 on a scale from 1 (low) to 5 (high), indicating significant challenges in its logistics sector. The country's score is 1.5 in customs efficiency, 1.9 in infrastructure quality, 2.4 in international shipments, 1.8 in logistics competence, 1.8 in tracking and tracing, and 2.3 in timeliness. These scores reflect systemic issues across all measured dimensions and underscore the need for comprehensive reforms to enhance trade logistics and economic development. Compared to other countries in the region, Somalia's LPI is the lowest.

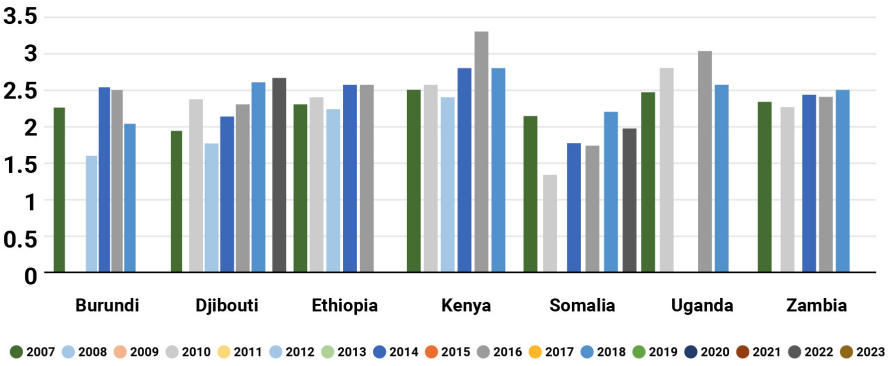


FIGURE 106: LOGISTICS PERFORMANCE INDEX[167]

[167] World Bank

Regulatory and Institutional Weaknesses: Somalia lacks robust trade policies and regulatory frameworks. This creates uncertainty for businesses and investors. The lack of a coherent national trade policy and weak institutional capacity hinder effective trade facilitation and compliance with international standards.

Security Concerns: Persistent insecurity issues, including piracy and armed conflicts, pose significant risks to trade activities, deter foreign investment, and disrupt supply chains, leading to higher insurance premiums and transportation costs.

Trade Imbalance: Somalia experiences a significant trade deficit, with imports far exceeding exports. This imbalance strains foreign exchange reserves and underscores the need for export diversification and enhancement.

Dependence on Informal Trade: A substantial portion of Somalia's trade occurs informally, bypassing official channels and regulations. This limits government revenue from tariffs and taxes and complicates efforts to monitor and regulate trade activities.

Somalia's attempts to fortify its economy, enhance living standards, and expand its regional influence are heavily reliant on trade and economic integration. These priority areas seek to maximise Somalia's potential due to its advantageous geographic location, abundant natural resources, and young population.

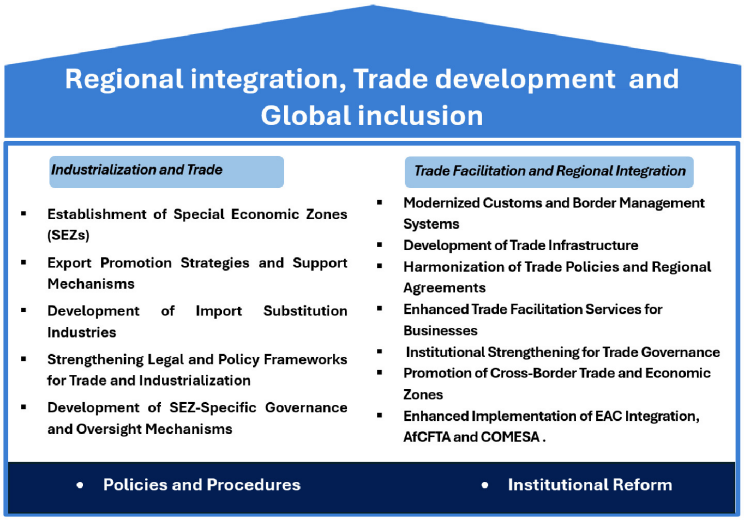


FIGURE 107: REGIONAL INTEGRATION, TRADE DEVELOPMENT AND GLOBAL INCLUSION[168]

[168] SNTP I Lab Analysis

12.3. Key Result Areas

Key Result Area 1: Promoting Regional Trade and Economic Integration

Promote Somalia's integration into regional and global trade networks by improving trade infrastructure, simplifying cross-border procedures, and fostering economic partnerships to enhance the efficiency of trade, reduce costs, and position Somalia as a key trade hub in the Horn of Africa. The country will also adopt a clear roadmap with achievable milestones to achieved to achieve in moving the WTO Accession forward during the period 2025-2029.

Initiative 1. Modernised Customs and Border Management Systems

Streamline customs operations and enhance efficiency through digitalisation and the establishment of one-stop border posts (OSBPs).

Key Interventions

- Implement a digital customs system to automate import/export processes to improve transparency and reduce processing times.
- Amend a Customs Modernisation Act to institutionalize the digitalisation of customs and align procedures with international standards.
- Develop One-Stop Border Posts (OSBPs) at key trade corridors to integrate customs, immigration, and trade services under one roof.
- Enhance quality of local products by benchmarking certifications and quality control mechanisms.
- Adapt regional standards and catalogues for local product quality.
- Adopt digital systems in customs, trade facilitation best practices, and anti-corruption measures.
- Partner with regional trade organisations to harmonise customs documentation and procedures.
- Establish real-time tracking and monitoring systems for cargo movements.
- Implement a risk management system to prioritise inspections based on risk levels, reducing delays for low-risk goods and improving overall efficiency.
- Develop a sustainability plan for digital systems, including regular updates, maintenance, and capacity building to ensure long-term functionality.

Initiative 2. Development of Trade Infrastructure

The initiative aims to upgrade Somalia's transport and trade infrastructure to reduce logistical costs and improve connectivity to national, regional, and international markets.

Key Interventions

- Rehabilitate and expand road networks connecting major trade corridors, ports, and border points.
- Upgrade ports with modern cargo handling equipment and storage facilities to accommodate higher trade volumes.
- Develop logistics hubs near border posts and ports to streamline the movement of goods.
- Establish dedicated lanes for export/import traffic at key border crossings.
- Strengthen infrastructure supporting cold chains for perishable goods.
- Incorporate green infrastructure practices in the development of trade-related facilities, such as energy-efficient ports and eco-friendly logistics hubs.

Initiative 3. Harmonisation of Trade Policies and Regional Agreements

Align Somalia's trade policies with regional frameworks to promote seamless trade and regional economic integration.

Key Interventions

- Complete the accession to the WTO.
- Ratify and implement regional trade agreements, such as the African Continental Free Trade Area (AfCFTA).
- Enact a National Trade Policy (2025-2029) to align domestic laws with international and regional trade frameworks.
- Develop a Harmonised Tariff Schedule in coordination with regional blocks.
- Collaborate with regional economic communities to standardise product quality, labelling, and certification systems.

Initiative 4. Enhanced Trade Facilitation Services for Businesses

Provide businesses with streamlined trade facilitation services to boost participation in regional and international trade.

Key Interventions

- Develop a single-window system for traders to electronically submit all required documents for import/export processes.
- Provide training for SMEs on trade regulations, market access requirements, and export readiness.
- Establish trade advisory centres to guide businesses on customs procedures, tariffs, and documentation.
- Organise knowledge-sharing platforms to familiarize businesses with the benefits and requirements of regional trade agreements.
- Promote access to trade finance products, such as export credit and guarantees.

Initiative 5. Institutional Strengthening for Trade Governance

Build institutional capacity to effectively manage trade policies, customs systems, and regional integration efforts of the Somalian Government.

Key Interventions

- Strengthen the capacity of the National Trade Facilitation Committee (NTFC) to oversee and coordinate trade policies and bilateral, regional, and international trade agreements.
- Strengthen the capacity of customs and trade officials through continuous training and technical assistance.
- Develop mechanisms for public-private dialogue on trade facilitation and regional integration issues.
- Implement a reform tracker to accelerate trade reforms.

Initiative 6. Promotion of Cross-Border Trade and Economic Zones

Facilitate the establishment of cross-border trade zones to encourage economic activity and integration.

Key Interventions

- Identify and develop cross-border economic zones near major trading hubs and borders.
- Incentivise investments in trade-focused industries through tax breaks and streamlined approvals.

- Facilitate joint infrastructure projects with regional blocks.
- Enact bilateral and multilateral agreements to support cross-border trade and dispute resolution mechanisms.

Initiative 7. Enhanced Implementation of EAC Integration

The initiative seeks to accelerate the implementation of Somalia's roadmap for integration into the East African Community (EAC), fostering regional cooperation, economic growth, and policy alignment. This initiative focuses on ensuring Somalia's smooth membership in the EAC by promoting capacity-building, legal harmonization, and stakeholder engagement. This will allow Somalia to benefit from trade, shared infrastructure, and collective governance across the region while also fulfilling its obligations under EAC treaties and protocols.

Key Interventions

- Develop and implement capacity-building programs for national institutions involved in regional integration.
- Strengthen the role of MFA-IC in coordinating the EAC Roadmap of Integration through technical assistance.
- Establish inter-ministerial committees to ensure coherence in implementing regional integration policies.
- Engage FMS leaders and private sector stakeholders in policy discussions.
- Conduct nationwide sensitisation campaigns on EAC benefits and obligations.
- Harmonise Somalia's legal and regulatory frameworks with those of the EAC.
- Participate in EAC legislative and judicial bodies by appointing nine members to the East African Legislative Assembly (EALA) and a representative to the East African Court of Justice (EACJ).
- Amend national laws to align with EAC treaties and protocols.
- Develop an EAC national implementation strategy.

Initiative 8. Enhanced Implementation of Somalia's Succession to AfCFTA and COMESA

This initiative aims to accelerate Somalia's integration into the African Continental Free Trade Area (AfCFTA) and the Common Market for Eastern and Southern Africa (COMESA) by strengthening policy alignment, capacity-building, stakeholder engagement, and institutional coordination.

Effective participation in these regional trade blocs will enhance market access, reduce tariff and non-tariff barriers, and increase Somalia's role in Africa's economic integration.

Furthermore, for successful domestication of AfCFTA and COMESA, Somalia must focus on policy alignment, trade facilitation, private sector readiness, and institutional capacity building. Stronger enforcement mechanisms, trade infrastructure, and financial integration will help Somalia fully benefit from regional trade agreements.

Key Interventions

To successfully domesticate the African Continental Free Trade Area (AfCFTA) and the Common Market for Eastern and Southern Africa (COMESA) in Somalia, the Federal Government of Somalia should implement targeted Key Interventions across policy, trade facilitation, infrastructure, capacity building, and private sector engagement.

1. Ratify and domesticate AfCFTA and COMESA agreements through parliamentary approval and national legislation.
2. Review and update trade laws to align with AfCFTA and COMESA rules of origin, tariff schedules, and trade facilitation measures.
3. Develop a National AfCFTA and COMESA Implementation Strategy with clear action plans and timelines.
4. Harmonise Somalia's legal and regulatory frameworks with AfCFTA and COMESA trade provisions, including rules of origin, tariff schedules, and dispute settlement mechanisms.
5. Eliminate non-tariff barriers (NTBs) by creating a national reporting and resolution mechanism.
6. Adopt the COMESA Simplified Trade Regime (STR) to support small traders at border crossings.

Key Result Area 2: Enhanced Industrialisation and Trade through Export Promotion and Special Economic Zones (SEZs)

Foster industrial growth, import substitution, and economic diversification in Somalia by establishing SEZs and implementing export promotion strategies. These initiatives aim to integrate Somalia into regional and global value chains while boosting local production and reducing dependency on imports.

Initiative 1. Establishment of Special Economic Zones (SEZs)

Develop SEZs as industrial and trade hubs with attractive incentives to promote manufacturing, agro-processing, and export-oriented industries.

Key Interventions

- Identify and designate strategic locations for SEZs near ports, transport corridors, or resource hubs.
- Enact an SEZ law outlining incentives such as tax holidays, duty-free imports of machinery, and simplified regulatory processes.
- Develop necessary infrastructure (roads, power, water, and telecommunications) to support industrial activities within SEZs.
- Establish SEZ management authorities to oversee operations and ensure compliance with regulations.
- Attract investors through promotional campaigns and public-private partnerships (PPPs) for zone development.
- Promote gender-inclusive policies within SEZs to encourage the participation of women-led businesses and ensure equitable access to opportunities.

Initiative 2. Export Promotion Strategies and Support Mechanisms

Implement policies and programs to enhance the global competitiveness of Somali products and promote exports.

Key Interventions

- Establish an Export Promotion Agency (EPA) to provide marketing support, market intelligence, and training for export-ready firms.
- Enact an export incentive policy offering subsidies or tax breaks for exporting firms in high-potential sectors like agriculture, fisheries, and textiles.
- Organise trade fairs, business expos, and virtual platforms to connect Somali producers with international buyers.
- Provide technical assistance to MSMEs to meet international quality standards and certifications.

Pillar 3. Social and Human CapitalTransformation

OVERARCHING GOAL:

Improving Quality of Life forAll



Overview

The NTP I's vision for social progress is concerned with building a resilient, empowered and inclusive society. Its approach seeks to bring about an improved quality of life for all Somali citizens, ensuring that changes made are both tangible and sustainable. Spanning critical sectors such as education, healthcare, social protection and economic empowerment, this pillar tackles the creation of robust systems that protect fundamental human rights and provide equitable access to socioeconomic opportunity.

Tackling Poverty and Inequality

Poverty in Somalia is a multidimensional problem, with 54.4% of its population living below the national poverty line. When access to basic services like sanitation, housing and education is taken into account, non-monetary poverty is estimated to affect a vast majority of Somalis: 73% of urban populations and almost all nomadic people (95%). Contributing factors include household size, region, education level, displacement, and employment; households with larger sizes, persons with disabilities, and internally displaced persons (IDPs) face higher risks of poverty, while households with access to self-owned enterprises, remittances and education experience reduced incidences of poverty.

Poverty is exacerbated by inequalities that run deep in social, political and economic systems. Inequality is the state of having unequal rights, opportunities and resources, in terms of access to social services, economic opportunity, political participation, and discrimination. In Somalia, this is largely due to uneven development across different states and regions, as well as a failure to tackle specific needs of vulnerable groups, women, youth, persons with disabilities, and IDPs. These groups are disproportionately impacted by further challenges such as climate change, political conflict, and social stigma. True social progress can only be achieved when the needs of a society's most vulnerable and marginalised groups are prioritised, ensuring no one is left behind.

Chapter 13: Poverty Reduction

OBJECTIVE:

Eradicating Poverty and Building an Inclusive Society for all Somalis

UN SDGs Addressed:



Expands social protection programs and economic inclusion.



Addresses poverty among marginalised groups, including IDPs and women.

13.1. Overview

Somalia has made significant strides in building a government-led social protection system aligned with the Provisional Federal Constitution, which guarantees economic and social rights for all citizens. Through frameworks like the Ninth National Development Plan (2020-2024), Somalia has prioritised social protection to address multidimensional poverty and vulnerabilities.

Key initiatives include the Social Protection Policy (2019) and its implementation framework (2020), alongside landmark achievements such as the 2023 Data Protection Law, the 2024 Pension Act for Civil Servants, and the establishment of the Unified Social Registry to identify and register vulnerable citizens.

Despite these advances, significant challenges persist. Extreme poverty, low labour force participation, and recurring climate shocks exacerbate vulnerabilities, particularly among internally displaced persons (IDPs), nomadic communities, women, and persons with disabilities.

Social protection investments remain limited, and dependency on external financing creates sustainability concerns.

Efforts to provide durable solutions for displaced populations are central to Somalia's development agenda. Durable housing programs, legal land tenure systems, and livelihood support aim to integrate displaced persons into communities, reducing vulnerabilities and fostering national cohesion. These measures are complemented by psychosocial support and protection against gender-based violence (GBV), which disproportionately impacts displaced women and girls.

Women's empowerment remains a critical pillar in the fight against poverty and inequality. Strengthened legal frameworks, vocational training, access to credit, and leadership initiatives promote women's economic participation and social inclusion. Creating safe environments for women affected by violence or displacement ensures dignity and protection while advocacy campaigns address harmful cultural norms. These combined efforts enable women to contribute more actively to Somalia's development.

Somalia's youth represent a powerful driver of change. Programs targeting skills development, employment opportunities, and entrepreneurship empower young people to lead economic and social transformation. Through technical and vocational training (TVET), microfinance schemes, and mentorship initiatives, the nation seeks to address the youth unemployment crisis, reduce outward migration, and foster innovation.

Promoting the rights of persons with disabilities (PWDs) is integral to building an inclusive society. The National Disability Bill, inclusive public infrastructure, and adaptive ICT tools enhance accessibility and participation for PWDs. Advocacy platforms and electoral reforms ensure that PWDs are represented in governance and have access to information, fostering equality and dignity.

The NTP supports the national stabilisation agenda which reinforces education, access to quality healthcare, potable water, sanitation, and durable solutions for the vulnerable communities in NRAs. This includes constructing functional water boreholes, healthcare and education facilities, and deploying staff to deliver these services.

The FGS recognising the urgent need for effective health systems, has developed a comprehensive stabilisation plan aimed at establishing essential health services in the NRAs to save lives of the citizens that have suffered under Al Shabaab and support recovery. In the education sector, the government plans to ensure that all children in the NRAs have access to education by identifying and addressing barriers as part of the overall objective of increasing the national enrolment rate. In the water sector, access to safe and reliable water is a fundamental requirement for transformation in NRAs to address the urgent and long-term water needs of these places and to focus on rehabilitating and constructing water infrastructure that has been destroyed by Al Shabaab, developing climate-resilient systems, and integrating traditional and modern technologies to ensure sustainability of the water. Investments in social protection, durable solutions, women and youth empowerment, and disability rights are essential for eradicating poverty and building an inclusive Somalia. By fostering resilience, equity, and national cohesion, these measures lay the foundation for sustainable development and national prosperity.

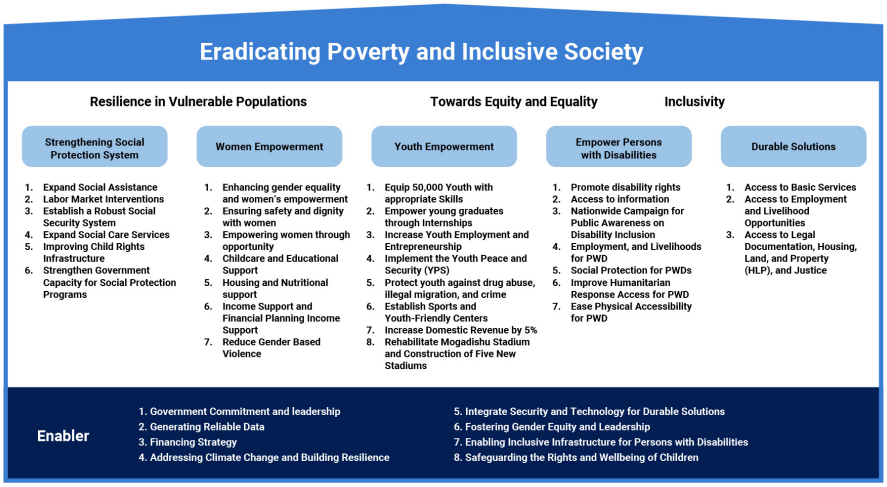


FIGURE 108: ERADICATING POVERTY AND INCLUSIVE SOCIETY HOUSE CHART[169]

13.2. Theory of Change

Somalia's journey toward sustainable development hinges on addressing systemic inequalities, empowering vulnerable groups, and fostering inclusive economic growth. Guided by a comprehensive vision, the nation seeks to transform its socio-economic landscape through targeted key interventions in social protection, women empowerment, youth development, and disability rights.

At the core of this transformation is the strengthening of the social protection system to alleviate poverty and vulnerability. By expanding social assistance, implementing adaptive social security systems, and enhancing social care services, the government aims to create a safety net that safeguards individuals during crises and fosters resilience among vulnerable populations, including displaced persons, women, older persons and persons with disabilities. Housing and nutrition programs, alongside childcare and educational support, provide critical pathways to stability, enabling families to break the cycle of poverty.

Recognising the pivotal role of women in national development, Somalia's initiatives focus on dismantling systemic barriers to gender equality. Strengthened legal and institutional frameworks combat Gender-Based Violence (GBV) while fostering a culture of inclusivity and accountability. Economic empowerment programs equip women with vocational training, access to finance, and leadership opportunities, enabling them to contribute meaningfully to governance and economic growth. Safe spaces and advocacy campaigns further protect and uplift women, promoting dignity and opportunity.

[169] SNTP I Lab Analysis

Youth, as the backbone of Somalia's future, are empowered through targeted key interventions that align education with market demands. Technical and vocational training (TVET), employment service centres, and entrepreneurship programs foster innovation and reduce unemployment, addressing the root causes of migration. By nurturing a skilled, confident, and self-reliant youth population, Somalia ensures that its next generation becomes active contributors to sustainable development. Somalia's commitment to youth inclusion is reinforced through the MoYS strategy, which promotes youth advisory councils and decision-making participation, aligning with the NTP's focus on inclusive society.

In parallel, the inclusion of persons with disabilities (PWDs) is institutionalised through the implementation of the National Disability Bill and adaptive infrastructure reforms. Inclusive electoral processes, accessible ICT technologies, and advocacy platforms amplify the voices of PWDs, ensuring they can fully engage in social, economic, and political spheres. By addressing systemic barriers and fostering inclusivity, these initiatives uphold human rights and promote equity across Somalia.

This integrated approach prioritises resilience, equity, and inclusion, ensuring that all Somalis have the opportunity to thrive. By combining targeted key interventions with strong governance, Somalia is building a foundation for eradicating poverty and building an inclusive society.

13.3. Key Result Areas

Key Result Area 1: Strengthening Social Protection System

Case for Change

The NTP aims to protect every Somali from poverty, inequality, and vulnerability. A government-led social protection system is needed to play a crucial role in providing equitable access to basic services, strengthening institutional capacity and building resilience of the people of Somalia. Somalia's social protection system must encompass social assistance, insurance, labour market programs, and social care services, tackling the multidimensional nature of poverty.

Vulnerable groups, including IDPs, nomadic communities, women, older persons, persons with disabilities, face disproportionate risks from systemic shocks such as conflict, extreme weather events, and economic crises. These risks exacerbate their vulnerabilities and make it challenging for them to recover. For IDPs in particular, the process of displacement also comes with mental trauma and physical harm from the causes of displacement, such as drought and conflict. Available data shows that while sexual violence is underreported in Somalia, many incidents occur in and around IDP camps, making displacements, whether induced by conflict or by the consequences of climate change, one of the main risk factors for women's protection.

Social assistance measures, including cash transfers, labour intensive public work programs, livelihood support, access to healthcare and psychosocial services can strengthen the capacity of these populations to cope with periods of crises, while building resilience against future ones. This is essential to reducing the risk of further displacement, working towards the broader goal of sustainable development.

A well-functioning social security system ensures economic stability for formal and informal sector workers by providing a reliable source of income during old age, disability or unemployment. With reduced reliance on cash transfers, the FGS will be able to provide more targeted ad-hoc assistance to workers in the informal sector. A social security system can also be designed to incorporate adaptive features, such as scaling benefits during economic or environmental shocks, to support formal sector workers through such periods of crises. Lastly, contributions to a system such as a pension scheme would create a sustainable pool of resources to support benefits for its contributors, mitigating strain on public finances.

Strategic Objective: To extend a comprehensive, inclusive, sustainable, and integrated government-led social protection by 2029

Initiative 1. Expand Social Assistance for Vulnerable Populations

The Somali government is committed to reducing poverty, food insecurity and vulnerability through targeted social assistance programs. The key interventions for this initiative include cash transfers, livelihood investment support, and incorporating climate-adaptive and shock-responsive safety-net components to assist vulnerable groups such as children, pregnant and lactating women, persons with disabilities, and the elderly.

Key Interventions:

To expand social assistance, the NTP focuses on:

- Extending regular income support programs for chronically poor and vulnerable groups.
- Piloting and scaling-up social assistance programs linked to education and health to increase school enrolment and retention, enhance access to healthcare services, and build a future skilled, healthy workforce, and equitable society.
- Implementing a productive safety-net program to address food insecurity, enhance social employability, and build resilience to economic and environmental shocks by providing predictable income support, building community assets, and fostering sustainable livelihood strategies to support income-generating activities.
- Implement early warning, risk reduction, nutrition sensitive and shock responsive social protection measures such as contingency funds and digital payment systems.

These measures are designed to create long-term resilience and equitable opportunities for Somalia's most vulnerable citizens.

Initiative 2. Establish a Robust Social Security System

The Somali government, in collaboration with private sector and development partners, is working to develop a comprehensive social security system.

Key Interventions:

- Develop protective policy and regulatory frameworks for health insurance schemes

Key Result Area 3: Youth Empowerment

Case for Change

Economic independence is one of the most powerful mechanisms to ensure that vulnerable groups can meaningfully participate in society. This Focus Area seeks to strengthen existing priorities to develop technical and vocational skills of young people, to increase their employability and empower them to become active citizens of Somalia.

Somalia's youth are hungry for education, indicated by increasing year-on-year tertiary education enrolment numbers. It is concerning that the youth unemployment rate remains high despite growing numbers of tertiary graduates. The gap between education services and economic needs must be addressed, to prevent further outward youth migration in search of better opportunities outside the country. This Focus Area will also improve collaboration between employers and education institutes, to provide opportunities for hands-on work experience aligned to industry needs.

Strategic Objective: To empower youth by reducing unemployment from 30.1% in 2024 to 25% and providing adequate sports infrastructure by 2029

Initiative 1. Equipping 50,000 Youth with Sector-Specific Skills

This initiative aims to address Somalia's workforce challenges by equipping 50,000 youth with specialised skills tailored to key growth sectors such as technology, agriculture, renewable energy, and fisheries. These vocational training programmes are designed to align with local market demands and global industry trends, ensuring that participants gain relevant, employable expertise. By fostering a skilled workforce, the initiative seeks to tackle high youth unemployment rates, enhance economic productivity, and contribute to sustainable development. Additionally, the programme incorporates mentorship and job placement support to facilitate smooth transitions into the labour market. Through these efforts, the initiative not only empowers youth to achieve financial independence but also strengthens Somalia's economic resilience and capacity for innovation in vital sectors.

Initiative 2. Empowering Young Graduates Through Internships

This initiative aims to bridge the gap between academic education and practical workplace requirements by offering a structured internship programme for 10,000 young graduates. Targeting key sectors such as healthcare, business, and technology, the programme provides hands-on experience, allowing participants to apply their academic knowledge to real-world challenges. In addition to enhancing employability, the initiative fosters professional development by connecting graduates with mentors and industry leaders. By addressing skills mismatches and equipping young professionals with relevant expertise, the programme supports Somalia's long-term economic growth and workforce readiness. Furthermore, it strengthens collaboration between educational institutions and employers, ensuring that training aligns with evolving market demands and prepares graduates to contribute effectively to the nation's development.

Initiative 3. Increase Youth Employment and Entrepreneurship

Youth employment and entrepreneurship can raise youth engagement in Somali society, which in turn fosters greater intergenerational social cohesion.

Key Interventions:

The Key Interventions include:

- Creation of 160,000 startups by supporting youth-led innovations
- Provision of Technical and Vocational Education and Training (TVET) and Business Management skills to enhance employability.
- Establish a Youth Investment Fund including microfinance programs to provide financial accessibility and regulatory support, fostering youth-led enterprises in both traditional and digital sectors while driving innovation and entrepreneurship in key growth sectors such as agriculture.

- Establish innovation hubs to identify and nurture creative solutions to local challenges.
- Provide mentorship programs and youth exchange initiatives to engage and build capacity of the youth.
- Enhance partnerships with youth-led organizations to co-design and implement youth programs to ensure grassroots perspectives.

By fostering youth-led enterprises in the growth sector, the fund will create employment opportunities and contribute to economic transformation.

Initiative 4. Implement the Youth Peace and Security (YPS) Program

Somalia's youth face challenges including limited opportunities, exposure to extremism, and lack of safe spaces for growth. The Youth Peace and Security (YPS) program will actively engage young people in peacebuilding, leadership, and governance by equipping them to play pivotal roles in conflict resolution and community development. Together, these initiatives aim to reduce crime, foster resilience, and empower youth to drive Somalia's peacebuilding and development agenda.

Key Interventions:

- Establish sports and youth-friendly centres across Banadir Regional Administration and Federal Member States to provide safe spaces for recreation, skill-building, and national cohesion.
- Engage youth in peacebuilding activities, leadership training, and governance processes to reduce extremism and promote stability.
- Build the capacity of young women and men, public officials, youth organisations and other actors to enhance their decision-making and governance.
- Implement the YPS national action plan and the principles of the YPS agenda (prevention, protection, participation, partnership, disengagement and reintegration).
- Establish local peacebuilding hubs and provide of skills training will empower young people to play active roles in conflict resolution and community development.
- Strengthen permanent youth councils and advisory boards to ensure that youth perspectives are consistently integrated into governance and NTP implementation.

These hubs will provide training in conflict resolution, leadership skills, and governance processes, empowering youth—including young women and marginalised youth—to take active roles in reducing extremism, fostering community resilience, and promoting stability. Additionally, partnerships with youth-led organisations will ensure that local perspectives are integrated into national security and peacebuilding strategies.

Initiative 5. Protect youth against drug abuse, illegal immigration and radicalisation

It is the Somali government's priority to promote youth platforms for mitigating the impact of mental health and substance abuse and overcoming cultural taboos and associated health issues to improve the well-being of young people. The NTP will give a special focus on youth and substance abuse with the overall goal of protecting youth against drug abuse, illegal immigration, and radicalisation. This initiative is essential for safeguarding the future of young people and, by extension, the future of society.

Addressing drug abuse, illegal immigration, and radicalisation, ensures that youth have the opportunity to lead healthy, and productive lives, to become responsible citizens contributing to national cohesion, leadership development, and community resilience.

Initiative 6. Establishing New and Expanding Existing Sports and Youth-Friendly Centres

The establishment of modern sports and fitness centres in Banadir Regional Administration (BRA) and FMS will provide safe spaces for recreation and skill development. These centres aim to reduce crime, foster social cohesion, and promote health and well-being among Somali youth, aligning with the National Transformation Plan. The Youth Friendly Centres will also ensure that young people receive comprehensive, age-appropriate reproductive health education empowering them to make informed decision about their health and wellbeing. This plan will prioritize expanding healthcare services, strengthening school and community-based programs, and utilizing digital platforms to provide accurate and accessible information.

Initiative 7. Increasing Domestic Revenue by 5% Through Sports

This initiative aims to leverage the sports sector to increase Somalia's domestic revenue by 5%. Strategies include hosting local and international tournaments, selling broadcasting rights, and promoting sports tourism. The revenue will support public services, infrastructure, and economic development, creating job opportunities and enhancing community well-being. In addition, the youth-friendly centres and stadiums could be utilized to host workshops, leadership trainings and peacebuilding activities.

Initiative 8. Rehabilitation of Mogadishu Stadium

This initiative focuses on revitalising the Mogadishu Stadium into a modern "Sports Village" equipped with state-of-the-art facilities. The project will enhance community engagement, reduce youth migration, and promote national pride by providing a safe space for sports and cultural events. The rehabilitation will contribute to youth empowerment, economic growth, and health promotion, fostering national cohesion and national unity.

Initiative 9. Construction of Five New Stadiums

Five state-of-the-art stadiums will be constructed in Somalia's Federal Member States (FMS). Each facility will include modern infrastructure to support football, athletics, and community events, promoting youth engagement and economic growth. This initiative will reduce crime, foster community integration, and generate revenue through events and sponsorships.

Key Result Area 4: Empower Persons with Disabilities

Case for Change

Persons with disabilities (PWDs) in Somalia face systemic exclusion, stigma, and limited access to basic rights and services. The Somalia National Disability Report (2024) states that 11.7% of adults live with disabilities, with higher prevalence among women (12.6%) than men (10.5%). Rural areas are most affected (13.5%), highlighting geographical disparities in access to services.

Discrimination and societal stigma further marginalise PWDs, particularly women, who face greater risks of gender-based violence and exclusion from decision-making. Despite efforts by the Federal Government of Somalia, including ratifying the UN CRPD (2018) and enacting the Federal Disability Protection Bill (2024), progress is hindered by underfunding and weak implementation.

Limited data collection on disability restricts evidence-based key interventions. The Somalia National Disability Report recommends integrating Washington Group Questions into national surveys to improve policy design. PWDs continue to struggle with access to healthcare, education, employment, and political participation, exacerbated by inaccessible infrastructure and lack of accommodations.

To advance inclusion, Somalia must effectively implement the Disability Bill, invest in public infrastructure, adaptive ICT tools, and inclusive electoral reforms, and strengthen advocacy efforts. These measures will enhance accessibility, protect rights, and promote full participation in society. In addition, the government will engage grassroots organisations, , community structures, and local networks to drive disability inclusion.

Strategic Objective: To empower and protect people with disabilities to achieve full inclusion and participation in the society

Initiative 1. Promoting Disability Rights

The initiative focuses on implementing and localising the National Disability Bill to establish a comprehensive legal framework for protecting the rights of persons with disabilities (PWDs).

Key Interventions:

The key interventions include:

- Drafting and approving an implementation roadmap of the National Disability Bill.
- Consulting stakeholders such as Organisations of Persons with Disabilities (OPDs), and monitoring compliance across regions.
- Ensuring public infrastructure inclusivity by assessing accessibility, developing guidelines, and enforcing upgrades in Mogadishu and other major towns in Federal Member States (FMS).
- Strengthening advocacy efforts by creating platforms for regular OPD engagement, launching disability rights awareness campaigns, and providing training and resources for OPD representatives.

Initiative 4. Childcare and Educational Support

The Childcare and Educational Support initiative is designed to strengthen the foundation for early childhood development (ECD) in Somalia by establishing comprehensive frameworks, incentivising private sector participation, and promoting parental engagement.

A cornerstone of this initiative is the Establishment of Inclusive National ECD Frameworks, which aims to create a unified and inclusive approach to ECD. Key activities include drafting a national framework through consultations with stakeholders, piloting it in selected regions, and refining it based on feedback. Once finalised, the framework will be rolled out nationally, with continuous monitoring and evaluation to ensure its effectiveness and adaptability.

To enhance access to quality childcare, the initiative encourages Private Sector Investment in Daycare Facilities. This involves the development of policies offering incentives to private investors, awareness campaigns to promote these opportunities, and the establishment of public-private partnerships (PPPs).

Early adopters will receive subsidies to encourage their participation, with the overall impact of these incentives evaluated to ensure they address accessibility and affordability challenges.

Recognising the importance of parental involvement, the initiative also aims to Promote Parental Guidance through Mass Media. This project focuses on developing engaging and informative content for parents, distributed through partnerships with media outlets. Parental guidance sessions will be delivered via mass media platforms, with feedback mechanisms, such as surveys, incorporated to assess engagement and refine content delivery.

Together, these activities aim to provide a robust, inclusive, and accessible childcare and educational ecosystem, laying the groundwork for long-term socio-economic development in Somalia.

Initiative 5. Childcare and Educational Support

The Housing and Nutritional Support initiative aims to address critical gaps in affordable housing and health and nutrition services for underserved populations in Somalia.

This multi-faceted initiative seeks to enhance living conditions and ensure better access to essential services through collaborative partnerships and innovative approaches.

Part of the initiative focuses on creating accessible and sustainable housing solutions. Activities include identifying and securing suitable land for housing developments, designing architectural plans tailored for affordability, and selecting construction partners through transparent bidding processes. The initiative prioritises efficiency and accountability, with construction progress monitored to ensure timely delivery. Upon completion, the housing program will be launched, and its effectiveness in addressing housing shortages will be thoroughly evaluated to guide future efforts.

The initiative also addresses critical health and nutrition needs in underserved communities. The initiative begins by establishing partnerships with health service providers to leverage expertise and resources. It then focuses on developing comprehensive nutritional support programs, complemented by the deployment of mobile health and nutrition units to reach remote areas. Health outreach campaigns will be conducted to raise awareness and improve access to services.

Continuous monitoring and evaluation will ensure the programs' effectiveness, with necessary adjustments made to enhance impact.

Together, these efforts aim to create a significant improvement in the quality of life for vulnerable populations by providing safe, affordable housing and ensuring access to vital health and nutrition services. This initiative aligns with Somalia’s broader goals of fostering sustainable development and reducing poverty.

Initiative 6. Income Support and Financial Planning

This initiative aims to enhance financial resilience and promote economic empowerment among Somalia's most vulnerable populations. By establishing a centralised database system, the initiative ensures financial aid reaches those who need it most, eliminating inefficiencies and promoting equitable access across the country. This database will streamline data collection and verification processes while ensuring policies are implemented to distribute resources fairly. Ongoing monitoring will ensure transparency and accountability, fostering trust in the system.

To address skill gaps and improve employability, the initiative partners with key stakeholders to design and deliver targeted training programs. These workshops focus on developing market-relevant skills, providing mentorship, and supporting employment opportunities. By bridging the gap between the skills people have and the demands of the labour market, this project creates pathways to sustainable livelihoods.

Additionally, the initiative leverages technology to empower individuals with financial literacy. By developing user-friendly digital tools and apps, it equips individuals with the knowledge and resources to budget effectively, manage finances, and make informed economic decisions. Public awareness campaigns and user feedback mechanisms ensure these tools remain accessible and responsive to the needs of the population.

Together, these efforts aim to build a foundation for economic resilience by improving access to financial aid, fostering employability, and enhancing financial literacy, contributing to Somalia's long-term goals of poverty reduction and inclusive growth.

Initiative 7. Reduce Gender Based Violence (GBV)

Somalia is a patriarchal society with rigid gender roles that often marginalise women and girls, exposing them to widespread gender-based violence (GBV), including female genital mutilation/cutting (FGM), early marriage, sexual, physical, and psychological abuse. Physical violence by husbands is the most reported form of GBV across the country, with rural areas seeing cases heard in customary courts (Xeer)that rarely act in the best interests of women. Barriers to women's participation in decision-making and a lack of accountability by the justice system perpetuate impunity for perpetrators and exacerbates the trauma for survivors. Additionally, women and girls in internally displaced person (IDP) sites face increased risks of violence, including sexual assault especially from armed personnel who sometimes serve as protection forces but also exploit their power to abuse residents.

Many IDP sites lack physical protection, and female- and child-led households are particularly vulnerable when male members are absent, leaving them without male "protectors"[170].

The effects of droughts, crop failure, and water shortages exacerbate GBV in Somalia, as women and girls are forced to travel long distances for water, which increases their exposure to violence. Survivors of GBV face significant barriers to seeking justice, as customary justice systems often fail to support them, and caseworkers are at risk of retaliation from the community. To address these challenges, the National Transitional Plan (NTP) prioritises improving access to justice by engaging with various legal systems to better understand and address barriers to justice for GBV survivors.

Key Interventions:

- Ensure that prompt, victim-cantered, independent, impartial investigations are conducted into all sexual and gender-based violence ensuring access to justice and reparations to survivors.
- Carry out extensive public awareness raising to address issues of stigma for sexual violence and establish and implement programs that involve representatives of the traditional and religious elders to strengthen community support.
- Reduce victim/ survivor re-traumatisation and re-victimisation while holding perpetrators of sexual offenses/SGBV to account through the justice system.
- Ensure that centres providing services and referrals for survivors of sexual violence work efficiently across the country.
- Establish expedited procedures for the handling of GBV cases, develop and share jurisprudence on sexual offenses/GBV matters in the country.
- Capacitate women and civil society organisations (CSOs) to contribute to preventing violent extremism.
- Strengthen protection mechanisms for women, girls, IDPs, conflict affected women with disabilities (CAWDs), and violence survivors through legal aid, legal reforms, and establishment of shelters.
- Adopt codes of conduct for the Somali Security Services that prohibit sexual violence and provide penalties for breach.

[170] Somalia National GBV Strategy 2018 - 2020

Key Result Area 3: Youth Empowerment

Case for Change

Economic independence is one of the most powerful mechanisms to ensure that vulnerable groups can meaningfully participate in society. This Focus Area seeks to strengthen existing priorities to develop technical and vocational skills of young people, to increase their employability and empower them to become active citizens of Somalia.

Somalia's youth are hungry for education, indicated by increasing year-on-year tertiary education enrolment numbers. It is concerning that the youth unemployment rate remains high despite growing numbers of tertiary graduates. The gap between education services and economic needs must be addressed, to prevent further outward youth migration in search of better opportunities outside the country. This Focus Area will also improve collaboration between employers and education institutes, to provide opportunities for hands-on work experience aligned to industry needs.

Strategic Objective: To empower youth by reducing unemployment from 30.1% in 2024 to 25% and providing adequate sports infrastructure by 2029

Initiative 1. Equipping 50,000 Youth with Sector-Specific Skills

This initiative aims to address Somalia's workforce challenges by equipping 50,000 youth with specialised skills tailored to key growth sectors such as technology, agriculture, renewable energy, and fisheries. These vocational training programmes are designed to align with local market demands and global industry trends, ensuring that participants gain relevant, employable expertise. By fostering a skilled workforce, the initiative seeks to tackle high youth unemployment rates, enhance economic productivity, and contribute to sustainable development. Additionally, the programme incorporates mentorship and job placement support to facilitate smooth transitions into the labour market. Through these efforts, the initiative not only empowers youth to achieve financial independence but also strengthens Somalia's economic resilience and capacity for innovation in vital sectors.

Initiative 2. Empowering Young Graduates Through Internships

This initiative aims to bridge the gap between academic education and practical workplace requirements by offering a structured internship programme for 10,000 young graduates. Targeting key sectors such as healthcare, business, and technology, the programme provides hands-on experience, allowing participants to apply their academic knowledge to real-world challenges. In addition to enhancing employability, the initiative fosters professional development by connecting graduates with mentors and industry leaders. By addressing skills mismatches and equipping young professionals with relevant expertise, the programme supports Somalia's long-term economic growth and workforce readiness. Furthermore, it strengthens collaboration between educational institutions and employers, ensuring that training aligns with evolving market demands and prepares graduates to contribute effectively to the nation's development.

Initiative 3. Increase Youth Employment and Entrepreneurship

Youth employment and entrepreneurship can raise youth engagement in Somali society, which in turn fosters greater intergenerational social cohesion.

Key Interventions:

The Key Interventions include:

- Creation of 160,000 startups by supporting youth-led innovations
- Provision of Technical and Vocational Education and Training (TVET) and Business Management skills to enhance employability.
- Establish a Youth Investment Fund including microfinance programs to provide financial accessibility and regulatory support, fostering youth-led enterprises in both traditional and digital sectors while driving innovation and entrepreneurship in key growth sectors such as agriculture.

- Establish innovation hubs to identify and nurture creative solutions to local challenges.
- Provide mentorship programs and youth exchange initiatives to engage and build capacity of the youth.
- Enhance partnerships with youth-led organizations to co-design and implement youth programs to ensure grassroots perspectives.

By fostering youth-led enterprises in the growth sector, the fund will create employment opportunities and contribute to economic transformation.

Initiative 4. Implement the Youth Peace and Security (YPS) Program

Somalia's youth face challenges including limited opportunities, exposure to extremism, and lack of safe spaces for growth. The Youth Peace and Security (YPS) program will actively engage young people in peacebuilding, leadership, and governance by equipping them to play pivotal roles in conflict resolution and community development. Together, these initiatives aim to reduce crime, foster resilience, and empower youth to drive Somalia's peacebuilding and development agenda.

Key Interventions:

- Establish sports and youth-friendly centres across Banadir Regional Administration and Federal Member States to provide safe spaces for recreation, skill-building, and national cohesion.
- Engage youth in peacebuilding activities, leadership training, and governance processes to reduce extremism and promote stability.
- Build the capacity of young women and men, public officials, youth organisations and other actors to enhance their decision-making and governance.
- Implement the YPS national action plan and the principles of the YPS agenda (prevention, protection, participation, partnership, disengagement and reintegration).
- Establish local peacebuilding hubs and provide of skills training will empower young people to play active roles in conflict resolution and community development.
- Strengthen permanent youth councils and advisory boards to ensure that youth perspectives are consistently integrated into governance and NTP implementation.

These hubs will provide training in conflict resolution, leadership skills, and governance processes, empowering youth—including young women and marginalised youth—to take active roles in reducing extremism, fostering community resilience, and promoting stability. Additionally, partnerships with youth-led organisations will ensure that local perspectives are integrated into national security and peacebuilding strategies.

Initiative 5. Protect youth against drug abuse, illegal immigration and radicalisation

It is the Somali government's priority to promote youth platforms for mitigating the impact of mental health and substance abuse and overcoming cultural taboos and associated health issues to improve the well-being of young people. The NTP will give a special focus on youth and substance abuse with the overall goal of protecting youth against drug abuse, illegal immigration, and radicalisation. This initiative is essential for safeguarding the future of young people and, by extension, the future of society.

Addressing drug abuse, illegal immigration, and radicalisation, ensures that youth have the opportunity to lead healthy, and productive lives, to become responsible citizens contributing to national cohesion, leadership development, and community resilience.

Initiative 6. Establishing New and Expanding Existing Sports and Youth-Friendly Centres

The establishment of modern sports and fitness centres in Banadir Regional Administration (BRA) and FMS will provide safe spaces for recreation and skill development. These centres aim to reduce crime, foster social cohesion, and promote health and well-being among Somali youth, aligning with the National Transformation Plan. The Youth Friendly Centres will also ensure that young people receive comprehensive, age-appropriate reproductive health education empowering them to make informed decision about their health and wellbeing. This plan will prioritize expanding healthcare services, strengthening school and community-based programs, and utilizing digital platforms to provide accurate and accessible information.

Initiative 7. Increasing Domestic Revenue by 5% Through Sports

This initiative aims to leverage the sports sector to increase Somalia's domestic revenue by 5%. Strategies include hosting local and international tournaments, selling broadcasting rights, and promoting sports tourism. The revenue will support public services, infrastructure, and economic development, creating job opportunities and enhancing community well-being. In addition, the youth-friendly centres and stadiums could be utilized to host workshops, leadership trainings and peacebuilding activities.

Initiative 8. Rehabilitation of Mogadishu Stadium

This initiative focuses on revitalising the Mogadishu Stadium into a modern "Sports Village" equipped with state-of-the-art facilities. The project will enhance community engagement, reduce youth migration, and promote national pride by providing a safe space for sports and cultural events. The rehabilitation will contribute to youth empowerment, economic growth, and health promotion, fostering national cohesion and national unity.

Initiative 9. Construction of Five New Stadiums

Five state-of-the-art stadiums will be constructed in Somalia's Federal Member States (FMS). Each facility will include modern infrastructure to support football, athletics, and community events, promoting youth engagement and economic growth. This initiative will reduce crime, foster community integration, and generate revenue through events and sponsorships.

Key Result Area 4: Empower Persons with Disabilities

Case for Change

Persons with disabilities (PWDs) in Somalia face systemic exclusion, stigma, and limited access to basic rights and services. The Somalia National Disability Report (2024) states that 11.7% of adults live with disabilities, with higher prevalence among women (12.6%) than men (10.5%). Rural areas are most affected (13.5%), highlighting geographical disparities in access to services.

Discrimination and societal stigma further marginalise PWDs, particularly women, who face greater risks of gender-based violence and exclusion from decision-making. Despite efforts by the Federal Government of Somalia, including ratifying the UN CRPD (2018) and enacting the Federal Disability Protection Bill (2024), progress is hindered by underfunding and weak implementation.

Limited data collection on disability restricts evidence-based key interventions. The Somalia National Disability Report recommends integrating Washington Group Questions into national surveys to improve policy design. PWDs continue to struggle with access to healthcare, education, employment, and political participation, exacerbated by inaccessible infrastructure and lack of accommodations.

To advance inclusion, Somalia must effectively implement the Disability Bill, invest in public infrastructure, adaptive ICT tools, and inclusive electoral reforms, and strengthen advocacy efforts. These measures will enhance accessibility, protect rights, and promote full participation in society. In addition, the government will engage grassroots organisations, , community structures, and local networks to drive disability inclusion.

Strategic Objective: To empower and protect people with disabilities to achieve full inclusion and participation in the society

Initiative 1. Promoting Disability Rights

The initiative focuses on implementing and localising the National Disability Bill to establish a comprehensive legal framework for protecting the rights of persons with disabilities (PWDs).

Key Interventions:

The key interventions include:

- Drafting and approving an implementation roadmap of the National Disability Bill.
- Consulting stakeholders such as Organisations of Persons with Disabilities (OPDs), and monitoring compliance across regions.
- Ensuring public infrastructure inclusivity by assessing accessibility, developing guidelines, and enforcing upgrades in Mogadishu and other major towns in Federal Member States (FMS).
- Strengthening advocacy efforts by creating platforms for regular OPD engagement, launching disability rights awareness campaigns, and providing training and resources for OPD representatives.

Together, these measures aim to institutionalise inclusivity, enhance accessibility, and empower PWDs to participate fully in society, fostering an equitable and rights-based environment across Somalia.

Initiative 2. Access to Information for Persons with Disabilities

The initiative aims to ensure that persons with disabilities (PWDs) can effectively access and utilise ICT infrastructure and electronic information in inclusive formats. This initiative collaborates with stakeholders to develop adaptive tools tailored to local content needs.

Key Interventions:

The key interventions include:

- Conducting comprehensive needs assessment for ICT accessibility tools.
- Designing, piloting, and refining adaptive technologies in selected ICT facilities.
- Distributing accessible electronic information in formats such as Braille, audio, and other adaptive technologies. It involves engaging ICT and media companies for content distribution, raising public awareness about the availability of accessible content, and monitoring its reach and impact.

By addressing technological barriers, this initiative fosters equitable access to information for PWDs, empowering them to participate in social, economic, and educational activities more effectively.

Initiative 3. Nationwide Campaign for Public Awareness on Disability Inclusion

Raising public awareness about disability rights and inclusion is crucial for fostering societal change. Somalia will launch a nationwide campaign to educate citizens about the rights and contributions of persons with disabilities.

Key Interventions:

The key interventions include:

- Empowers key institutions like ministries, media outlets, and educational organisations to lead campaigns.
- Develops media plans based on social and behavioural change principles.
- Integrate lessons about disability inclusion into school curricula.

These efforts will promote dignity, respect, and full societal participation for persons with disabilities.

Initiative 4. Employment, and Livelihoods for Persons with Disabilities

Workforce participation is critical for the social inclusion of persons with disabilities, yet systemic barriers like inaccessible workplaces and societal discrimination persist. This initiative addresses these challenges through targeted skills development, inclusive labour market policies, and enforcement of a 5% employment quota for persons with disabilities in public and private sectors. Additional programs include business incubation programs tailored to PWDs, microcredit schemes for women and youth with disabilities, vocational rehabilitation, and economic reintegration services. These measures aim to create an inclusive workforce where persons with disabilities can thrive economically and socially.

Initiative 5. Social Protection for Persons with Disabilities

This initiative aims to prioritise the development of a comprehensive social protection system for persons with disabilities, addressing critical gaps in existing welfare programs. This includes extending income support, linking social assistance to education and health to improve enrolment and retention rates, and implementing safety-net programs to address food insecurity and build resilience to economic and environmental shocks. These initiatives aim to promote the full participation of persons with disabilities in society on an equal basis with others.

Initiative 6. Improve Humanitarian Response Access for Persons with Disabilities

Somalia's prolonged conflict and instability, combined with its high vulnerability to climate change and extreme weather events, have severely impacted the lives of persons with disabilities. Droughts, flash floods, erratic rainfall, disruption to monsoon seasons, cyclones, and dust storms have displaced vast numbers of people, forcing many families to flee rural areas and seek shelter in urban settlements in search of basic humanitarian assistance. Persons with disabilities are disproportionately affected by these crises, facing greater challenges in accessing essential services such as education, healthcare, employment, and social services. The displacement and violence create additional barriers to education, healthcare, recreation, and livelihood opportunities.

A fully inclusive humanitarian response must include deliberate, well-planned actions at every level of humanitarian intervention that adhere to the Charter on Inclusion of Persons with Disabilities in Humanitarian Action and the Convention on the Rights of Persons with Disabilities (CRPD).

Key Interventions:

- Create a comprehensive emergency plan including the development of accessible and inclusive early warning systems to ensure that PWDs receive critical disaster information as early as possible during armed conflict, natural disasters, and humanitarian crises.
- Advocate for the inclusion of persons with disabilities in humanitarian action.
- Establish a system for meaningful consultation with persons with disabilities and their representative organisations at every stage of the humanitarian project cycle.

Build alliances with national, regional, and global organisations of persons with disabilities (OPDs) to ensure that the needs and rights of persons with disabilities are considered throughout humanitarian key interventions.

Initiative 7. Ease Physical Accessibility for PWDs

In Somalia, the lack of accessibility in public spaces and buildings remains a significant barrier including public transportation. The Committee on the Rights of Persons with Disabilities has stated "Accessibility is a precondition for persons with disabilities to live independently and participate fully and equally in society. Without access to the physical environment, to transportation, to information and communication including information and communications technologies and systems and to other facilities and services open or provided to the public, persons with disabilities would not have equal opportunities for participation in their respective societies." As such, the NTP embraces a comprehensive approach to accessibility including the introduction of necessary adjustments to the physical environment such as ramps for wheelchair users, visual or auditory aids, and accessible information platforms, which must become the standard for government-funded infrastructure.

Key Interventions:

- Ensure that all public use infrastructure comply with accessibility standards to guarantee inclusiveness for persons with disabilities.
- Develop and enforce national accessibility guidelines for all public and private infrastructure, schools, hospitals, and community spaces.
- Conduct comprehensive assessments of public spaces to identify accessibility barriers and ensure mobility for persons with disabilities.
- Provide key services such as healthcare, education, and humanitarian aid with increased disability awareness, improved infrastructure, transportation support, and, where needed, door-to-door service provision.
- Develop a national system for sign language interpretation and improve access to information for persons with disabilities.
- Enforce accessible transportation standards in both public and private sectors.
- Develop a national digital inclusion policy to ensure access to online resources for persons with disabilities.

Key Result Area 5: Providing Durable Solutions for IDPs, Refugees and Returnees

Case for Change

Somalia's displacement crisis is a complex humanitarian emergency with approximately 4 million internally displaced persons (IDPs). These crises are driven by recurrent droughts, floods, conflict, and insecurity, resulting in substantial loss of livelihoods. Rapid urbanization and rural migration have exacerbated the situation, forcing many Somalis to abandon their homes. To address this, long-term investment in rural development is crucial. In 2023, Somalia experienced the worst drought in 40 years, displacing over 1.3 million people and triggering 1.7 million movements.

Despite the challenges, the government has made significant progress in addressing the crisis. The Federal Government of Somalia (FGS) has developed legal policy frameworks that support durable solutions to address displacement, aligning with international standards, including the Sustainable Development Goals. Key efforts include policy formulation, such as the development of the National Policy for Refugee Returnees and IDPs, the National Durable Solutions Strategy and other frameworks, incorporating IDP issues into national planning, establishing coordination mechanisms, and advocating for resource mobilisation. The National Durable Solutions Strategy (NDSS) has established a clear roadmap and exercised a comprehensive developmental approach in implementing solutions. Under this framework, the government has successfully initiated and executed a number of durable solutions initiatives across the country. The Federal Government of Somalia (FGS) views displacement as primarily a development issue with humanitarian elements. Consequently, solutions to displacement are well embedded into this National Transformation Plan (NTP).

As the government aims to achieve sustainable solutions for approximately one million IDPs across the nation, strategic planning and increased resources are crucial to overcoming the multifaceted challenges posed within these regions.

The National Solutions Pathways Action Plan (2024 – 2029)[171] launched in September 2024, aims to provide durable solutions for approximately 1 million internally displaced persons (IDPs) across diverse regions, a projected budget of $2.09 billion, focusing on six solutions priority areas: government leadership; access to basic services, access to employment and livelihood opportunities; legal documentation, housing, land and property and justice; addressing climate change and building resilience; and data utilisation for solutions. These priority areas will be implemented through the engagement and collaboration of local authorities and displacement and affected communities.

The Action Plan incorporates comprehensive and innovative approaches across the Humanitarian, Development and Peace Nexus (HNPN) involving various stakeholders, including governmental agencies, partners, and local communities, ensuring that the voices of displacement-affected communities are heard. Initiatives under this plan are aimed at sustainable development through innovative strategies in health, education, agriculture, employment, national cohesion, return and reintegration, promoting resilience and long-term stability in the affected regions. The collective efforts are geared toward fostering collaboration among international partners and local authorities, ultimately striving for enhanced governance structures and better living conditions for all citizens amidst ongoing challenges.

The Solutions Pathways Action Plan is aligned with the Sustainable Development Goals (SDGs) and the United Nations Secretary-General's Action Agenda on Internal Displacement, emphasising three interconnected goals: achieving durable solutions, ensuring protection and assistance, and preventing future displacement. Key elements of the action plan emphasise coordinated government leadership and the integration of displaced persons' experiences into national policies. The overarching vision promotes long-term solutions that prioritise the well-being of IDPs, creating a framework aligned with both national development objectives and international standards. By fostering sustainable development while addressing the root causes of displacement, this action plan serves as a critical step towards rebuilding lives and transforming the socio-economic landscape in Somalia.

[171] CCCM Cluster Somalia. IDP Site Master List – 1st Quarter 2024

In addition to providing durable solutions, Somalia's urbanisation strategy seeks to integrate displaced persons into city planning, ensuring access to affordable housing, public services, and economic opportunities. This includes urban upgrading initiatives, infrastructure development, and policies that promote social and economic inclusion in cities where displaced communities have settled.

Strategic Objective: To foster sustainable solutions for 1 million displaced persons by 2029

Initiative 1. Access to Basic Services

Guaranteeing that IDPs have sustained access to essential services built on government owned lands such as healthcare, education, and water is vital to preventing dependence on humanitarian assistance. Simultaneously, ensuring the internally displaced are included in developing national systems, including protection programs and services and development strategies, is vital for improving the living conditions and well-being of Displacement Affected Communities (DACs). Internally displaced persons in Somalia can access acceptable and affordable health, water, sanitation, and education services.

Key Interventions:

- Construct/ rehabilitate referral hospitals and health facilities and provide integrated health and nutrition supplies/equipment in DAC areas.
- Establish waste management and drainage systems through public-private partnerships.
- Drill deep boreholes with solar pumping system/ Rehabilitate existing wells and establish water infrastructure systems with rainwater collection systems (Berkads) and installation of small-scale micro dams and water pipelines to houses, schools, health facilities and public centers within the IDP sites.
- Construct/Rehabilitate and operationalise existing/new school infrastructure in DAC areas and TVET centers.
- Establish school feeding programs to encourage school enrolment.
- Provide quality teaching and learning resource materials to sustain education for IDPs.
- Establish a conditional cash program to improve girl child enrolment and retention with a focus on the rights of girls.

- Establish Special Protection Units (SPUs) in integrated settlements to serve as centralised protection hubs, offering a comprehensive range of services including legal aid, psychosocial support, gender-based violence prevention, child protection, and referrals while fostering community resilience and self-reliance.

Initiative 2. Access to Employment and Livelihood Opportunities

Facilitating access to job opportunities and sustainable livelihoods is critical to ensuring resilient communities. Providing IDPs with the means to support themselves economically can significantly enhance their ability to rebuild their lives and reduce dependency on humanitarian aid. This initiative focuses on building the skills and knowledge of displaced and affected communities, supporting business development, and providing agricultural and livestock assistance to help them achieve economic independence.

Key Interventions:

- Skills and Business Development Sector
  - Provide start-up capital for the creation and promotion of (MSMEs) for youth and women.
  - Create and promote Saving Credit Cooperative Societies (SACCOS) and Village Saving and Loan Associations (VSLAs) for DACs.
  - Develop and roll out microfinance access programs for women self-help groups. Provide skill development and interactive education through technical and vocational education and training (TVET).
- Agriculture, Fisheries and Livestock Sector
  - Establish climate-smart agricultural farms with advanced technologies, including inputs, seeds, crops, greenhouses, and modern equipment.
  - Construct/rehabilitate major irrigation canals and market infrastructure for trading local produce in each district.
  - Promote fisheries enterprises for women's groups and support fish farmers by enhancing fish production and livelihoods.
  - Provide temporary income-generating opportunities while improving community infrastructure through a cash-for-work (CFW) programmes.

Initiative 3. Legal Documentation, Housing, Land, and Property (HLP), and Access to Justice

The provision of necessary documentation, access to justice, housing, land, and property rights are fundamental to achieving durable solutions. Legal documentation is often necessary to access financial services and employment. Security of tenure for housing and land rights are critical for achieving permanent housing solutions for displaced persons, refugees and returnees. The NTP prioritises the protection and assistance of DAC, refugees and returnees to promote national cohesion and integration with host communities.

Key Interventions:

- Construction of permanent and durable houses that can accommodate at least a family consisting of 6 individuals in DAC areas.
- Provide rental subsidy programs where IDPs are expected to graduate and attain self-sufficiency at the end of the program.
- Promote Housing, Land, and Property (HLP) rights through Community-Based Initiatives (CBI) that foster sustainability and ownership while ensuring land tenure security by providing title deeds and occupancy certificates to internally displaced persons (IDPs).
- Construction and rehabilitation of roads and feeder roads in districts to enhance access and integration.
- Promote national cohesion through community support programs aimed at fostering national cohesion and integration among displaced individuals, promoting a sense of belonging and unity within the community.
- Support access and provision of national ID cards, passports for IDP registration and other identification documents through the National Identification and Registration Agency (NIRA).

13.4. Enablers

Enabler 1: Government Commitment and Leadership

Effective leadership and coordination at the national, state and local levels are necessary to ensure systematic inclusion of displacement-affected communities (DACs) across government priorities and planning processes, as well as successfully implementing durable solutions programs.

Achieving lasting solutions to displacement will require high-level leadership and a "whole-of-government" approach.

The Federal Government of Somalia is committed to developing and implementing this action plan to meaningfully address the prolonged vulnerabilities of IDPs, vulnerable host communities, and returnees. The government aims to strengthen local governance to better support displaced populations. Local authorities are the frontline service providers; therefore, the Solutions Pathways Action Plan and the NTP prioritise building the capacity of local government to be very essential in supporting IDPs, returnees and other vulnerable social groups.

Key Interventions:

- Strengthen existing government structures to implement durable solutions through enhancing functional local government administration in displacement-affected communities (DACs) hosting districts to implement durable solutions.
- Strengthen the Federal, FMS and BRA to coordinate durable solutions through existing coordination platforms.
- Develop and implement urban as well as District Development to foster ownership and sustainability of solutions Pathway initiatives for management of migration patterns, reduction of overcrowding, and prevention of strain on services.
- Engage and provide incentives to the private sector and diaspora to participate in and support the solutions pathways action plan.

Enabler 2: Generating Reliable Data

Ensuring the reliability of data is crucial for informed decision-making. Accurate and up-to-date information on the needs, locations, and conditions of IDPs is crucial for effectively planning and implementing the government's pathways initiative. It is expected that durable solutions stakeholders, led by the Somali government, are aware of the progress IDPs are making towards durable solutions and can adapt where IDPs are not on course.

Enabler 3: Financing Strategy

The financing strategy for Somalia's durable solutions initiatives focuses on aligning existing resources, programs, and key interventions, as well as strategically incorporating new initiatives with the Solutions Pathways Action Plan and the National Transition Plan (NTP).

Somalia's outstanding debt as of the third quarter of 2024 stood at $1,520.44 million[122], composed of:

- $777.81 million to non-Paris Club member countries (notably UAE, Iraq, and Kuwait)
- $692.29 million to multilateral institutions (including the Arab Monetary Fund and IMF),
- $47.67 million to Paris Club member countries, and
- $2.67 million to commercial lenders, primarily the Government of Serbia.

This composition underscores the importance of proactive measures to mitigate risks related to external shocks, exchange rate volatility, and interest rate variability. A robust debt management framework is essential to safeguard fiscal stability, enhance investor confidence, and provide a foundation for inclusive economic growth.

Initiative

Robust national debt management complements Somalia's broader fiscal and monetary reforms, including enhancing public finance management and mobilising domestic resources. By establishing a robust debt management framework, Somalia will strengthen its fiscal resilience, attract investments, and support the implementation of the National Transformation Plan (NTP I).

Key Interventions

The implementation of these initiatives represents a transformative agenda for Somalia, aimed at strengthening public finance systems, enhancing financial services, and driving sustainable economic development. By addressing foundational challenges in governance, revenue mobilisation, and financial inclusion, Somalia is poised to achieve fiscal stability, economic resilience, and long-term prosperity.

[122] Office of the President—State of the Economy Report—Volume II (November 2024)

Key Interventions:

The key initiatives include:

- Leveraging smart technology for housing management, such as automated systems for utilities and maintenance.
- Enhancing urban safety through technology-driven surveillance and emergency response systems and incorporating green technologies.

Enabler 6: Fostering Gender Equity and Leadership

Gender-sensitive workplace policies ensure women's fair access to opportunities by addressing pay gaps, workplace discrimination, and harassment. Leadership programmes nurture women leaders, enhancing representation across all sectors. Supportive environments and mentorship initiatives encourage women's participation in civic and economic spheres. Early education advocacy challenges gender stereotypes from a young age, fostering equitable opportunities for both boys and girls in education and beyond.

Enabler 7: Enabling Inclusive Infrastructure for Persons with Disabilities

Comprehensive accessibility standards create inclusive public spaces, digital systems, and educational opportunities for persons with disabilities (PWDs). Assistive technologies, such as adaptive devices, hearing aids, and screen readers, empower PWDs by facilitating mobility and communication. Inclusive dialogue with organisations of persons with disabilities (OPDs) ensures that programmes and policies reflect their needs. Collaborative advocacy platforms further amplify their voices, fostering broader societal inclusion and understanding.

Enabler 8: Safeguarding the Rights and Wellbeing of Children

Significant investment in education and healthcare ensures children receive robust foundational support to thrive. Strong enforcement of protection laws safeguards children from abuse, exploitation, and neglect. Community engagement initiatives raise awareness about children's rights, promoting local accountability. Welfare monitoring systems facilitate data-driven approaches, enabling targeted key interventions for vulnerable children and continuous improvement of programmes to maximise impact.

Chapter 14: Education and Human Capital Development

OBJECTIVE:

Enhancing Quality, Inclusive Education and Human Capital Development

UN SDGs Addressed:



Expands access to equitable and quality education.



Reduces gender gaps in education.

14.1. Overview

Education is a fundamental human right and is indispensable for the achievement of sustainable development and is a gateway to improved quality of life and increased economic, political and social opportunities[172]. Education is a cornerstone for human capital development and economic empowerment. This chapter explores the development of Somalia's strongest asset – its people. Somalia has an extraordinarily young population, with 70% below 35 years[173].

However, their full potential is currently under-realised, with 30.1% of youth facing unemployment, and 29.7% of youth being illiterate[174]. Human capital development requires the development of a productive, adaptive and skilled workforce to meet the societal and economic demands of a country. Without access to quality education during childhood, many Somalis lack a strong foundation of knowledge and life skills required to contribute to the country's socioeconomic growth.

[172] SNBS (2023). Somalia Integrated Household Budget Survey
[173] MOPIED (2019). National Development Plan 9 (2020 – 2024)
[174] SNBS (2023). Somalia Integrated Household Budget Survey

Addressing out-of-school children a priority

Access to education remains the most significant concern for Somalia with 3,610,354 of school aged children (6-17 years) not enjoying the opportunity to be in school. The overcrowding of schools in urban areas, and lack of schools in rural especially conflict prone areas have led to disparities in distribution of resources and education outcomes. The inadequate education infrastructure has resulted in higher numbers of mixed facilities in most of the Federal Member States. The uneven distribution and limited number of secondary schools has deterred the transition of learners from primary to secondary school especially in Somaliland and Puntland.

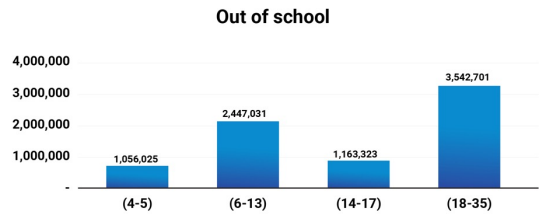


FIGURE 109: NUMBER OF OUT-OF-SCHOOL AGED CHILDREN AND YOUTH IN SOMALIA IN 2023[175]

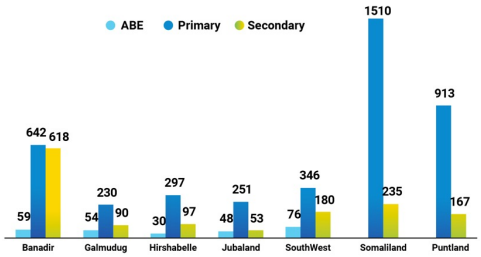


FIGURE 110: PRIMARY AND SECONDARY SCHOOLS ENROLMENT[176]

Efforts at federal and state level have led to increased enrolment of 1,679,162 in 2023 in both public and private schools as indicated in Table 11, with gross enrolment rates in Somalia being on an upward trend increasing from 864,572 in 2019 to 1,679,162 in 2023. Despite this increase, Somalia continues to lag the rest of the East African Community in both primary and secondary school enrolment rates as given in Figures 112 and 113. It is notable that access to education opportunities is particularly low among children in rural and nomadic communities, IDPs, girls and children with disabilities who are most affected by infrastructure limitations or protracted conflicts. Nearly 27 percent of children enrolled in primary school are older than 13 years, and more than 55 percent of those enrolled in secondary school are not between the ages of 14–17 years[177].

[175] MoECHE 2023, Education Statistics
[176] MoECHE 2023, Education Statistics
[177] World Bank (2019). Somali Poverty and Vulnerability Assessment: findings of the Somali High Frequency Survey

Table 10: Summary Of 2023 ECE, Primary, ABE And Secondary Enrolment (MOECHE)

States/Region	ECE	Primary	ABE	SEC	Total
Somaliland	19,970	406,360	6,741	80,705	**513,776**
Puntland	4,477	228,338	6,809	45,463	**285,087**
Banadir	3,239	245,016	2,3259	113,549	**385,063**
Galmudug	4,120	60,025	3,739	12,186	**80,070**
Hirshabelle	3117	73,667	21,189	12,885	**110,858**
Jubbaland	4500	84,489	21,980	11,918	**122,887**
Southwest	2156	112,347	41,067	25,851	**181,421**
Total	**41,579**	**1,210,242**	**124784**	**302,557**	**1,679,162**

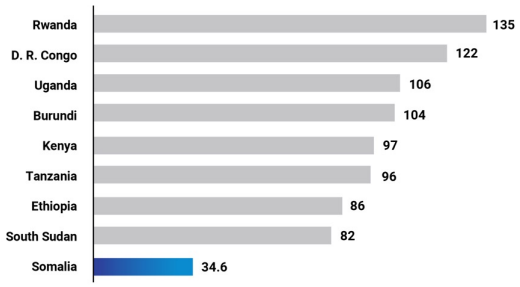


FIGURE 111: PRIMARY SCHOOL ENROLMENT IN THE EAC[178]

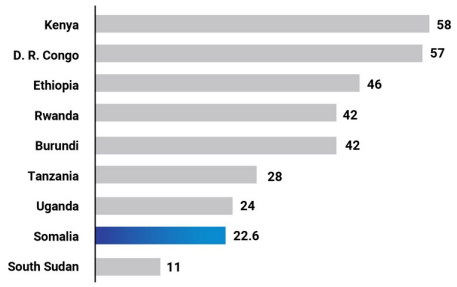


FIGURE 112: SECONDARY SCHOOL ENROLMENT RATES AMONG THE EAST AFRICAN STATES[179]

Enrolment outpaces recruitment and training of teachers

The country has a large pool of teachers in ECE (1436), Primary (29132), ABE (1631) and Secondary (11,007). The majority (79%) of the teachers work in private schools while the public schools host 21% of the teachers[180]. The education sector has struggled to grow its teachers to meet its rapidly rising enrolment numbers. Although the government has taken initiatives to recruit 3,000 teachers annually since 2022, there remains a shortage of teachers with a pupil teacher ratio of 46:1 at primary level as shown in Table 12. This is particularly concerning as the ratio for primary pupils to qualified teachers increases to 67:1, more than double the globally recommended ratio of 25:1. Amid teacher shortages, the government has developed the Teacher Policy (2021) aiming to attract more teachers into the public sector.

[178] FGS Annual Statistics Yearbook (2022-2023)
[179] FGS Annual Education Statistics Reports (2019-2023)
[180] FGS Annual Education Statistics Reports (2019-2023)

Table 11: Summary of Basic Education Teachers in Somalia[181]

State/Region	ECE Teachers			Primary Teachers			ABE Teachers			Secondary Teachers		
	M	F	Total	M	F	Total	M	F	Total	M	F	Total
Somaliland	139	655	**794**	8,555	2,078	**10,633**	0	0	**0**	2,595	106	**2,7**
Puntland	83	84	**167**	5,126	853	**5,979**	192	42	**234**	1,464	39	**1,5**
Banadir	73	154	**227**	3,459	483	**3,942**	107	25	**132**	4,233	146	**4,3**
Galmudug	39	43	**82**	1,281	202	**1,483**	12	1	**13**	421	22	**4**
Hirshabelle	33	12	**45**	1,586	274	**1,860**	222	108	**330**	424	10	**4**
Jubaland	31	49	**80**	2,100	330	**2,430**	403	114	**517**	497	19	**5**
Southwest	30	11	**41**	2,320	485	**2,805**	312	93	**405**	991	40	**1,0**
Total	**428**	**1,008**	**1,436**	**24,427**	**4,705**	**29,132**	**1,248**	**383**	**1631**	**10,625**	**382**	**11,0**

Managing a dynamic system with strong donor presence

Private schools compose 32% of the total schools but cater for 52% of the learners while public schools make up 68% of the schools but accommodate 48% of the learners, indicating severe overcrowding in private schools. While many private schools exist to educate displaced and underserved populations, parallel education systems can pose risks for the Ministry of Education, such as increased regulatory challenges, fragmentation of curriculum, and increased disparity or elitism from fee-paying schools. Private sector schools are necessary stakeholders to engage, given that they operate between 15% to 96% of the schools in different regions.

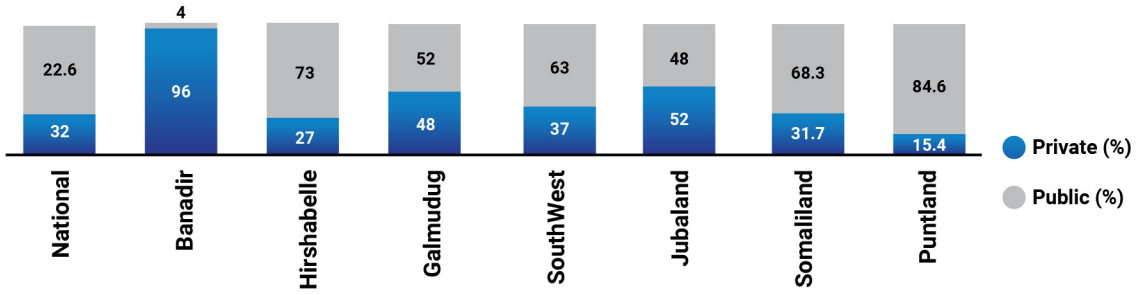


FIGURE 113: BREAKDOWN OF PUBLIC AND PRIVATE SCHOOLS[182]

Education in Somalia faces chronic underfunding, with heavy reliance on donor contributions and constrained government resources. Although significant effort has been made to increase government spending on education (US$16.3 million in 2023), donor funding remains 5 times greater (US$89.3 million in 2023).

[181] MOECHE Annual Statistics Yearbooks (2022-2023)
[182] MOECHE Annual Statistics Yearbooks (2022-2023)

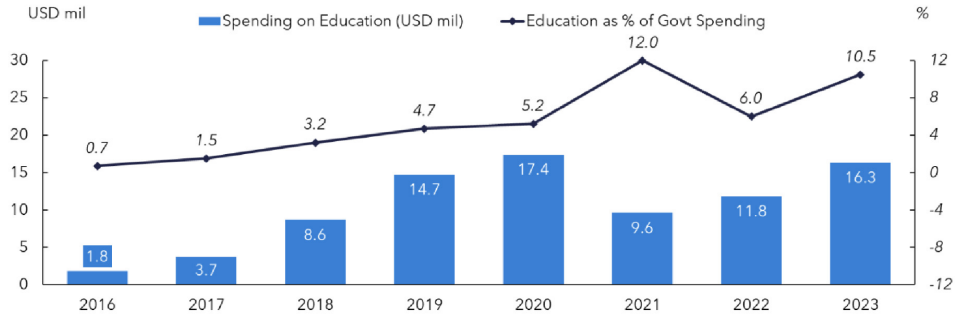


FIGURE 114: PUBLIC SPENDING ON EDUCATION FROM 2016 TO 2023[183]

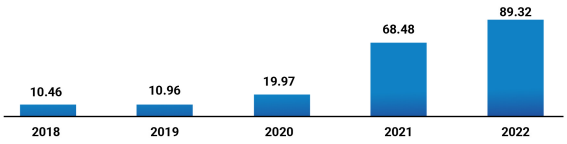


FIGURE 115: DONOR SPENDING ON EDUCATION (USD MILLION)[184]

Post-basic education, challenges to obtaining gainful employment remain

Instability and widespread displacement due to decades of conflict have resulted in 65.5% of the population being unable to attain formal education.

The regional comparison of literacy rates among Eastern Africa countries also indicates that Somalia has one of the lowest literacy rates of 4,457,440 (53.7%) out of an adult population (>15 years) of 8,300,634, beating only Ethiopia (51.8%) and South Sudan (34.5%).

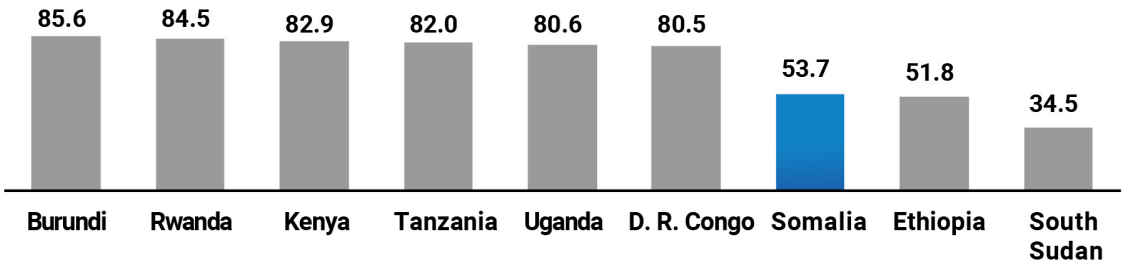


FIGURE 116: REGIONAL COMPARISON OF THE LITERACY RATES FOR POPULATION ABOVE 15 YEARS

[183] MOECHE Annual Statistics Yearbooks (2022-2023)
[184] MOECHE Annual Statistics Yearbooks (2022-2023)

Although a large number of learner's complete tertiary education, Somalia's youth unemployment rate remains high at almost 30.1%% when compared to the overall national unemployment rate of Somalia which was 21.4% in the same year[185]. There is extreme mismatch between the skills learnt at the tertiary level and those that the workforce needs. Challenges here involve missing soft skills from university graduates, as well as a lack of standardised curricula or pathways across TVET education, complicating alignment between education and economic objectives.

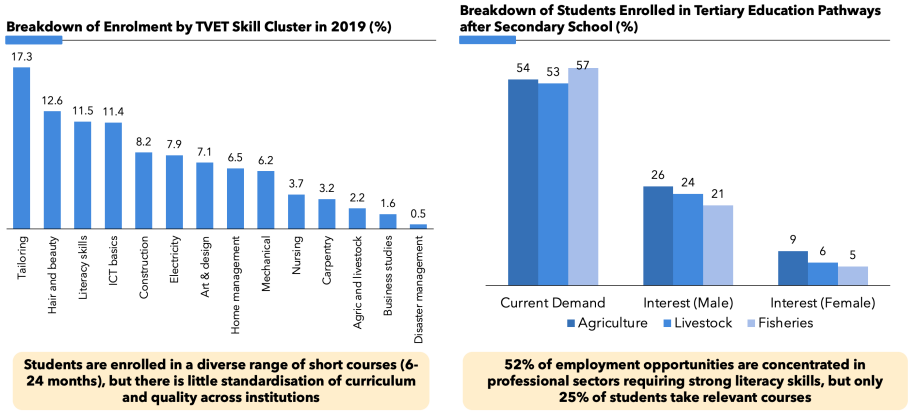


FIGURE 117: BREAKDOWN OF ENROLMENT BY TVET SKILL CLUSTER IN 2019(%)[186]

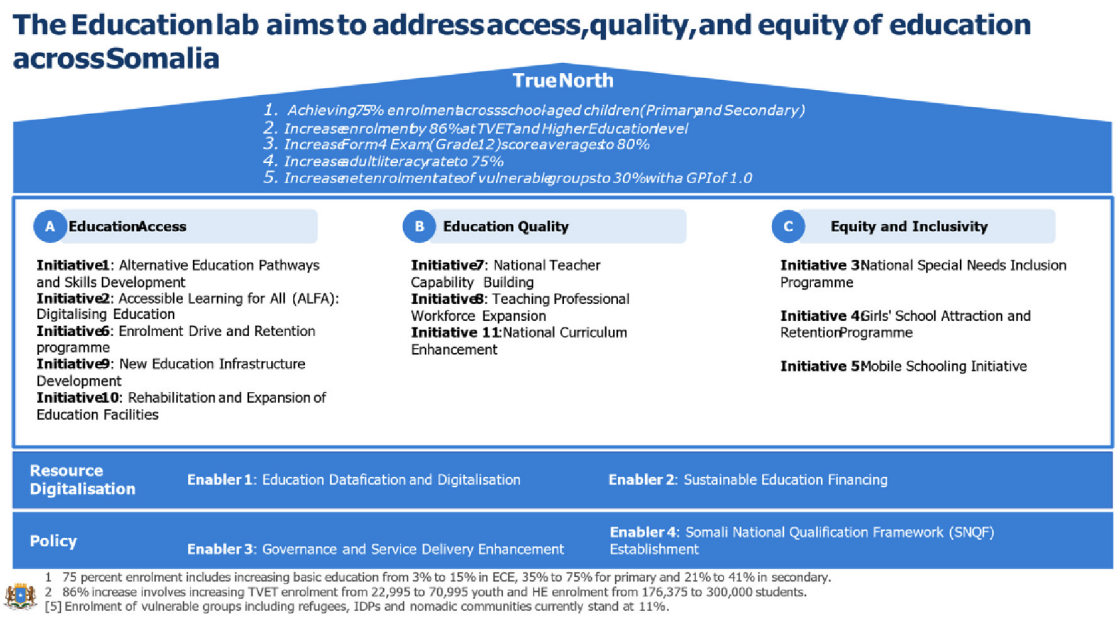


FIGURE 118: EDUCATION SECTOR HOUSE CHART

[185] SNBS (2019). Labour Force Survey
[186] Somalia Education Sector Analysis (2022)

14.2. Theory of Change

Somalia faces significant challenges in human capital development, with limited access to quality education, a shortage of qualified teachers, exclusion of vulnerable groups, and insufficient opportunities for gainful employment. These issues hinder economic growth, perpetuate inequality, and reduce resilience to social and economic shocks. The NTP I will transform Somalia's education and employment system to provide accessible, equitable, inclusive and quality opportunities for all Somalis through the following focus areas, enabling the development of a skilled workforce that contributes to sustainable development driven by the Ministry of Education, Culture and Higher Education (MoECHE). The key national result areas include:

1. Equitable Access to Education: expanding infrastructure in underserved areas, implementing financial and community initiatives to raise enrolment to 75% in basic education, and supporting students transitioning into secondary school. MOECHE targets to increase literacy rate to 75% by providing Adult Education and increasing enrolment in TVET by 86%.
2. Quality of education across all levels to improve Form 4 examinations score averages to 80% by recruiting and training qualified teachers. MOECHE targets to provide opportunities for in-service teacher training and continuous professional development of existing teachers to meet growing enrolment numbers. The national curricula for the different sub-sector need to be finalised and implemented to improve the national learning outcomes.
3. Equitable and Inclusive Education: targeted interventions to provide education opportunities for girls, children with disabilities and children from underserved rural populations to increase the enrolment of vulnerable population to 30%. and improve the Gender Parity Index to 1.0.

14.3. Key Result Areas

Key Result Area 1: Ensuring Equitable Access to Education

Case for Change

Education is a critical lever to improving a child's socioeconomic outcomes over the course of their lifetime. Over 4.6 million school-aged children are out-of-school, with enrolment rates hindered by persistent inadequate infrastructure, cultural, security, transport and financial barriers. Out-of-school youth are particularly vulnerable to being radicalised and recruited into militia groups. Barriers to education opportunities include limited spaces at school, poverty, cost of education, lack of transportation, lack of safety and child labour, must be tackled urgently, effectively and inclusively. The NTP I proposes a strategic intervention to raise enrolment and retention rates, to provide each child in Somalia with an equal opportunity at reaching their full potential.

There is an urgent need to upgrade existing school infrastructures in Somalia to permanent education facilities since a large number of institutions across the country are in temporary structures which are not fit for learning since they are susceptible to disasters in case of floods. Temporary learning facilities are utilised commonly in situations of emergency, displacement to service IDP communities, or as an interim measure to provide access to education for communities where resources are scarce.

According to the 2022 supervision report, 1,423 (82%) of the primary and secondary schools were below average with rudimentary requirements while 184 (11%) of them were not fit to host learners since they do not have the basic requirements to conduct appropriate teaching and learning. The NTP I considers innovative approaches to schooling models to reach children from rural and displaced communities, and views technology as a powerful lever to overcome geographical and logistical barriers to learning materials and teaching.

Strategic Objective: Increasing access to education from 35% in 2024 to 75% in 2029 in Basic education

Initiative 1. Enrolment Drive and Retention Programme

Structural and financial barriers have significantly hindered school enrolment across all age groups in Somalia, leaving a large proportion of children out of school or at risk of dropping out. Poverty, lack of awareness, and inadequate educational facilities exacerbate the problem, limiting access to quality education and hampering the development of the nation's human capital.

This initiative is designed to address these challenges by increasing school enrolment by increasing enrolment from (3%) to (15%) in ECE, (35%) to (75%) in primary, (21%) to (41%) in Secondary which will enable 75% of school age children to join formal learning and reducing dropout rates through targeted Key Interventions which include:

Key Interventions

- Improve school health and nutrition by implementing home-grown school feeding programmes for children from low-income households, provide deworming for learners aged 4-17 in ECE, primary, and secondary schools and ensure student safety, protection, and well-being. by implementing the 2022 National Policy on Safe Schools.
- Improve school incentives by providing annual capitation grants of $50 for disadvantaged and vulnerable students at all education levels, offer scholarships for students from low-income households across all levels and provide school-in-a-box kits for students from low-income households across all levels.
- Undertake widespread community advocacy, engagement and awareness campaigns in areas with high out-of-school children, promote TVET careers and opportunities for post-secondary students and enforce laws promoting early school enrolment.
- Reduce the number of out of school children and youth in Somalia by integrating Qur'anic schools with the formal ECE to improve the net enrolment rate and bring many learners on the formal education platform.

By tackling the root causes of low enrolment and retention, the campaign ensures that more children can complete their education, empowering them to contribute to Somalia's socio-economic development and strengthening the country's human capital foundation.

Implementation of this project will begin in 2026 and will end in 2029 with an achieved 15% enrolment in Early Childhood Education (ECE), 75% enrolment in primary education, and 41% enrolment in secondary education. Additionally, 72,995 youth enrolled in Technical and Vocational Education and Training (TVET) programmes and 300,000 students in higher education.

Initiative 2. Accessible Learning for All (ALFA): Digitalising Education

Currently, the sector faces capacity constraints with limited facilities and overcrowded classrooms which impact student learning experience and quality of education. This is amplified through varying infrastructure capacities across the countries, resulting in varied infrastructure development and communities' demographics (i.e. nomadic, rural).

ALFA focuses on integrating digital technologies into education to bridge accessibility gaps, particularly in rural and underserved regions. It includes deploying digital learning platforms, providing devices, and training teachers in technology use. This initiative enhances learning outcomes, fosters digital literacy, and promotes inclusivity, ensuring equitable access to quality education across Somalia.

With the current limitations to in-classroom education, the education sector could leverage existing online and offline learning solutions to fill the gap in service provided.

Key Interventions

This initiative can be achieved by:

- Expanding the reach of current online learning platform by forming Public Private Partnerships with e-learning platforms to create a more inclusive learning ecosystem.
- Additionally, through the provision of offline learning devices such as mp3 and pre-loaded tablets to address learning gaps in education among nomadic and rural communities with limited access to in-classroom facilities.

Initiative 3. New Education Infrastructure Development

Somalia faces significant limitations in education and cultural infrastructure with overcrowded classrooms and high student classroom ratio ranging from 47.5 in Puntland to 61.0 in Somaliland especially in rural and remote areas. This initiative is dedicated to the development of new schools and classrooms in underserved regions where access to education is severely limited or entirely absent. Its primary goal is to create safe, inclusive, and well-equipped learning environments that foster quality education for all students. Each school is designed to feature modern, sustainable infrastructure, including solar-powered energy systems, reliable water sources, and gender-sensitive facilities such as separate restrooms to ensure the comfort and dignity of all learners.

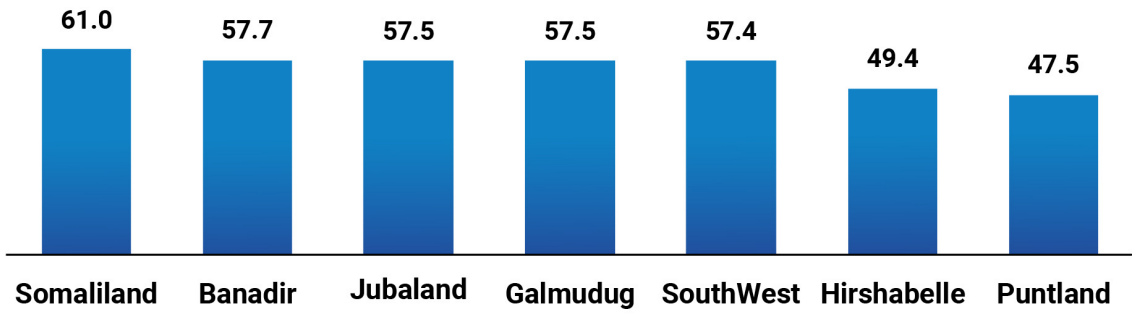


FIGURE 119: STUDENT CLASSROOM RATIO BY STATE AND BANADIR[187]

By addressing critical infrastructure gaps, this program aims to remove barriers to education, increase enrolment rates, and provide equal opportunities for children in marginalised communities. Moreover, these efforts contribute to the long-term resilience of Somalia's education system, laying a solid foundation for socioeconomic development. This comprehensive approach not only prioritises access but also emphasises the importance of sustainable and inclusive growth within the education sector, ensuring a brighter future for the nation's youth.

Key Interventions

- Construct 769 ECE/IQS centres, 2,346 primary and 669 secondary schools in the most underserved areas.
- Establish a model integrated boarding primary and secondary school with a student population of 1,200 shall be built in each state and Banadir region to provide learners from vulnerable populations with a safe, stable and conducive learning environment
- Construct 1,065 computer and science labs in secondary schools across the regions
- Build three new Teacher Training Institutes (TTI) in three states
- Build four new Teacher Training Centres in four regions across the country[188]
- Build 12 TVET centres across the country
- One SNU Digital Art and Humanities Lab in the main campus, Mogadishu
- One SNU Science and Technology lab in main campus, Mogadishu
- Build three new satellite national museums in the federal member states

[187] MOECHE Annual Statistics Yearbooks (2022-2023)
[188] Teacher training centres are satellite centres hosted in other institutions while institutes are full fledged teacher training institutions.

Implementation for this project will begin in 2025 and will end in 2029 with an achieved completion of planning and procurement for identified infrastructure developments, resulting in the construction of 769 ECE/IQS centres, 2,346 primary schools including a model integrated boarding school in each state, 669 secondary schools in the most underserved areas, 1,065 computer and science labs in secondary schools across the regions, three new Teacher Training Institutes (TTI) and 4 new Teacher Training Centres. The government will construct three new Somali National University campuses, and 12 new TVET centres across the country. In addition, one SNU Digital Art and Humanities Lab and one SNU Science and Technology lab will be built at the main campus in Mogadishu. Three new satellite national museums will be built in the federal member states.

Initiative 4. Rehabilitation and Expansion of Education Facilities

There are 3,094 permanents and 634 temporary schools currently in poor and dilapidated conditions resulting in poor learning experiences and quality of education. As a result of fragmented governance and ongoing conflict, there has been little coordinated efforts to restore and rehabilitate public educational infrastructure around the country, resulting in overall poorly maintained education infrastructure.

This initiative is centred on renovating and expanding existing educational infrastructure to address increasing demands and enhance learning conditions. It prioritises the repair of damaged schools, the modernisation of classrooms, and the upgrading of essential facilities such as libraries, science laboratories, and sanitation systems. A key focus is on inclusivity, ensuring that all improvements accommodate students with disabilities and create safe, child-friendly spaces that support holistic development.

By tackling urgent infrastructure needs, this initiative significantly alleviates overcrowding in classrooms, improves student retention rates, and fosters an environment that is more conducive to effective learning. The enhancements aim to provide not just physical improvements but also to contribute to long-term educational goals by driving higher enrolment numbers, improving academic outcomes, and building a sustainable education system. This comprehensive approach ensures that Somalia's growing and diverse student population has access to quality education in facilities that meet modern standards.

Key Interventions

- Rehabilitate 50 ECE/IQS centres, 215 primary schools and 154 Secondary schools to reduce overcrowding in the classrooms.
- Rehabilitate the Somali National Library in Mogadishu.
- Expand and rehabilitate the Somalia National University.
- Rehabilitate nine existing TVET centres across the country.
- Rehabilitate Lafoole Education College.
- Rehabilitate the Rector's Building at Gaheyr campus.
- Rehabilitate and equip Somali National Museum in Mogadishu.
- Rehabilitate the MOECHE headquarter in Bondhere.

Implementation for this project will begin in 2025 and will end in 2028 with 100% of all identified educational facilities rehabilitated.

Strategic Objective 2: Increase enrolment by 86% at TVET and Higher Education levels.

Strategic Objective 3: Increase literacy rate from 53.7% in 2023 to 75% by 2029.

Initiative 1. Alternative Education Pathways and Skills Development

Somalia has one of the lowest literacy rates (53.7%) for persons over 15 years with only 4,457,440 persons who are literate out of an estimated population of 16,388,432. Raising youth literacy rates is a key enabler to unlock a more skilled, healthy and stable workforce. Low youth literacy remains a challenge for the region, with Somalia requiring upskilling and mobilising its youth population to remain economically competitive.

Economic independence is one of the most powerful mechanisms to ensure that vulnerable groups can meaningfully participate in society. This Focus Area seeks to strengthen existing priorities to develop technical and vocational skills of young people, to increase their employability and empower them to become active citizens of Somalia.

Somalia's youth are hungry for education, indicated by increasing year-on-year tertiary education enrolment numbers and improving the literacy of the adult population in general. It is concerning that the youth unemployment rate remains high despite growing numbers of tertiary graduates. The gap between education services and economic needs must be addressed, to prevent further outward youth migration in search of better opportunities outside the country.

This Focus Area will also improve collaboration between employers and education institutes, to provide opportunities for hands-on work experience aligned to industry needs.

Somalia currently has a high number of its population without any access to formal basic education with 65.5% of adults without basic education. This has been exacerbated by the ongoing natural disasters conflict which has disrupted education and schooling of children. The impact includes reduced dropout rates, enhanced livelihoods, and strengthened workforce capabilities, contributing to Somalia's socio-economic development.

By promoting in-demand TVET courses, aligned to the national needs and demands of the current market. Graduates will be able to access high skilled and high paying job opportunities. This will help improve job opportunity outcomes as well as reduce the social stigma currently surrounding the TVET jobs – currently perceived as low paying and underappreciated.

Key Interventions

This initiative aims to address the education needs of out-of-school youth and adults by implementing the following Key Interventions:

- Enrolling 170,600 learners into adult basic education classes for youth and adults over 18.
- Implementing 3-12-month literacy and numeracy programmes for 600,000 adults without prior schooling through alternative pathways, such as Adult Education i.e. vocational training, accelerated learning programs, and skills-based courses. It ensures learners acquire market-relevant skills, improving employability and economic resilience.
- Increasing enrolment in Technical Vocational Education and Training (TVET) from 22,995 to 72,995 youth and HE enrolment from 176,375 to 300,000 learners by constructing new 12 new TVET centres in the regions with no existing TVET Centres, rehabilitate 9 existing TVET centres, rehabilitate Lafoole Educational College, three new Somali National University (SNU) campuses and expanding/rehabilitate the main campus of Somali National University in Mogadishu. Additionally, the Rector's Building at Gaheyr campus will also be rehabilitated.

The implementation for this project will begin in 2025 and will end in 2029 with an achieved 75% enrolment of eligible adults and attained an overall programme completion rate of 85%.

Key Result Area 2: Enhancing the Quality of Education

Case for Change

A well-designed curriculum, adequate number of qualified motivated teachers, a conducive learning environment, quality assessment and community participation are critical to ensure quality learning outcomes. Examinations are pivotal in upholding the quality of a nation's education system. The credibility and dependability of an examination system hinge on the competent and secure administration of examinations, ensuring that the results authentically represent the learners' performance. The government targets to improve the quality of education by enhancing the number and quality of teachers, enhance the implementation of a revised national curriculum and robust assessment systems.

This Focus Area works to improve the quality of education includes expanding and improving the quality of the teaching workforce, implementing revised national curricula and improving the assessment systems as key levers to unlock improved education outcomes.

Somalia faces not only a shortage of teachers, with a high pupil to qualified teacher ratio of 67:1, but also high numbers of unqualified and underqualified teachers. 31.5% of primary teachers and nearly 20% of secondary teachers do not hold formal teaching qualifications, especially in South West regions. as shown in Figure 121. This Focus Area is aligned with the recently reviewed Teacher Policy (2021, reviewed in 2024), which seeks to recruit 3,000 new teachers to address this shortage.

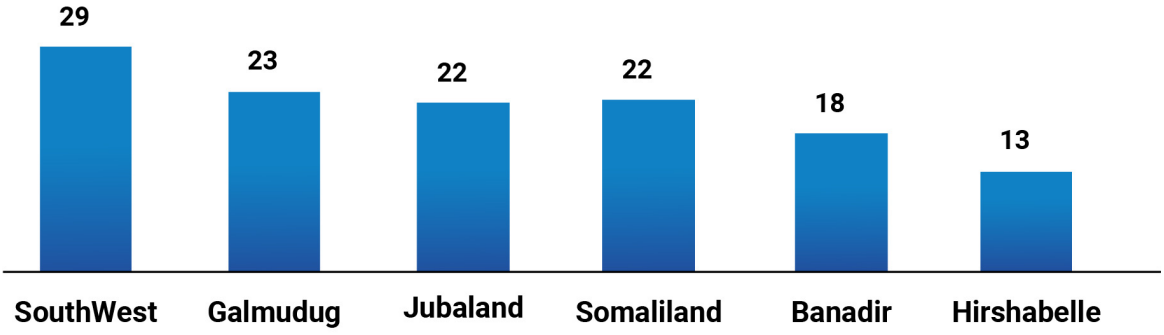


FIGURE 120: DISTRIBUTION OF UNQUALIFIED TEACHERS BY STATE[189]

[189] Annual Education Statistics Report (2022-2023), Somaliland Annual Statistics Report (2022-2023)

Increasing the number of qualified teachers also involves addressing the 43.5% of underqualified primary school teachers, who have formal education but lack teacher training, providing them with critical skills in pedagogy, classroom management, and subject matter expertise. Strategic Key Interventions will involve scaling teacher training programmes, establishing continuous professional development (CPD) frameworks, and offering competitive incentives to attract and retain qualified educators.

These efforts must be supported by improved coordination and regulation over the private education sector, as public schools only employ 21% of secondary school teachers. 79% of the country's teachers work for private schools run by religious, international or non-governmental organisations. The government will finalise the teacher training curriculum for both the pre-service and in-service courses.

Strategic Objective: Increase Form 4 Exam (Grade 12) score averages from 69% in 2024 to 80% by 2029

Initiative 1. National Teacher Capability Building

This initiative aims to enhance the quality of teaching by equipping 34,875 teachers with modern pedagogical skills and subject knowledge. In addition, the government will construct and equip three Teacher Training Institutes in Galmudug, Southwest and Jubbaland states. The capacity building programme includes in-service training, professional development programs, and the introduction of updated teaching standards. Teachers receive support through mentorship and resource access, ensuring effective classroom delivery. By prioritising teacher development, the program improves learning outcomes, fosters innovation in teaching methods, and builds a stronger foundation for Somalia's education sector.

Key Interventions

- Provide in-service and continuous Professional Development for 34,875 teachers giving 20 hours yearly via quarterly workshops or online sessions.
- Provide one-year post graduate diploma in Education for teachers holding general degrees.
- Provide accelerated 3-month refresher training programme to fast-track the training of 8,180 non-qualified teachers.

Implementation for this project will begin in 2025 and will end in 2029 with an expected achievement of 100% training rate, with full adoption of the digital training platform.

Initiative 2. Teaching Professional Workforce Expansion

This initiative seeks to tackle the acute shortage of teachers in Somalia by expanding and strengthening the education workforce nationwide.

Key Interventions

The priority Key Interventions include:

- Recruit, provide pre-service training, and equitably deploy 50,220, new teachers, with a specific focus on underserved rural and conflict-affected regions where the need is most pressing.
- Establish the Teachers Service Commission to manage the teaching profession in the country and enhance the quality of curriculum implementation.

A key component of the programme is fostering diversity within the teaching workforce, with an emphasis on increasing the number of female teachers to 40% for a more inclusive and supportive learning environment for all students.

By collaborating with teacher training colleges and offering scholarships, professional development opportunities, and incentives, the initiative ensures the sustainability of the teacher pipeline. The expected outcomes include improved teacher-to-student ratios, enhanced access to quality education, and the development of a resilient education system capable of supporting rising enrolment rates. This initiative not only addresses regional disparities but also lays the foundation for a more equitable and inclusive education landscape in Somalia.

Implementation for this project will begin in 2025 and will end in 2029 with an achieved a 100% expansion rate, ensured representation of 20,088 female teachers, maintained an 85% teacher retention rate, and secured 100% coverage of the TMIS.

Initiative 3. National Curriculum Enhancement and Learning Improvement

Somalia's current curriculum suffers from a lack of standardisation and alignment with the country's socio-economic realities, leaving students inadequately prepared for higher education, employment, or entrepreneurship. This misalignment hinders the development of a workforce capable of meeting the demands of a growing economy or addressing the nation's critical challenges. Reforming the national curriculum aims to bridge these gaps by integrating global standards, cultural relevance, and vocational training.

A more robust curriculum will emphasise critical thinking, problem-solving, and civic education, fostering a generation of learners equipped with the skills and values needed to drive Somalia's development.

Moreover, the inclusion of employability-focused components, such as technical and vocational education, will ensure that students are better prepared to transition into the workforce. Standardising the curriculum across regions will further strengthen the education system by enabling smoother transitions for students and ensuring equitable learning opportunities nationwide.

Key Interventions

The key interventions in this initiative include:

- Curricula review and development i.e. development of standardised national Adult Education curricula, Quranic schools and Islamic Institutes curricula, TVET curricula and core higher education programs to align with the National Qualifications Framework (NQF) and market demands; review primary, ABE, and secondary curricula to ensure standardization, create digital and e-learning curricula and platforms, Integrate cultural and heritage elements, environmental, climate change into curricula across all sectors and develop Somali Sign Language and Braille resources. In addition to that, the provision of learning materials across all education levels will be enhanced. The government will establish and the Somalia Curriculum Institute.
- Develop a national learning assessment system to strengthen school supervision and continuous formative assessments will be introduced at grades 3, 6, and Form 2 based on the national curriculum to measure learners' foundational skills i.e. literacy and numeracy, improve learning performance, identify learning and teaching gaps, and guide targeted to improve education outcomes. Coaching and peer mentoring will be conducted to improve teaching capacity. Summative assessments including grade 8 and grade 12 examinations will be administered by the Federal Member states and Federal Government respectively each year. In addition, the government will establish and operationalise the National Examinations Board to manage national formative and summative assessments.

Implementation for this project will begin in 2025 and will end in 2029 with successfully updated the primary, secondary and ABE curricula and developed as well as implement comprehensive and standardised curricula for TVET, Quranic and Islamic Institutes, Adult Education and ECE programmes.

Key Result Area 3: Equitable and Inclusive Education

Case for Change

Equitable and Inclusive education systems ensure that every student can achieve their educational potential regardless of their personal or social circumstances. Education is a key attribute in households with lower incidence of poverty, but education inequalities are significant across the country. In addition to mainstreaming inclusive efforts within other chapters of this Pillar, the NTP provides targeted efforts to address the unique barriers to education that children face on the basis of their gender, disability, region, and displacement status.

Decades of conflict and recent droughts have caused widespread displacement and school closures, disrupting education for many children. Only half of the children in IDP sites go to school, as compared to children in their home communities. IDP sites thus face comparable barriers, such as cost of education (45%), lack of schools in newly liberated areas (46%) and protracted (26%) areas, limited schools with only (33%) accessing education and child labour (14%).

For girls, access to education remains the primary challenge, as the female gross enrolment rate (GER) consistently trails behind male GER with an average Gender Parity Index (GPI) of 0.7. The gap is wider at secondary level than primary, with a GPI of 0.80 in primary reducing to 0.64 at secondary level. Girls who completed their secondary examinations in 2020 passed at an average rate of 74%, compared to 75% of boys. With academic performance being at par with their male counterparts, it is clear that efforts must be directed towards addressing high dropout rates of secondary school-aged girls by tackling early marriage, economic constraints, and security concerns.

Low enrolment is also a concern on disability inclusion. The literacy rate of people with disabilities is only 34.1%, and 80.6% of adults with disabilities have had no formal education. Learners with disabilities make up only 0.9% of enrolled students, with most having physical and visual impairments. Persistent low enrolment stems from limited awareness, inadequate infrastructure, a non-inclusive curriculum, and societal discrimination. Disability inclusion is a priority within this framework, with Somalia aiming to lead efforts in advancing the rights and participation of persons with disabilities across all sectors. To achieve this, the NTP I emphasises community engagement and advocacy, mobilising families, educators, and policymakers to create a cultural shift towards recognising the contributions of persons with disabilities.

Advancing inclusion and equity in Somalia including the newly liberated areas is central to the NTP I, which aims to build a society where all Somalis can meaningfully contribute to national development. These measures aim to increase enrolment and retention rates while improving literacy and numeracy outcomes, particularly for girls and children with disabilities. For IDPs and children in remote areas, mobile education programs will bridge gaps in access, ensuring no child is left behind.

Strategic Objective: Increase net enrolment rate of vulnerable groups to 30% with a GPI of 1.0

Initiative 1. National Special Needs Inclusion Programme

Students with special needs across the country encounter significant challenges due to limited awareness, pervasive social stigma, entrenched taboos, and the absence of robust policy and legal frameworks to facilitate their enrolment and provide consistent support throughout their educational journey.

This program prioritises inclusive education for children with disabilities, creating supportive learning environments through teacher training, 65,975 assistive technologies including 24,610 visual aids, 16,626 hearing aids and 12,536 physical aids, and adapted curricula especially development of Somali sign language. The government will also engage 40,000 Community Education Committees (CECs) and other stakeholders. By fostering inclusivity and equal opportunities, the initiative improves education outcomes for marginalised learners, contributing to a more equitable society.

Key Interventions

The include:

- Screening assessment will be conducted at 30% of primary and secondary schools to identify LWDs.
- Engage all stakeholders and conduct a holistic assessment to the needs and inputs required for the Learners With Disabilities (LWDs) to strengthen governing frameworks including an inclusive education policy review, inclusive infrastructure and guidelines for physical accessibility.
- Provide the necessary infrastructure and equipment such as 65,978 assistive devices nationwide, including 24,610 visual aids, 16,626 hearing aids and 12,536 physical aids.

- Launch an awareness campaign for 40,000 Community Education Committees, engage key stakeholders, develop messaging and engage media.
- Implement a TVET accelerator programme for Learners with Disabilities by providing specialised vocational training for learners with disabilities, develop curriculum, enhance accessibility and offer support services.

Implementation for this project will begin in 2025 and will end in 2029 with an achieved 5% national enrolment rate for learners with disabilities and reached 140,000 children with disabilities through awareness campaigns to promote inclusion and accessibility.

Initiative 2. Mobile School Learning Initiative

A significant portion of out-of-school children in Somalia reside within rural and nomadic communities, where access to education is severely limited. Migratory patterns and seasonal climate impacts often force these communities to move across the country, disrupting children's ability to attend and remain in school. Traditional education delivery models fail to accommodate this lifestyle, leaving many children without consistent learning opportunities.

This initiative is tailored to the unique needs of nomadic and displaced populations by providing mobile classrooms and flexible learning options. It ensures education continuity for children in remote areas, helping reduce inequalities and improve learning outcomes for transient communities. Equipped with learning materials and teacher training resources, the program allows education to be delivered consistently, regardless of location. Furthermore, mobile schooling offers safe spaces for learning amid migration and relocation, empowering children in these communities with the knowledge and skills to build brighter futures.

Key Interventions

- Conduct Migratory/Nomadic Census and Survey
- Standardise Learning Material and Curriculum
- Partnering with NGOs and Local Organisations
- Staff Material and Train Facilitators Among Nomadic Communities
- Monitor and Track Student Progress

Implementation for this project will begin in 2026 and will end in 2029 with an achieved a 30% Net Enrolment Rate for vulnerable groups, ensuring increased access to education for vulnerable populations.

Initiative 3. Girls' School Attraction and Retention Programme

Girls' school enrolment especially adolescent girls in Somalia continues to lag significantly behind that of boys due to structural, financial, and societal barriers. Cultural norms, safety concerns, early marriage, and limited resources further marginalised girls, impeding their ability to access and succeed in education. The 2023 gross enrolment by gender indicates that fewer girls are enrolled in school. At ECE (52.8% boys to 47.2% girls), Primary (54.6% boys to 45.4% girls) and Secondary (57.9% boys to 42.1% girls). It is evident that the disparity is highly pronounced at all levels, especially secondary level. This disparity has long-term consequences, hindering learning outcomes for female students and stalling broader social and economic development.

This initiative seeks to address these challenges by increasing girls' enrolment and retention in schools through targeted Key Interventions. These include community engagement programs to challenge cultural norms, scholarships, conditional cash transfers to offset financial burdens, which aim to slowly shift mindsets among communities in the long term.

By fostering greater gender parity of learners in education, the initiative empowers women to actively contribute to national progress. Over time, it aims to bring about transformative change, both structurally and culturally, enabling a shift in societal attitudes and improving access to education for girls nationwide.

Key Interventions

- Provide comprehensive support systems, targeted Key Interventions, and increased access to educational resources through targeted financial assistance in the form of scholarships and grants for female students to cover tuition, uniforms, textbooks, and other school-related costs.
- Provide conditional cash transfers of USD 50 per month that provide financial assistance to families whose daughters attend school regularly and complete secondary school.
- Enhance advocacy and enforcement in the form of awareness campaigns to promote awareness of available financial support to families and communities through schools and local leaders.

- Implement peer mentorship programmes to encourage girls to learn by connecting them with successful women in the community who will act as their role models
- Girls' re-entry program especially for adolescent girls: this intervention will address barriers that lead to girls' school drop such as early marriage, financial constraints and other cultural norms.

Implementation for this project will begin in 2025 and will end in 2029 with an achieved a 50% Gross Enrolment Rate (GER) for girls in both primary and secondary education, promoting gender equity to a parity of 1.0 and increased educational access at all levels.

14.4. Enablers

Enabler 1: Governance and Service Delivery Enhancement

Somalia's education sector has been undermined by weak governance and inconsistent service delivery, resulting in significant inefficiencies, inequitable access to education, and widespread mistrust among stakeholders. These challenges have perpetuated disparities in resource allocation and hindered the sector's overall effectiveness. Strengthening governance mechanisms is critical to addressing these issues.

Improved transparency and accountability will ensure more equitable distribution of resources, while robust oversight will promote efficiency and reduce corruption. Enhancing service delivery is equally vital, focusing on better school management, consistent provision of learning materials, and comprehensive teacher training programmes. This initiative will not only improve operational efficiency but also attract greater investment by instilling confidence in the sector's management. It will streamline coordination among government bodies, donors, and private stakeholders, fostering a collaborative environment.

Key Interventions

To enhance urgent implementation of the transformative strategies in the plan, the government will:

- Establish and operationalize National Commission for Higher Education
- Establish and operationalize National Examinations Board
- Establish and operationalize Teachers Service Commission (TSC)

- Establish and operationalize National Curriculum Board to enhance the quality, accountability and innovation in education in terms of building teacher capacity, curriculum review and implementation and establishing robust assessment systems to monitor learner outcomes.

To effectively regulate the sector, the government will:

- Conduct capacity needs assessment at both Federal and State levels
- Develop capacity building strategy for Education staff at different levels
- Provide professional development trainings based on the identified capacity gaps
- Develop, review, validate and disseminate all key policy frameworks for the sector.
- Develop guidelines and standards of operations on the decentralized functions,
- Integrate technology to of teaching and learning methodologies,
- Strengthen partnership coordination and monitoring of education programs through coordinating routine Education Sector Committee meeting, Establishing Joint Education Sector Reviews, promoting intergovernmental coordination meetings and enhancing performance monitoring and evaluation.

Ultimately, these reforms will build a more inclusive, reliable, and sustainable education system capable of meeting the needs of all learners and driving national progress. Implementation for this project will begin in 2025 and will end in 2029 with successfully operationalised the National Commission for Higher Education Board, National Examination Board, Teacher Service Commission, and National Curriculum Board.

Enabler 2: Somali National Qualification Framework (SNQF) Establishment

The lack of a structured qualification Authority and lack of an approved Somali National Qualification Framework (SNQF) in Somalia has led to inconsistent educational standards and difficulties in recognising academic and vocational credentials both locally and internationally. These gaps undermine the credibility of Somali qualifications, limiting opportunities for students and professionals to pursue further education or employment, particularly in competitive global markets.

The establishment of the Somali National Qualification Framework (SNQF) aims to standardise qualifications across all levels of education, ensuring a clear and comparable structure for academic and vocational achievements. This framework will enhance employability by aligning educational outcomes with labour market needs and facilitating greater mobility for learners and workers. Additionally, the SNQF will encourage investment in training and education programmes by providing a reliable system for assessing and certifying skills.

By integrating formal and non-formal education pathways, it will promote lifelong learning, inclusivity, and skills development. Ultimately, the SNQF will serve as a cornerstone for Somalia's socio-economic growth, fostering a more skilled and adaptable workforce.

Implementation for this project will begin in 2025 and will end in 2029 with the National Qualification Framework successfully rolled out and Somali National Qualification Authority established and operationalised.

Enabler 3: Sustainable Education Financing

Heavy dependence on donor contributions compromises the sector's ability to engage in long-term planning and deliver quality education consistently. To address this, sustainable education financing seeks to introduce innovative funding mechanisms that reduce reliance on external aid while bolstering domestic resources.

Key strategies include fostering public-private partnerships to leverage private sector investment and increasing government allocations to the education sector. These measures aim to secure stable and predictable financial flows to support essential areas such as teacher salaries, school infrastructure, and learning materials. By ensuring consistent funding, this initiative will enhance the stability of the education system, promote equitable access for all children, and improve the quality of schools and teaching.

Furthermore, a resilient and well-funded education sector will contribute significantly to Somalia's broader development goals by empowering its human capital and laying the groundwork for sustained socioeconomic growth. Implementation for this project will begin in 2025 and will end in 2026 with a National Education Development Fund established and an education budget for 2026 from 10.5% to 20% obtained.

Enabler 4: Education Datafication and Digitisation

Current databases of the education sector are fragmented and lack uniformity. Data-driven decision-making is essential to improving educational outcomes, ensuring resources are efficiently allocated, and learning gaps are addressed.

The digital capture of learner's attendance will provide the clear impact of the school feeding programme over time.

Education datafication and digitisation will transform educational processes by providing measurable data managed via digital platforms. Incomplete and fragmented data collection across Federal Member States has affected the productivity of decision making at all levels of education.

The Education sector uses two main platforms referred to as the Education Management Information System (EMIS) for basic education (primary and secondary), while the Higher education level uses Higher Education Management Information System (HEMIS) which was started in November 2023. To enhance the quality of data, the government will expand the geographical coverage of the Education Management Information System (EMIS) and Higher Education Management System (HEMIS) to ensure comprehensive, nationwide data collection, broaden the range of EMIS/HEMIS indicators to include diverse education sub-sectors, such as early childhood education, adult basic education, Islamic Institutes, tertiary programs and include features to measure learning outcomes (formative and summative assessments) and education financing. The government will also develop and operationalize TVET Management Information System (TVET-MIS) as well as Teacher Management Information Systems (TMIS).

Somali National University will establish a Learning Management System, Enterprise Resource Planning (ERP), Research Management Systems and Digital Library. Moreover, the government will Integrate digital literacy and data management modules into pre-service and in-service teacher training programs, ensuring educators and ministry staff are proficient in managing online systems and equipped for a digital education environment.

Implementation of this project will start in 2025 and end in 2029 with a robust centralized EMIS, HEMIS, TMIS and TVET-MIS to provide real time data across the education levels and operations.

Success Metrics

This table outlines the education sector's strategic Key Interventions and their corresponding targets for 2029, providing a clear roadmap for achieving Somalia's economic transformation.

Table 12: Education Sector Success metrices

Key Interventions	KPI	Target (2029)
Initiative 1: Enrolment Drive and Retention Programme	ECE enrolment rate	15%
	Primary enrolment rate	75%
	Secondary enrolment rate	41%
	TVET total enrolment	70,995
	Higher education total enrolment	300,000
Initiative 7: National Special Needs Inclusion Programme	National enrolment rate for learners with disabilities	15%
	Assistive devices distributed	65,975
	Number of children with disabilities reached through awareness campaigns	140,000
Initiative 9: Girls' School Attraction and Retention Programme	Primary female gross enrolment rate	50%
	Secondary female gross enrolment rate	50%
Initiative 2: Accessible Learning for All (ALFA)	Launch of Forgaan-Dersi 2.0 platform	100% (by 2028)
	Digitisation of assessment modules from ECE to tertiary levels	100% (by 2028)
Initiative 3: New Education Infrastructure Development	Number of TVET centres constructed	12
	Number of teacher training institutes constructed	5
	Number of Somalia National University campuses constructed	3
	Number of ECE centres constructed	1,120
	Number of primary schools constructed	2,837
	Number of secondary schools constructed	1,065
Initiative 4: Rehabilitation and Expansion of Education Facilities	% of identified educational facilities rehabilitated	100%
Initiative 8: Mobile School Learning Initiative	Net enrolment rate for children in remote areas	30%
Initiative 5: National Teacher Capability Building	% of in-service teachers trained in pedagogy and subject knowledge	100%
Initiative 6: Teaching Professional Workforce Expansion	Number of in-service female teachers	24,321
	Teacher retention rate	85%
	Coverage of Teacher Management Information System (TMIS)	100%
	Enrolment rate for eligible adults	100%

Chapter 15: Quality Healthcare

OBJECTIVE:

Improving People's Health and Access to Quality Healthcare

UN SDGs Addressed:



Strengthens Somalia's primary healthcare system.



Improves healthcare-related hygiene and sanitation services.

15.1. Overview

Improving access to healthcare is critical to Somalia's development. Transforming a nation's human capital begins with ensuring the social and physical needs of their citizens are met. Thus, this chapter highlights the importance of strengthening healthcare infrastructure to provide equitable and quality healthcare services. The NTP I aims to improve the provision of basic services addressing fundamental human rights to healthcare, water, sanitation and hygiene, ensuring each citizen maintains their health and wellbeing.

Healthcare

Somalia's healthcare system faces significant challenges due to conflict, displacement, natural disasters, and weak national health systems, which hinder the delivery of essential health services. Since the Ministry of Health's re-establishment in 2012, notable progress has been achieved in public health governance through national reforms, international support, and innovative strategies, though the system remains fragile and donor dependent. Health governance is decentralised, with the Federal Ministry of Health managing national policies and state ministries overseeing local service delivery.

Guided by the Health Sector Strategic Plan (HSSP III) and the Essential Package of Health Services (EPHS) Investment case the sector emphasizes universal health coverage (UHC).

Despite notable improvements in life expectancy and access to basic healthcare services, Somalia continues to face severe disparities and resource limitations that hinder progress toward UHC. Somalia is in the initial stages of an epidemiological transition, characterised by declining maternal, infant and child mortality and increasing life expectancy at birth. The population of Somalia is estimated at 16.2 million (as projected by SNBS from population estimates of 2014) with a total fertility rate at an average of 6.9 children per woman. Life expectancy at birth is estimated at 58 years (2019 data), and it is estimated that 45.6% of the population is under 15 years of age, and 75% is under 30 years of age[190]. Most of the young – including neonates, infants, children under the age of five, adolescents, and youths – are users of health services. Additionally, the country has an estimated 4.2 million IDPs[191], a number that fluctuates frequently due to recurring natural disasters, especially drought and famine.

Limited availability of health facilities is a major challenge to creating equitable access to healthcare in Somalia including newly liberated areas. It is estimated that only 27% of the population has access to essential health services, and only 40% can access healthcare within 30 minutes. Vulnerable populations, including women, children, and internally displaced persons (IDPs), face significant barriers due to poverty, geographic isolation, and systemic gender inequalities. Maternal healthcare access is low, with only 20% of births in health facilities and 31.9%[192] attended by skilled personnel. Availability of emergency services is also very limited across the country, with less than 10% of facilities offering 24/7 emergency care.

[190] WHO Database (2020)
[191] SNBS (2020). Somali Household Demographic Survey.
[192] Ministry of Health (2024). Harmonised Health from lab report

Over 40% of healthcare facilities lack reliable power, water, and sanitation services, sustainable health financing and out of pocket payment is also major challenge in Somalia. The key national result areas, initiatives and Key Interventions of the health sector are provided in house chart.

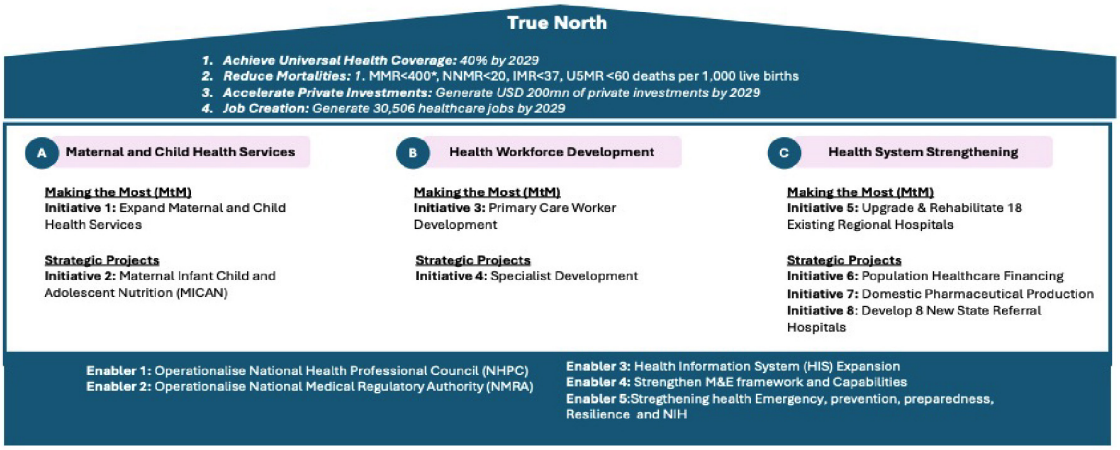


FIGURE 121: HEALTHCARE SECTOR HOUSE CHART[193]

15.2. Theory of Change

The NTP I proposes a set of integrated reforms that expand access to essential services, improve quality of care, and strengthen governance and financial systems. The NTP I aims to transform Somalia's healthcare sector and employment system to provide available, accessible and acceptable quality healthcare for all Somalis through the following focus areas, enabling the development of a skilled workforce that contributes to sustainable development driven by the Ministry of Health (MoH). The Key Result Areas (KRA) include:

1. Strengthening Maternal and Child Health: Expanding services for safe deliveries, neonatal care, nutrition and immunisation coverage for children.
2. Developing a Qualified Medical Workforce: A two-pronged approach to developing both primary care and specialist professionals through education, training and regulation.
3. Health System Strengthening: Building resilient health systems and infrastructure to improve health outcomes of all Somalis, reducing the disease burden.

[193] SNTP Lab Report 2024

This pillar will be supported by key enablers, such as integrated and efficient governance structures that will support consistent healthcare delivery nationwide, while data-driven decision-making will be enhanced through comprehensive health information systems. These systems will improve resource allocation and planning, ensuring services reach underserved populations effectively. Financial sustainability will be prioritised by reducing reliance on donor funding and increasing government spending on healthcare to 10% of the national budget. This approach ensures long-term resilience and independence in service delivery.

By 2030, Somalia aims to achieve significant reductions in maternal, infant, and under-five mortality rates, alongside increased life expectancy and improved health outcomes for its population. Through these efforts, the NTP I will lay the foundation for a healthier, more resilient, and equitable Somalia, fostering national growth, national cohesion, and stability.

15.3. Key Result Areas

Key Result Area 1: Strengthening Maternal and Child Health Services

Case for Change

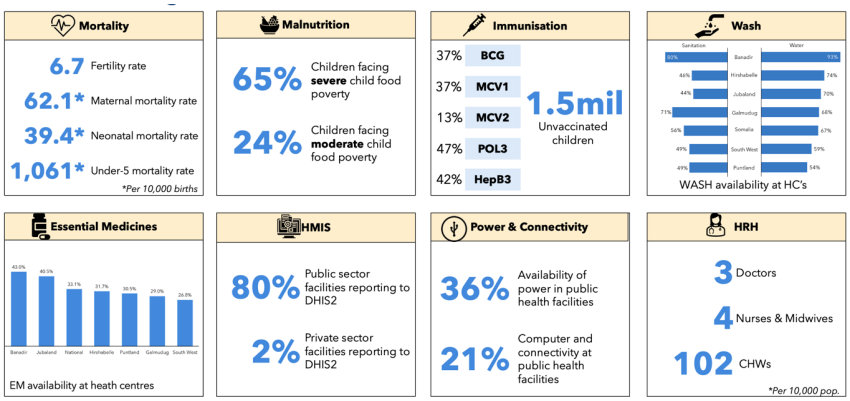


FIGURE 122: KEY HEALTH METRICS AND SYSTEM CHALLENGES IN SOMALIA[194]

Access to services

Somalia's Reproductive, Maternal, New-born, Child, and Adolescent Health (RMNCAH) services are plagued by gaps in service availability, particularly during critical stages like pregnancy, childbirth, and neonatal care. Only 32% of women have access to skilled delivery services, and maternal mortality is concerningly high at 692 deaths per 100,000 live births. The infant mortality rate is 61 deaths per 1,000 live births for children under the age of 1, while the child mortality rate is 122 deaths per 1,000 live births for children under the age of 5 is 122.

Contributing factors include dilapidated health facilities, insufficient emergency obstetric care (CEmONC and BEmONC), and poor infrastructure, including inadequate water and sanitation systems. Additional risks such as malnutrition, early pregnancies, and limited access to antenatal and postnatal care exacerbate maternal and child mortality rates.

[194] SNTP Lab Report 2024

Nutrition

Acute malnutrition affects over 1.5 million children in Somalia; not only does this have immediate consequences on their susceptibility to illness, cognitive function and survival – but also longer term social and economic outcomes as adults. Malnutrition in pregnant mothers similarly puts their infants at risk of stunting, wasting and poor immunity. Addressing nutrition of both mother and child is a critical building block for many other health outcomes and holds potential to break intergenerational cycles of poverty.

Immunisation

With less than 50% of children receiving essential immunisations, Somalia faces a high burden of preventable diseases like measles, polio, and pneumonia, which contribute to elevated child mortality rates. Low vaccine coverage increases the risk of outbreaks, placing additional strain on Somalia's fragile healthcare system and exacerbating the vulnerability of communities already affected by conflict, displacement, and poverty.

To address these gaps, the Maternal and Child Health Services pillar focuses on rehabilitating health facilities, enhancing workforce capacity, and integrating nutrition services. By prioritising hotspots with the highest mortality rates, these initiatives aim to strengthen the referral system, improve emergency care, and reduce malnutrition through cross-sector collaboration and donor support. This multifaceted approach is vital for sustainable health outcomes.

Strategic Objectives

1. Achieve Universal Health Coverage: 40% by 2029
2. Reduce Mortalities: MMR<400, NNMR<20, IMR<37, U5MR <60 deaths per 1,000 live births
3. Accelerate Private Investments: Generate USD 200mn of private investments by 2029
4. Job Creation: Generate 30,506 healthcare jobs by 2029

Initiative 1. Expand Maternal and Child Health Services

The initiative aims to reduce mortality rates by rehabilitating priority hotspots with the highest maternal and child mortality.

Key Interventions

The Key Interventions include:

- Enhancing healthcare infrastructure across district hospitals, health centres, primary health units, and community-level facilities through targeted improvements, such as building renovations, WASH facilities, reliable power, and emergency transport.
- Strengthening workforce through the recruitment and training of midwives, nurses, and doctors.
- Ensuring the availability of essential medicines, immunisations, and nutritional support. Partner and donor collaboration is essential to drive these rehabilitative efforts effectively.

Implementation for this project under the Public Health Department will begin in Jan 2025 and will end in Dec 2029. By 2029, this initiative targets 100% functionalization of identified hotspots, with Year 3 rehabilitated centres offering 24/7 service.

Initiative 2. Maternal Infant Child and Adolescent Nutrition (MICAN)

The initiative aims to combat maternal and childhood malnutrition in Somalia, focusing on vulnerable groups such as pregnant and lactating women, infants, and adolescents. The programme seeks to reduce Global Acute Malnutrition (GAM) from 11.7% to under 5% by 2029, fostering economic growth through improved population health.

Key Interventions

The Key Interventions include:

- Policy reforms, integration of nutrition services into health systems, community-based education, and expanded access to nutrient-rich foods.
- Enhance cross-sector collaboration under MoH stewardship to ensure food security, effective service delivery, and widespread education.

Implementation for this project under the Department of Family Health Nutrition will begin in 2025 and will end in 2029. By 2029, This initiative aims for 100% implementation of policy and strategy, 100% integration of nutrition services across all four tiers of health delivery, and 100% monitoring and evaluation.

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Initiative 3. Enhancing Immunisation and Coverage

This initiative aims to increase Somalia's immunisation coverage from 42% to 80% (DPT3) by 2029, addressing supply, demand, and capacity-building challenges.

Key Interventions

The Key Interventions include:

- Scaling up tailored immunisation strategies
- Enhancing cold chain systems
- Training healthcare workers to improve service delivery
- Focus on community engagement, interpersonal communication (IPC), and inclusive campaigns to increase vaccine uptake, particularly for under-vaccinated and zero-dose children.

To create an enabling environment, the initiative will strengthen health teams' capacity, develop a national immunisation strategy, and leverage evidence-based planning and advocacy. By improving vaccine delivery, ensuring equitable access, and introducing new life-saving vaccines, this initiative will reduce vaccine-preventable diseases, curb Polio outbreaks, and improve child health outcomes across Somalia.

Key Result Area 2: Developing a Qualified Medical Workforce

Case for Change

Access to and quality of the provision of basic services is restricted by a lack of professionals in the healthcare and education sectors. Somalia has only 7.91 health workers per 10,000 populations, less than a third of the WHO recommendation. Insufficient training opportunities and incentives are amongst the factors leading to high turnover and outward migration of healthcare professionals. Somalia's growing number of medical graduates presents an opportunity to expand the healthcare workforce, particularly in underserved areas. Medical schools will produce skilled professionals to meet demand, while telemedicine will support outreach in remote areas. A skilled and well-distributed workforce is crucial to Somalia's healthcare transformation under the National Transformation Plan (2025–2029). The sector faces critical staffing shortages, and addressing these gaps is essential to achieving the plan's goals. By 2029, 95% of public healthcare positions aim to be filled, with 89% employed directly under the Ministry of Health, reducing reliance on donor-funded and private workers.

Higher-quality care, aligned with international standards, will be prioritised in both public and private healthcare systems. By 2030, at least 50% of facilities will offer 24/7 emergency care services, ensuring timely access to critical interventions. These efforts aim to improve life expectancy and promote healthier communities through better disease prevention, treatment, and health education. Governance reforms are essential for coordinating efforts and ensuring sustainability.

Initiative 1. Development of Primary Healthcare Workers

The objective of developing primary healthcare workers is to help fill the staffing gap currently impacting and straining the public healthcare system. This initiative aims to achieve 95% staffing fulfilment across all public healthcare facilities, with 89% of all staff employed directly by the Ministry of Health.

Key Interventions

To achieve this, the government must undertake three Key Interventions:

- To develop a primary healthcare workforce, including driving workforce expansion by securing funding from partners and donors to hire and deploy physicians, nurses, midwives, and Female Community Healthcare Workers (FCHWs).
- To forecast the workforce needs across the country for the next 5 years.
- Prioritise staffing in underserved regions to enhance healthcare access.
- Establish a sustainable funding framework for a government-managed workforce, including a robust Human Resources for Health (HRH) system to track and develop personnel.

Ultimately, this initiative should overall aim to increase healthcare access across all facility levels, with particular focus on reducing maternal and child mortality. Additionally, the creation of demand driven budgeting and coordination will lay the foundations for a sustainable public healthcare workforce, shifting away from the current project-based funding model.

Implementation for this project will begin in January 2025 and will end in December 2029. By 2029, this initiative targets the hiring and deployment of 4,000 PCWs, with 80% of their salaries funded by the MoH.

Initiative 2. Development of Specialists

In addition to driving the needs of primary healthcare and treatment, this initiative aims to increase the treatment services for morbidities and reduce their mortality rates as well as increasing the availability of trained specialist in key sectors, with only specialist training hospital in the country. To address the skills and specialist gap, this initiative aims to increase the number of specialists in the hospital and to increase the availability of specialised services across the country. This aims to reduce the number of patients currently incurring costs travelling abroad for treatment by creating a specialist pipeline, supporting the capacity needs and complex health issues in the country. The service expansion plan aims to include investments into Oncology, Haematology, In Vitro Fertilisation (IVF), Cerebral Palsy Therapy and Support Centre as well as Physical Therapy.

Key Interventions

The key intervention includes the training of residents in oncology, haematology, IVF, cerebral palsy, and physical therapy. Implementation for this project will begin in January 2025 and will end in December 2029. By 2029, this initiative targets the hiring and deployment of 4,000 PCWs, with 80% of their salaries funded by the MoH.

Implementation for this project under the Ministry of Health, in collaboration with private sector partners, will begin in January 2025 and will end in December 2029. By 2029, this initiative targets training 4 residents in oncology, 2 in haematology, 3 in IVF, 4 in cerebral palsy, and 2 in physical therapy. These numbers only account for the specialist trained in Erdogan Hospital. It is expected with the Examination Board under the NHPC and 8 referral hospitals. the number of trained and accredited specialists will increase significantly.

Initiative 3. Operationalising the National Health Professionals Council (NHPC)

Somalia's healthcare workforce, facilities, training institutions, and specialists currently operate without regulation, resulting in unlicensed practitioners, inconsistent standards, and poor accountability. The NHPC, although established, remains unable to address these issues due to insufficient funding and limited capacity to develop and enforce regulations.

Key Interventions

The Key Interventions include:

- Fully operationalise the NHPC through partner and donor funding.
- License healthcare professionals, training institutions, and facilities, regulate their services, and administer licensing examinations for both local and foreign practitioners. A streamlined licensing process will ensure efficiency and standardisation, fostering a regulated and accountable healthcare system across Somalia.

Implementation for this project will begin in January 2025 and will end in December 2029. By 2029, this initiative targets the licensing and registration of 50,000 health professionals, accreditation of 200 health education and training programmes, and registration of 800 health facilities.

Key Result Area 3: Strengthening Health Systems

Case for Change

Increasing access to healthcare, reducing maternal and child mortality, and achieving universal health coverage (UHC) will be key targets to set, as they have ripple effects on a population's overall wellbeing and human capital development. There is a need to consider innovative approaches: community-based healthcare and schooling models have shown promise in delivering essential services to rural and underserved populations. These models bring a holistic approach to health and wellbeing, addressing some of the systemic gaps in service delivery. Similarly, leveraging technology offers a practical solution to overcome geographical and logistical barriers to healthcare and education access.

To expand access, the NTP I prioritises investing in the infrastructure of schools, hospitals, clinics, and water supply systems, particularly in underserved rural areas. This includes constructing and rehabilitating essential facilities to reduce geographic disparities and bring services closer to those in need. By 2029, these efforts aim to achieve greater geographic equity, with 80% of the population able to access essential health services within 30 minutes. Investments in maternal and child healthcare services will increase utilisation, significantly reducing mortality rates and improving overall health outcomes for vulnerable populations. Quality improvements focus on addressing workforce shortages and enhancing service delivery.

Initiative 1. Upgrading and Rehabilitation of 18 Existing Secondary Regional Hospitals

Somalia's 18 regional hospitals are underutilised due to inadequate infrastructure and equipment, limiting their capacity to serve underserved communities. Through a public-private partnership model, these hospitals will be rehabilitated and upgraded, integrating contributions from private healthcare providers.

Post-rehabilitation, each hospital will operate 24/7, offering EPHS-compliant care with advanced diagnostic capabilities such as X-rays, scans, and laboratory services. Fully refurbished to transition from general medical services to specialised and comprehensive services, the hospitals will be equipped with modern infrastructure and staffed by 250 skilled professionals, ensuring continuous operations and significantly enhancing healthcare access and quality across Somalia.

Key Interventions

To achieve this, the government must undertake three Key Interventions:

- Upgrade infrastructure and equipment of 18 regional hospitals through a public-private partnership model,
- Ensure compliance with EPHS standards and integrating advanced diagnostic capabilities like X-rays, scans, and laboratory services.
- Transform hospitals from specialised to fully comprehensive service providers operating around the clock, addressing the healthcare needs of underserved communities.
- Deploy 250 skilled professionals per hospital to maintain continuous operations and significantly enhance healthcare quality and accessibility across Somalia.

Implementation for this project will begin in January 2025 and will end in December 2029. By 2029, this initiative targets the full rehabilitation of all 18 hospitals.

Initiative 2. Establish 8 Referral Hospitals

Somalia currently has only one referral hospital, located in Mogadishu, leaving other regions with inadequate access to secondary and tertiary healthcare. This initiative aims to establish eight new referral hospitals in key cities, strategically positioned based on population and accessibility. These hospitals will provide advanced specialised services, including oncology, nephrology, haematology, and cardiology, while also serving as training centres for specialist healthcare professionals.

Structured as public-private partnerships, the project involves key private sector players such as Barakaat Hospitals, which plans to develop a tertiary referral hospital, and Innova Imaging Technology, offering advanced diagnostic and imaging solutions. Their involvement underscores the significant potential for collaboration in developing a robust healthcare network.

Given the high capital expenditure required, private sector investment is essential, leveraging a collaborative public-private partnership framework aligned with Resource Mobilisation Project 9. This transformative initiative will greatly enhance healthcare accessibility and quality nationwide.

Key Interventions

- To establish eight new referral hospitals in key cities, strategically positioned based on population and accessibility.
- Strengthening the Medical Emergency Services at 2 Federal and 6 Regional Hospitals

Implementation for this project will begin in January 2025 and will end in December 2029. This initiative targets the completion of construction for Hospital 6,7 & 8 by January 2029, and the handover of Hospital 6,7 & 8 facilities to the Medical Service Department by August 2029.

Initiative 3. Boosting Domestic Pharmaceutical Production

Somalia's dependence on imports for 70% of its essential medicines, coupled with weak regulatory frameworks and supply chain inconsistencies, undermines access to quality healthcare.

Key Interventions

- To establish a robust domestic pharmaceutical supply chain by 2027. This development focuses on infrastructure enhancement regulatory compliance to ensure quality control.
- Diversify production to include tablets, vitamins, syrups, mouthwash, and supplements.
- Ensuring quality and safety standards of the pharmaceutical production and usage.

Implementation is slated to commence in January 2025 and conclude by January 2027. By 2029, this initiative targets a manufacturing output of 891,072 existing units, 312,000 new units, and a 47% distribution reach.

15.4. Enablers

Enabler 1: Sustainable and Inclusive Financing of Essential Services

High out-of-pocket healthcare costs in Somalia significantly burden households, restricting access to care. While informal support networks exist within clans, vulnerable groups rely predominantly on donor and government aid. To address these gaps, this initiative seeks to promote health insurance adoption through private sector engagement as an interim solution while regulatory frameworks and oversight agencies are being established. This dual approach ensures immediate service delivery while fostering long-term institutional resilience. By leveraging Somalia's extensive telecom and banking penetration, the initiative aims to expand health insurance access and provide financial protection to underserved populations.

Implementation for this project will begin in December 2024 and will end in January 2029. By 2029, this initiative aims to achieve 35% national health insurance penetration.

Enabler 2: Operationalising National Medical Regulatory Authority (NMRA)

Somalia's unregulated pharmaceutical supplies jeopardise drug safety, quality, and efficacy, escalating public health risks such as antimicrobial resistance and substance abuse. This initiative will operationalise the NMRA with donor and partner support, ensuring robust regulation until self-sustainability is achieved.

Key Interventions

- Enacting the Somali Medicines Regulatory Authority Bill, developing regulations, and establishing governance structures.
- Implementing product registration, licensing, inspections, and a digital Regulatory Management Information System.
- Ensuring interim quality control leveraging on outsourced labs while capacity is developed.
- Strengthening Somalia's pharmaceutical landscape, safeguarding public health nationwide through incentives for local production and targeted funding mobilisation.

Implementation for this project will begin in January 2025 and will end in December 2027. By 2028, this initiative targets 100% registration and approval of products and dossiers, along with 100% port coverage.

Enabler 3: Strengthening Health M&E Capabilities

A key enabler in ensuring the sustainable growth and management of the sector, lies in the Ministries ability to monitor and evaluate all ongoing activities. Currently, the sector experiences a disjointed and fragmented structure, restricting the ability to make data-driven decisions.

This initiative aims to establish a high capacity and unified Monitoring and Evaluation (M&E) system which can enable and enhance data driven public health policies, tracking resources and optimising resource allocation. This will be achieved by integrating Somalia's fragmented M&E system and will enable unified health outcomes by aligning public, private and donor efforts.

This unified system will help reduce inefficiencies, streamline reporting and integrate systems to strengthen the national M&E, enabling data-driven policy decisions.

Key Interventions

- Developing a unified governance framework.
- Increasing collaboration among donors and partners.
- Introducing a standardised framework with key indicators and tools.

Enabler 4: Enhancing and Digitising Health Information Systems

Transitioning routine Health Management Information Systems to digital health platforms is essential for streamlining data collection, management, and analysis to support evidence-based decision-making. Developing interoperable systems, building on DHIS2 and IDSR, will enable seamless data sharing across programs and facilities while ensuring robust data security and privacy. Training healthcare professionals in digital health tools is critical to improving adoption and utilization, fostering a culture of technology-driven healthcare. Additionally, establishing real-time monitoring and evaluation (M&E) mechanisms will allow for continuous assessment of system performance and provide actionable insights to guide adjustments and enhance effectiveness, at federal, state and district levels.

Enabler 5: Strengthening Health Emergency Prevention, Preparedness, Readiness, Resilience, Response and NIH

Strengthen the National Institutes of Health (NIH) with the aim of enhancing Somalia's NIH capacity in biomedical research, clinical studies, and disease prevention to improve public health outcomes. Key focus areas include strengthening Public Health Emergency Operations Centres (PHEOCs) by expanding from 7 to 18 centres nationwide, improving disease surveillance, data analysis, and risk communication to ensure timely response to health threats.

Enhancing public health laboratories involves upgrading infrastructure, modernising equipment, and expanding diagnostic capabilities in the National Public Health Reference Laboratory (NPHRL) and six state laboratories, ensuring quality disease surveillance and emergency preparedness. Advancing public health research will foster evidence-based policymaking by addressing communicable and non-communicable diseases, maternal and child health, and environmental and behavioural factors, ensuring a resilient and data-driven health sector by 2029.

Key Interventions

- Enhancing Somalia's NIH capacity in biomedical research, clinical studies, and disease prevention
- Strengthen Public Health Emergency Operation Centres (PHEOCs)
- Improve disease surveillance, data analysis and risk communication
- Enhancing public health laboratories
- Advancing public health research

Chapter 16: Water Resources

OBJECTIVE:

Development and Management of Water Resources

UN SDGs Addressed:



Enhances water conservation and management strategies.

16.1. Overview

Water resources in Somalia are foundational to the nation's socio-economic development, supporting agriculture, industry, and the livelihoods of its people. Despite having over 8,000 water sources, challenges stemming from climate variability, infrastructural neglect, and inadequate management have stifled their potential.

Somalia's water sector is a critical pillar of its national development, marked by significant challenges that reflect the country's arid climate, recurrent climate shocks, and decades of infrastructural neglect.

The nation has over 8,305 water sources, yet only 2,200 are functional, and a mere 500 are in good condition[195]. This underscores the urgent need for investment in water infrastructure to meet the demands of its pastoralist economy and rapidly urbanising population.

[195] NDP-9,p.28

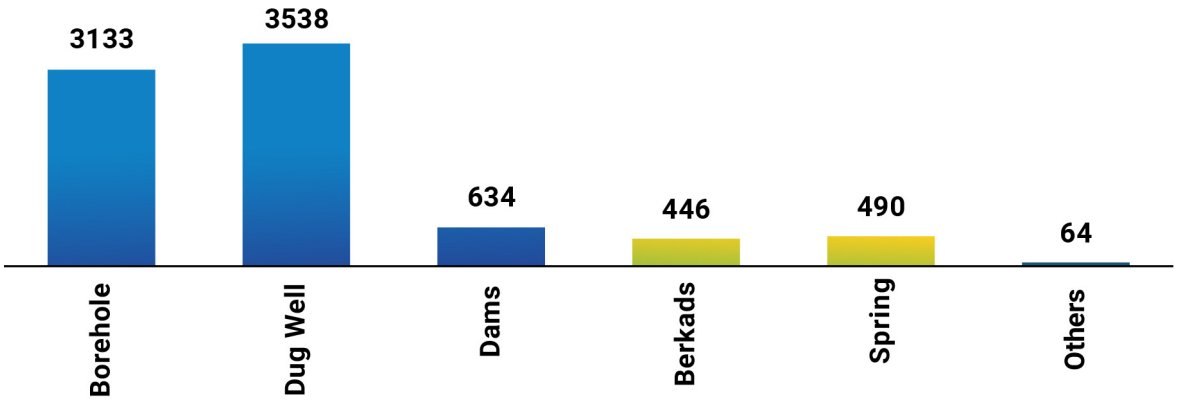


FIGURE 123: BREAKDOWN OF WATER SOURCES IN SOMALIA[196]

The major surface water resources for Somalia are the two perennial rivers, the Juba and Shabelle, both of which flow from Ethiopia. The amount of water flowing along the two rivers varies greatly within the year. The average amount of water flowing across the Juba River at Luuq is 186 m3 per second, while along Shabelle the amount of water flowing across Beled Weyne is on average 75 m3 per second. Water availability varies significantly across Somalia, with rainfall ranging from 700 mm annually in the southern regions to less than 100 mm in the northeast. This variability exacerbates water scarcity, particularly during prolonged droughts and extreme weather events. Compounding this issue, Somalia's groundwater quality is alarmingly poor, with many samples exceeding safe salinity levels. The nation also faces significant water loss through high evaporation rates, which further strain limited resources.

Institutional and governance challenges hinder effective water management. The Ministry of Energy and Water Resources (MoEWR), established in 2014, oversees policies and strategies for water resource management. However, weak regulatory frameworks, fragmented governance, and insufficient technical capacity impede the implementation of Integrated Water Resource Management (IWRM) strategies. Somalia's score of 34 on the Integrated Water Resources Management Index highlights these challenges, which include a lack of national water quality standards and monitoring systems.

[196] FAO-SWALIM

The absence of operational frameworks for transboundary water cooperation further complicates water management, given the reliance on shared rivers like the Juba and Shabelle. Limited development of storage and irrigation infrastructure along these basins has reduced agricultural productivity and increased vulnerability to floods and droughts.

Financial constraints also pose significant hurdles. Somalia receives USD 29 million in water-related official development assistance annually, which is considerably lower than neighbouring countries. This limited funding restricts the scope of projects aimed at improving water access, quality, and resilience. The high cost of water, ranging from USD 1.20 to USD 4 per cubic meter in urban areas, reflects disparities in access and affordability.

In alignment with SDG 6.5.2, which measures transboundary water cooperation, Somalia has made progress in adopting cooperative arrangements, engaging stakeholders, and securing financial support. These efforts are guided by key frameworks, including the National Water Resource Strategy (NWRS) and the Shabelle Basin Diagnostic and Strategic Action Plan. However, challenges such as data gaps, sectoral fragmentation, and legal differences between riparian states remain. Addressing these obstacles will require enhanced regional cooperation and capacity-building initiatives, as outlined in the Somalia-UNECE Roadmap for Accession to the UN Water Convention.

Despite these challenges, Somalia has initiated several high-impact projects to improve its water sector. These include rehabilitating existing water infrastructure, developing climate-resilient water systems, and building small-scale water treatment plants in urban areas. Efforts such as the National Water Resources Strategy (2021–2025) aim to align with sustainable development goals and establish a robust governance framework.

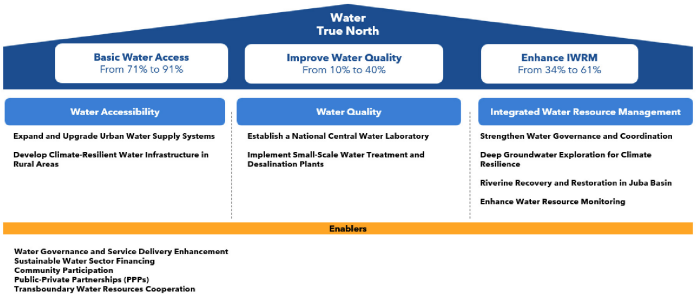


FIGURE 124: WATER SECTOR HOUSE CHART[197]

[197] SNTP I Lab Analysis

16.2. Theory of Change

Somalia aims to build a resilient and sustainable water sector that ensures equitable access, enhances water quality, and fosters effective resource management. Addressing critical challenges will support social stability, economic growth, and climate resilience.

Somalia faces a severe water access gap, with only 2,200 of its 8,000 water sources functional. Investments in rehabilitating infrastructure and creating climate-resilient systems will expand water availability for households, agriculture, and livestock. By addressing rural and urban disparities, these efforts will reduce vulnerabilities, support economic growth, and promote cohesion.

Groundwater contamination and a lack of national water quality standards threaten public health. Establishing a National Central Water Laboratory and implementing small-scale treatment and desalination plants will improve drinking water safety. These initiatives will reduce waterborne diseases, enhance health outcomes, and build public trust in water systems.

Fragmented governance and vulnerabilities to extreme weather necessitate a robust IWRM strategy. Strengthening regulatory frameworks, improving monitoring systems, and fostering transboundary cooperation for shared rivers like the Juba and Shabelle will ensure sustainable resource management, mitigate floods and droughts, and support regional stability. Looking ahead, Somalia's accession to the UN Water Convention offers opportunities for dispute resolution, climate adaptation support, and increased access to international funding. Strengthening partnerships with IGAD, UNEP, and other stakeholders will be key in advancing transboundary water governance and ensuring long-term water security for the country.

Targeted investments in infrastructure, governance, and quality assurance will transform Somalia's water sector. Improved access and quality, coupled with effective management, will result in healthier communities, greater economic opportunities, and a sustainable water system that underpins national development. The NTP I aims to develop Somalia's water to provide accessible, safe and sustainable resources for all Somalis including newly liberated areas through the following focus areas contributing towards sustainable development driven by the Ministry of Energy and Water Resources (MoEWR).

16.3. Key Focus Areas

Key Focus Area 1: Water Access

Case for Change

Access to basic drinking water sources in Somalia is low, estimated by the United Nations Children's Fund (UNICEF) to be 71 percent nationally (79 percent urban; 62 percent rural)[198]. Inequalities exist between rural and urban areas are extensive, as well as between urban internally displaced persons (IDPs) and other households. In rural areas, water sources tend to be used for multiple purposes, including drinking, for domestic use, irrigation (through groundwater) and for livestock consumption. Equitable distribution of water and adherence to stringent water quality standards are particularly crucial, given that a sizable portion of the population, exceeding 49%, lacks access to safe water and hygiene. The goal of the water sector is to provide sustainable, equitable and secure water to increase access to basic water resources for 91% of the population for national unity, growth and well-being for all and in harmony with nature.

Strategic Objective: Increase equitable access to safe and affordable water for all from 71% in 2024 to 91% by 2029

Initiative 1. Expand and Upgrade Urban Water Supply Systems

This project focuses on addressing the 15 most water-scarred urban centres by expanding and upgrading water infrastructure to ensure full basic water access and gradually improve safely managed coverage.

Key Interventions

The key interventions include:

- Designing and feasibility studies.
- Constructing climate-resilient infrastructure,
- Installing and expanding the water supply system.
- Implementing private public partnerships.

By increasing daily water supply per capita from 30 to 50 litres, the project will benefit 2.5 million urban residents and support multi-use demands for households, agriculture, and industry.

[198] UNICEF (2024). WASH Needs Assessment

Initiative 2. Develop Climate-Resilient Water Infrastructure in Rural Areas

To secure water access for rural and pastoral communities, this initiative will establish sustainable, climate resilient multi-use water infrastructure.

Key Interventions

- Conduct rural water supply studies in rural settings.
- Develop and align legal frameworks.
- Acquire land for water infrastructure development.
- Construction of eco-friendly reservoirs, wells, pipelines, and storage systems.
- Undertake Capacity-building programs to enhance rural water associations.

The project aims to provide improved water services to 2.5 million people across 1,408 rural communities, fostering economic growth and resilience.

Key Focus Area 2: Water Quality

Case for Change

Somalia faces a critical challenge in providing safe and reliable drinking water, with many water sources failing to meet international quality standards due to high salinity and contamination. The absence of a national monitoring system and established drinking water standards exacerbates this issue, leaving millions vulnerable to waterborne diseases and poor sanitation. Establishing a National Central Water Laboratory will create a foundation for systematic quality assurance, enabling compliance with global benchmarks and fostering public trust in water systems.

Simultaneously, the implementation of small-scale water treatment and desalination plants will address urban water quality issues and expand access to safe drinking water. These initiatives will introduce scalable and innovative solutions tailored to Somalia's unique environmental conditions, improving water safety and availability. Together, these efforts are pivotal for safeguarding public health, enhancing resilience against water-related crises, and supporting the nation's broader socio-economic development goals.

Strategic Objective: Improve water quality from the current 10% to 40% by 2029

Initiative 1. Establish a National Central Water Laboratory

Aiming for 100% compliance with international drinking water standards by 2029, this project will establish a National Water Quality Laboratory to monitor water quality across urban and rural areas.

Key Interventions

Some of the Key Interventions include:

- Finalising drinking water standards
- Conducting feasibility studies
- Constructing the laboratory.

The facility will also serve as a centre for capacity building, ensuring safe and reliable water for all.

Initiative 2. Implement Small-Scale Water Treatment and Desalination Plants

This initiative targets improving urban water quality by establishing small-scale treatment plants and piloting desalination projects.

Key Interventions

The Key Interventions include:

- Designing and conducting a feasibility study
- Constructing small scale treatment facilities
- Exploring desalination potential

These efforts aim to meet international standards, enhance drinking water safety, and provide a replicable model for improving water infrastructure nationwide.

Key Focus Area 3: Enhanced Integrated Water Resources Management

Case for Change

Somalia's water resources are under immense pressure from climate variability, overuse, and fragmented management. Inefficient governance, limited infrastructure, and a lack of data-driven resource management exacerbate water scarcity and the risks of floods and droughts. Strengthening water governance and coordination is essential to address these challenges. By establishing comprehensive frameworks, fostering public-private partnerships, and improving planning capacity, the initiative will ensure equitable access and sustainable utilisation of water resources, particularly benefiting millions in water-stressed regions.

Deep groundwater exploration will utilize advanced geophysical techniques and satellite imaging to identify viable aquifers, ensuring sustainable extraction rate, which offers a long-term solution to chronic water scarcity, tapping into aquifers capable of yielding significantly more water than shallow wells. This initiative will build resilience to droughts and climate change while expanding access for communities and industries.

Riverine recovery in the Juba Basin will mitigate flood risks and enhance agricultural productivity, supporting regional stability and sustainability. Coupled with enhanced water resource monitoring through modern telemetry and data-sharing systems, these initiatives collectively form a robust strategy to ensure water security, sustainable management, and improved resilience for Somalia's vulnerable populations.

Strategic Objective: Enhance Integrated Water Resource Management (IWRM) implementation from 34 % in 2024 to 61% at all levels by 2029

Initiative 1. Strengthen Water Governance and Coordination

This project establishes a comprehensive water governance framework to address inefficiencies and fragmented management.

Key Interventions

- Developing public-private partnerships (PPPs)
- Creating District Water Coordination Offices
- Enhancing access to innovative financing mechanisms
- Enhancing Transboundary water diplomacy and water for peace

This initiative will enhance water governance by building institutional, legal and technical capacities and fostering public private partnerships. This will improve climate resilience financing, support investment and strengthen federal governance for more integrated approach.

Initiative 2. Deep Groundwater Exploration for Climate Resilience

Recognising the long-term potential of deep aquifers, this project will explore and develop groundwater sources to mitigate water scarcity.

Key Interventions

- Conducting site feasibility studies
- Pilot drilling and aquifer system characterisation
- Private sector partnerships for management

With the capacity to produce 20–30 times more water than shallow wells, the initiative aims to provide sustainable water access to 6 million people across Somalia, reducing the impact of droughts.

Initiative 3. Riverine Recovery and Restoration in Juba Basin

To address flood risks and enhance water resource management in the Juba Basin, this project will focus on riverine ecosystem restoration and modern flood management strategies.

Key Interventions

The Key Interventions include:

- Conducting risk assessments
- Construction of flood defences and storage facilities
- Developing critical infrastructure for controlled overflow

These measures will protect vulnerable regions of Jubaland, support agriculture, climate resilience and promote regional stability, contributing to SDG 6.5.1 to improve the current score of 34 suggesting issues with coordination, policy implementation, limited institutional capacity, and fragmented governance.

Initiative 4. Enhance Water Resource Monitoring

In Somalia, the institutional structures, infrastructure, systems, human resources, and financial capacity are inadequate to support a fully functioning Water Resources value chain as envisaged in the National Transformation Plan. This initiative will establish a nationwide water resource monitoring network with upgraded gauges, telemetry systems, and regional data-sharing protocols. It aims to improve disaster preparedness and resource management.

Key Interventions

The Key Interventions include:

- Installation of 50 surface-based stations
- Installation of 5 upper-air stations
- Upgrading and maintenance of 49 existing surface-based stations and 50 groundwater stations

This enhanced monitoring capacity will enable effective decision-making and long-term sustainability of water resources.

16.4. Enablers

Enabler 1: Water Governance and Service Delivery Enhancement

Strengthening legal and regulatory frameworks is critical for sustainable water management. Somalia has intensified its engagement in international and regional water governance to enhance sustainable water management and ensure equitable access to transboundary water resources. The country is in the final stages of acceding to the UN Water Convention on the Protection and Use of Transboundary Watercourses and International Lakes, aligning with its National Water Resource Strategy (NWRS) to institutionalise cooperative transboundary water management. This enabler focuses on creating clear guidelines for water usage, pollution control, and conservation, ensuring enforcement and compliance for long-term resource sustainability.

Enabler 2: Sustainable Water Sector Financing

Securing innovative and sustainable financing mechanisms is essential for infrastructure development and maintenance. This enabler supports financial stability through creative funding solutions that enhance water service delivery and infrastructure.

Enabler 3: Community Participation

Engaging local communities in water management initiatives ensures project sustainability and relevance. By involving community members in decision-making processes, programs are tailored to meet actual needs and gain public support.

Enabler 4: Public-Private Partnerships (PPPs)

PPPs are key to improving water efficiency and expanding access. Leveraging private sector expertise and resources enhances innovation and ensures more effective service delivery in the water sector. Somalia water supply PPPs will be structured through joint financing models, where government support in regulatory facilitation will be complemented by private investment in infrastructure development.

Enabler 5: Transboundary Water Resources Cooperation

As Somalia's water basins are transboundary, collaboration with neighbouring countries is vital for regional stability and resource sharing. This enabler focuses on establishing agreements and cooperative frameworks to manage shared water resources equitably and sustainably. Somalia has also been actively engaging in regional dialogues and international partnerships. The UNECE National Workshop on Transboundary Water Governance (February 2025) focused on fostering cooperative frameworks, while the MOEWR-UNEP study on the Shabelle River Basin provided crucial data to support informed transboundary collaboration and climate resilience planning.

Chapter 17: Housing

OBJECTIVE:

Provision of Decent and Affordable Housing

UN SDGs Addressed:



Expands affordable housing and urban development.

17.1. Overview

The right to adequate housing remains a critical challenge for Somalia, with 4.8 million people living in inadequate housing conditions. Rapid urbanisation, rural-to-urban migration, and displacement have resulted in informal settlements lacking basic services and tenure security. Somalia faces a housing deficit of two million units, which poses a significant challenge to providing durable solutions for its displaced populations.

The National Solutions Pathways Action Plan (2024-2029) has prioritised providing durable housing solutions for IDPs. Ensuring access to secure land tenure, affordable housing, and basic services is integral to fostering national cohesion and reducing displacement-related vulnerabilities.

The key result areas and the initiatives for the housing and urban planning sector are indicated in the house chart as given.

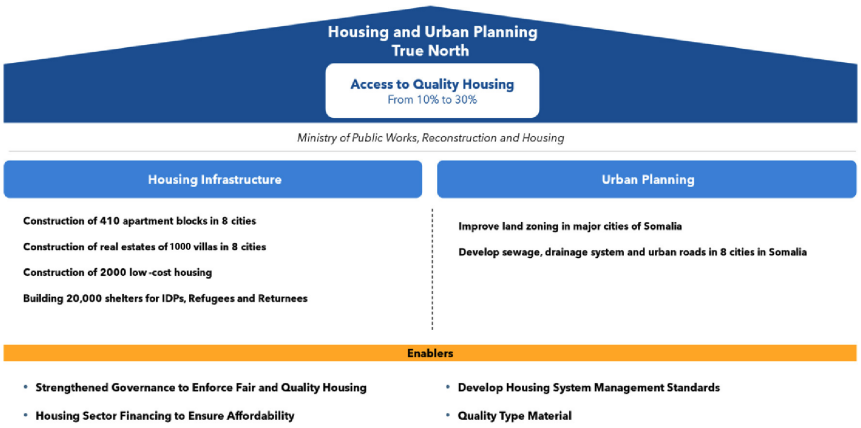


FIGURE 125: HOUSE CHART: HOUSING AND URBAN PLANNING[199]

17.2. Theory of Change

Housing is a basic need that provides family access to shelter and basic comforts while enabling the creation of demand for resources, physical infrastructure, labour, technology, finance and land[200]. Somalia's housing sector faces immense challenges due to rapid urbanisation, population growth, and the displacement of vulnerable groups. Addressing these issues requires a holistic approach to provide equitable and sustainable housing solutions and the Somali government is committed to ensuring all Somali citizens both in the urban and rural areas, can live in affordable, secure and appropriate housing that meets their needs, particularly those with low incomes and IDPs[201]. The strategy centres on constructing diverse housing options, including affordable apartment complexes, residential villas for middle-income households, and low-cost housing for civil servants. By alleviating overcrowding and stabilising housing markets, these developments aim to enhance urban living standards and foster socio-economic stability. For internally displaced persons, refugees, and returnees, targeted shelter programmes provide secure and hygienic environments, reducing vulnerability and promoting integration into urban communities. Complementary measures such as secure land tenure and legal documentation ensure that all individuals can access housing with dignity and legal protection. These initiatives collectively strive to reduce housing inequities, empower communities, and create a foundation for sustainable urban growth.

[199] SNTP Lab Report 2024
[200] MoPWH&R (2021). National Housing Guidelines
[201] Ministry of Public Works, Housing and Reconstruction ((MoPWH&R) (2021). Draft National Housing Policy

Additionally, effective urban planning is critical to managing Somalia's growing cities and addressing fragmented land management, poor infrastructure, and informal settlements. A key focus is the formalisation of land ownership through cadastral systems and the implementation of zoning regulations to encourage orderly development, reduce disputes, and attract investment. Infrastructure enhancements, including modernised road networks and improved drainage systems, tackle issues like flooding and poor connectivity, fostering resilience and facilitating economic activity. These Key Interventions support environmentally sustainable practices and optimise the use of urban resources. By integrating community needs into planning processes, these initiatives create inclusive and well-organised urban spaces that improve quality of life and drive economic growth. Together, housing infrastructure and urban planning efforts will be spearheaded by the Ministry of Public Works, Reconstruction and Housing with the aim to transform Somalia's cities into engines of sustainable development and national cohesion.

17.3. Key Result Areas

Key Result Area 1: Water Access

Case for Change

Somalia faces a critical housing crisis, with significant gaps in affordable, quality housing for urban populations, low-income workers, and displaced communities. Overcrowding, unregulated settlements, and inadequate infrastructure contribute to socio-economic inequities, instability, and poor living standards. Vulnerable groups, including IDPs, refugees, and low-income public employees, are disproportionately affected, with limited access to safe, secure, and hygienic housing.

Given the scarcity of available land for housing developments and actual affordable housing stock for purchase in urban areas overall, a larger proportion of urban households (38.5%) live in rented accommodation, compared to 20.3% in rural households, with the highest proportion of renting households (71%) in Mogadishu. Out of Somalia's 18 regions, eight cities of Mogadishu, Hargeisa, Baidoa, Dhusamareb, Baladweyne, Kismayu, Garowe and Lascanod have the highest population sizes and housing needs.

Access to basic sanitation is a fundamental right and public service upon which improved health outcomes can be achieved. This figure is concerningly low at 39% nationally, although there exists a large disparity between urban and rural access (61% versus 20%). Only 8.5% of nomadic populations have access to quality toilet facilities, although this number increases to 54.7% in rural regions, and 72.5% of urban residents. A lack of awareness and education on hygienic practices are similarly concerning: 85.9% of nomadic populations practice open defecation, and only a third of the population use soap and water to wash their hands.

Addressing these challenges through targeted housing initiatives will transform Somalia's urban and social landscape. Constructing 410 apartment blocks and 600 villas across eight cities will alleviate overcrowding, stabilise rental markets, and promote economic growth by creating jobs and stimulating construction industries. Building 2,000 affordable housing units for civil servants will foster equity, morale, and socio-economic stability, while 20,000 shelters for IDPs and refugees will provide essential support for the most vulnerable. Ensuring access to legal documentation, land rights, and tenure security will further enhance inclusivity and sustainable development, fostering national cohesion and resilience in the housing sector.

The NTP I supports specific Key Interventions to provide land and legal rights to IDPs, alongside broad-based reforms of the housing sector to ensure all Somalis from low-income and vulnerable groups are able to access safe, adequate and affordable housing, with improved living standards and equitable access to essential services.

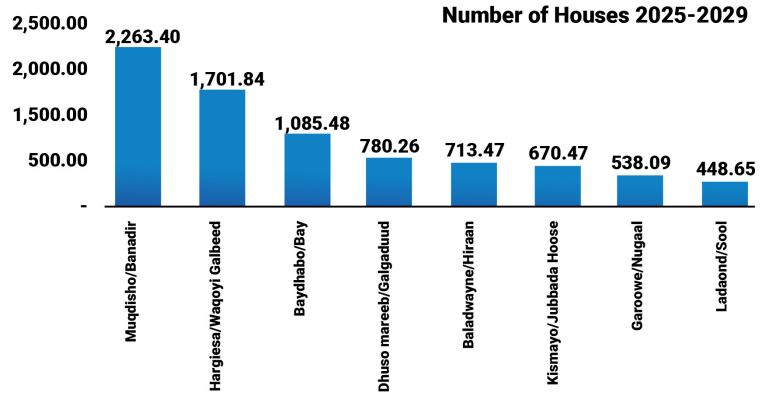


FIGURE 126: SUMMARY OF HOUSING ESTIMATES FOR 8 SELECTED CITIES IN SOMALIA[202]

[202] Ministry of Public Works, Reconstruction & Housing, 2024

In regard to sanitation, 29.2% of households in Somalia share their toilet facilities with other households, with slight discrepancies observed based on residential areas. The prevalence ranges from 14.5% among nomadic households to 26.5% and 30.6% among rural and urban households, respectively. Finally, the wide majority of nomadic residents (85.9 percent) do not have access to a toilet facility and use open defecation. Concerning hand hygiene practices, approximately a third (32.2%) of the population use soap and water for handwashing. Urban residents exhibit the highest usage of soap and water (39.8%), followed by rural residents (24.8%), while nomads exhibit the lowest usage at only 6.0%. Figures for access to basic sanitation are lower at 39 percent nationally (61 percent urban; 20 percent rural).[203]

Strategic Objective: Increase access to quality housing in Somalia from 10% in 2024 to 30% by 2029

Initiative 1. Construction of 410 Apartment Blocks in 8 Cities

This initiative addresses Somalia's urgent housing deficit by constructing 410 apartment blocks in eight major cities, accommodating approximately 8,200 families. By providing modern and affordable housing, the project aims to alleviate overcrowding in urban areas, lower rental costs, and enhance living conditions for thousands of families. The construction process will create substantial employment opportunities in the building sector and associated industries, boosting local economies. Incorporating sustainable building practices, such as energy-efficient designs and eco-friendly materials, ensures the project aligns with long-term environmental goals. The initiative is expected to improve urban living standards while fostering socio-economic stability and reducing housing inequities.

Key Interventions

- Project Planning and Procurement which will include land acquisition and undertaking the feasibility study.
- Site preparation and excavation which includes site clearance, levelling and setting up utilities.
- Foundation Construction: excavation, laying concrete footings, slab and basement construction, initial plumbing and electrical works.

[203] FGS, National Bureau of Statistics (2023): Somalia Integrated Household Budget Survey

- Structural Framing (Ground Floor to Roof): Steel and/or concrete frame erection, forming each floor level, and installing basic support structures.
- Concrete Structures: construction Beams, columns and slabs.
- Fencing wall: Exterior brick/block work, and exterior insulation.
- Interior Walls & Partitions: installation of internal partitions, drywalls, and preparatory framing for rooms.
- Mechanical, Electrical, and Plumbing (MEP): Installation of el+C21:C24ectrical systems, plumbing, HVAC, and testing for functional integrity.
- Finishing Works (Flooring, Paint, Fixtures): installing floors, painting, doors, cabinetry, light fixtures, and other finish details.
- Site Works & Landscaping: driveways, sidewalks, landscaping, and final cleanup.
- Final Inspections & Commissioning: Inspections, safety certifications, systems testing, and handover to the owner.

Initiative 2. Construction of 1,000 Villas in 8 Cities

This initiative focuses on developing 10 real estate projects, including 1,000 villas, targeting middle-income households in eight cities. The project will diversify housing options, providing quality residences for growing urban populations. By stabilising the rental market and promoting local construction material production, such as eco-friendly bricks, this initiative will significantly impact urban affordability and sustainability.

Key Interventions

- Project Planning and Procurement which will include land acquisition and undertaking the feasibility study.
- Site preparation and excavation which includes site clearance, levelling and setting up utilities.
- Foundation Construction: excavation, laying concrete footings, slab and basement construction, initial plumbing and electrical works.
- Structural Framing (Ground Floor to Roof): Steel and/or concrete frame erection, forming each floor level, and installing basic support structures.
- Concrete Structures: construction Beams, columns and slabs.
- Fencing wall: Exterior brick/block work, and exterior insulation.

- Interior Walls & Partitions: installation of internal partitions, drywalls, and preparatory framing for rooms.
- Mechanical, Electrical, and Plumbing (MEP): Installation of electrical systems, plumbing, HVAC, and testing for functional integrity.
- Finishing Works (Flooring, Paint, Fixtures): installing floors, painting, doors, cabinetry, light fixtures, and other finish details.
- Site Works & Landscaping: driveways, sidewalks, landscaping, and final clean-up.
- Final Inspections & Commissioning: Inspections, safety certifications, systems testing, and handover to the owner.

The villa developments also aim to attract private investments and encourage homeownership, creating a more balanced housing ecosystem. Job creation in construction, manufacturing, and property management will stimulate economic growth, while sustainable designs will reduce the environmental footprint of urban expansion.

Initiative 3. Construction of 2,000 Low-Cost Housing

This initiative focuses on constructing 2,000 affordable housing units specifically for civil servants, addressing the acute housing challenges faced by public employees.

Key Interventions

- Project Planning and Procurement which will include land acquisition and undertaking the feasibility study.
- Site preparation and excavation which includes site clearance, levelling and setting up utilities.
- Foundation Construction: excavation, laying concrete footings, slab and basement construction, initial plumbing and electrical works.
- Structural Framing (Ground Floor to Roof): Steel and/or concrete frame erection, forming each floor level, and installing basic support structures.
- Concrete Structures: construction Beams, columns and Slabs.
- Fencing wall: Exterior brick/block work, and exterior insulation.

- Interior Walls & Partitions: installation of internal partitions, drywalls, and preparatory framing for rooms.
- Mechanical, Electrical, and Plumbing (MEP): Installation of systems, plumbing, HVAC, and testing for functional integrity.
- Finishing Works (Flooring, Paint, Fixtures): installing floors, painting, doors, cabinetry, light fixtures, and other finish details.
- Site Works & Landscaping: driveways, sidewalks, landscaping, and final cleanup.
- Final Inspections & Commissioning: Inspections, safety certifications, systems testing, and handover to the owner.
- Project Planning and Procurement which will include land acquisition and undertaking the feasibility study.
- Site preparation and excavation which includes site clearance, levelling and setting up utilities.
- Foundation Construction: excavation, laying concrete footings, slab and basement construction, initial plumbing and electrical works.
- Structural Framing (Ground Floor to Roof): Steel and/or concrete frame erection, forming each floor level, and installing basic support structures.
- Concrete Structures: construction Beams, columns and Slabs.
- Fencing wall: Exterior brick/block work, and exterior insulation.
- Interior Walls & Partitions: installation of internal partitions, drywalls, and preparatory framing for rooms.
- Mechanical, Electrical, and Plumbing (MEP): Installation of el+C21:C24ectrical systems, plumbing, HVAC, and testing for functional integrity.
- Finishing Works (Flooring, Paint, Fixtures): installing floors, painting, doors, cabinetry, light fixtures, and other finish details.
- Site Works & Landscaping: driveways, sidewalks, landscaping, and final cleanup.
- Final Inspections & Commissioning: Inspections, safety certifications, systems testing, and handover to the owner.

By targeting low-income government workers, this project aims to reduce disparities in access to housing, alleviate homelessness, and enhance worker morale. Offering affordable housing options will not only improve the living standards of civil servants but also foster a sense of stability and job satisfaction. Moreover, the project will generate jobs within the construction sector and ancillary industries, contributing to local economic growth. The initiative supports long-term urban planning by incorporating inclusive development principles, ensuring equitable access to housing across socio-economic strata.

Initiative 4. Building 20,000 Shelters for IDPs, Refugees and Returnees

Targeting internally displaced persons (IDPs), refugees, and returnees, this initiative seeks to build 20,000 shelters to improve living conditions in informal settlements. The project addresses critical housing shortages among the most vulnerable populations, offering secure and hygienic living environments. Alongside shelter construction, the initiative will support the local economy by creating jobs in construction and related services. Improved housing conditions will enhance health, safety, and national cohesion within communities, laying the foundation for long-term resilience and integration. The project aligns with Somalia's broader goals of human rights and sustainable development by prioritising the needs of marginalised groups.

Key Result Area 2: Urban Planning

Case for Change

Somalia's rapid urbanisation has resulted in unregulated growth, inadequate infrastructure, and strained public services, hindering sustainable development. The lack of effective land zoning exacerbates disputes, informal settlements, and chaotic urban expansion, deterring investment and equitable resource access. Simultaneously, poor drainage, sewage, and road networks lead to flooding, sanitation issues, and transportation inefficiencies, further reducing the quality of life.

Addressing these issues through improved land zoning and upgraded urban infrastructure will foster organised growth, attract investment, and boost economic activity. By modernising drainage systems and rehabilitating urban roads, this initiative enhances resilience, supports sustainable urbanisation, and significantly improves living conditions for Somali communities.

Strategic Objective: Improve the quality of the urban centres in Somalia from 25% in 2024 to 45% by 2029

Initiative 1. Improve Land zoning in Major Cities of Somalia

This initiative aims to promote orderly urban development by conducting comprehensive land surveys, establishing a cadastral system, and enforcing zoning regulations in major cities. Recognising that effective zoning relies on a solid foundation of land governance, this initiative acknowledges the importance of land use planning, property rights clarification, and community engagement as essential precursors to successful implementation.

Key Interventions

- Project planning which will involve feasibility study, site surveys and GIS assessment.
- GIS Data Collection and Mapping
- Land Zoning Strategy which includes assessment of community needs, zoning Classifications, regulatory and implementation strategies.
- Community consultation and awareness campaigns at the Federal and State levels.

While zoning is the primary focus of this initiative, it is recognised that clear property rights, land use planning, and inclusive governance play a critical role in its success. Addressing land disputes, informal settlements, and unregulated construction will help create a more stable environment for zoning enforcement. Ultimately, structured zoning regulations will attract domestic and international investment, in real estate and infrastructure, fostering economic growth. Additionally, organised land use will optimise resource allocation, improve public services, and enhance the quality of life in urban areas. This initiative also contributes to the long-term stability of urban environments by reducing conflict over land ownership and ensuring equitable access to resources.

Initiative 2. Develop Sewage, Drainage System and Urban Roads in 8 Cities

This initiative focuses on upgrading 35 km of urban roads and rehabilitating critical sewage and drainage systems across six cities.

Key Interventions

The key interventions required to develop sewage and drainage systems are:

- Conduct comprehensive needs assessments and feasibility studies to develop a national sewage and drainage master plan aligned with urbanisation and population growth
- Construct efficient sewage networks, treatment plants, and stormwater drainage systems
- Establish robust regulatory frameworks and zoning laws that implement environmental standards and monitoring systems for compliance.
- Train local authorities and technicians to ensure system sustainability and effective management.
- Leverage public-private partnerships and innovative funding mechanisms.
- Employ smart technologies for real-time monitoring, maintenance, and system optimisation.

By addressing urban flooding, improving road connectivity, and modernising drainage infrastructure, the project will significantly enhance the functionality and resilience of urban areas. Improved roads will facilitate economic activity by reducing transportation costs and travel times, while better drainage systems will protect homes and businesses from water damage. The initiative supports sustainable urbanisation by prioritising environmentally friendly materials and construction techniques. Enhanced infrastructure will not only improve living standards for residents but also attract further investment, boosting local economies.

17.4. Enablers

Enabler 1: Strengthened Governance to Enforce Fair and Quality Housing

The FGS committed to improving housing for all Somalis by strengthening governance systems for effective urban planning and policy implementation. A lack of formal building standards and health and safety regulations has created high maintenance costs and safety risks to the population. Housing policies are based on the outdated Law No. 73 (October 1975) which limits private sector ownership and development of land. Poor quality construction, weak land tenure systems and poor record-keeping results in lengthy conflict and deters investments.

Key Interventions

The key interventions include:

- Tackling building capacity within local and national institutions,
- Establishing clear legal frameworks for zoning and construction, and
- Introducing standards to ensure quality, safety, and sustainability in housing projects.
- Establish a National Housing Authority to oversee housing strategies, facilitate public-private partnerships, and monitor projects to align with national urban development goals.
- Prioritising national standards for housing designs, materials, and environmental sustainability,
- Integrating digital systems for monitoring housing needs,
- Investing in capacity building for construction and urban management to ensure consistency, quality, and efficiency.

Ramping up towards establishing formal standards, precursors include developing context-specific guidelines or prioritising basic safety measures as informal construction practices largely dominate due to limited capacity, resources and enforcement mechanisms. An incremental approach accounts for the transition towards formalising practices.

Enabler 2: Housing Sector Financing to Ensure Affordability

To address housing shortages and ensure affordability, the government is prioritizing the development of a robust housing finance system to expand access to resources for developers and low-income homebuyers, including internally displaced persons (IDPs).

Key Interventions

The key interventions include:

- Introducing innovative financing models such as rent-to-own schemes, microfinance, public-private partnerships (PPPs) or housing cooperative guarantees to be carefully designed to support the most vulnerable without distorting the housing markets
- Encouraging affordable mortgage schemes by lowering credit thresholds
- Providing budgetary support and subsidies for vulnerable populations
- Promoting savings through microfinance systems

- Implementing rent-to-own schemes to cover construction, investment, and operational costs
- Enhancing accessibility of housing accessible to all

Enabler 3: Develop Housing System Management Standards

The establishment of a National Housing Authority is central to ensuring the success and sustainability of Somalia's housing initiatives.

Key Interventions

- Develop and enforce building codes, streamline permitting processes, and coordinate housing policies at national and local levels. By providing oversight and quality assurance, the National Housing Authority will ensure that housing projects meet
- Review and operationalise international safety and environmental standards.
- To encourage private sector investment and facilitate public-private partnerships, expediting project implementation

This enabler will also promote equitable access to housing and help resolve land use disputes, creating a unified and transparent housing governance framework.

Enabler 4: Enhance the Quality Type Material

This enabler prioritises the local production of affordable, sustainable construction materials, such as red clay bricks and recycled aggregates. By reducing reliance on expensive imported materials, the initiative aims to:

Key Interventions

The key interventions include:

- Lower construction costs and make housing more accessible to low- and middle-income populations by training the producers to adopt the Matuni technology (use of red clay bricks. Hollow Bricks, Aggregate/Gravel, Timber and small industrial building material.
- Enhancing local production will stimulate employment in manufacturing, by reducing the environmental impact of construction, and foster innovation in sustainable building practices.
- Improve the efficiency of large-scale housing projects by ensuring timely delivery and adherence to sustainability goals.
- Promoting sustainable materials aligns with Somalia's broader environmental commitments while supporting long-term housing affordability.

Chapter 18: Religious, Culture and Heritage

OBJECTIVE:

Improving Public Awareness on Religious Affairs, Culture and Heritage

UN SDGs Addressed:



Promotes cultural preservation and heritage conservation.

18.1. Overview

Religion is deeply woven into the fabric of Somali society, influencing culture, governance, and both public and private life. In Somalia, there is no distinct separation between religion and state, as Islamic principles guide societal values, norms, and policies. Religion is not merely a belief system for Somalis but a comprehensive way of life. Recognising and integrating this religious context into development efforts is essential for preserving and restoring Somali culture, fostering societal harmony, and driving progress.

Qur'anic schools (dugsi) play a vital role in the traditional education system, offering foundational religious and moral instruction. They are particularly valuable in nomadic areas, often being the only accessible education system. Supported by communities and locally sourced teaching materials, these schools educate the largest number of students relative to other sub-sectors of education, including a significant percentage of girls. To enhance and regulate religious education, the Somali government established the Ministry of Endowments and Islamic Affairs, which oversees Qur'anic schools and promotes a structured approach to Islamic learning.

Culture and heritage, encompassing both tangible and intangible elements, are pivotal to Somalia's sustainable development. Through creative industries, artistic expression, and heritage preservation, culture contributes significantly to economic growth and social stability. Intergenerational dialogue is critical to maintaining Somali traditions while integrating new ideas and identities that resonate with the 21st century. This approach, especially with the country's substantial youth population, ensures harmonious blend of modern communication methods with Somali traditions. The media also plays an essential role in promoting discussions on historical teachings, cultural rituals, and religious values, reinforcing national identity while fostering openness to innovation.

Youth empowerment and peacebuilding are closely tied to cultural preservation. Somali youth, who represent a significant demographic, require spaces to explore their heritage while engaging in contemporary forms of education and dialogue. This dual approach not only nurtures national cohesion but also counteracts radical influences, promoting a peaceful and resilient society. Sports development complements these efforts, serving as a unifying platform for youth and communities. Revitalising sports infrastructure and creating inclusive opportunities for athletic participation fosters national pride, reduces youth migration, and contributes to health and economic development.

The Ministry of Endowments and Islamic Affairs, remain central to these efforts, providing spiritual guidance and organising initiatives that align religious values with the broader goals of nation-building. By integrating cultural preservation, youth empowerment, and sports development, Somalia aims to build a society that respects its traditions while embracing pathways to modernisation and progress.

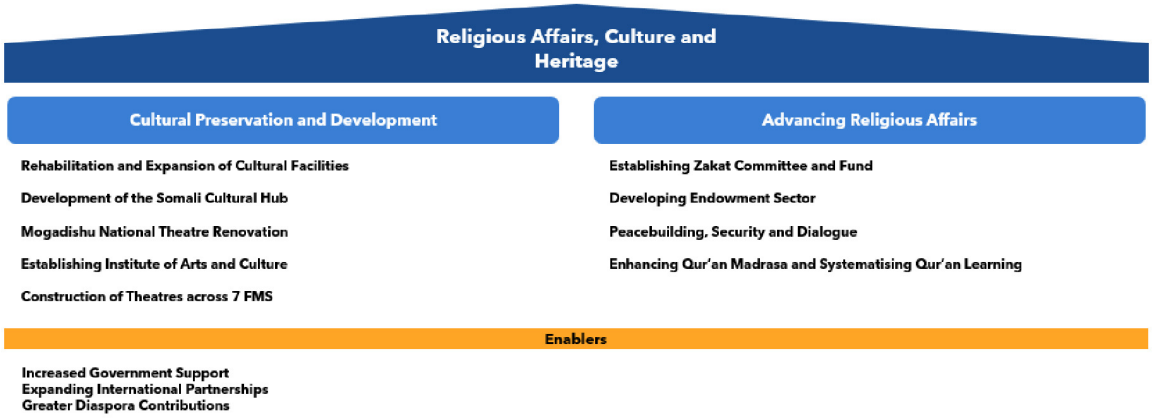


FIGURE 127: RELIGIOUS AFFAIRS, CULTURE AND HERITAGE HOUSE CHART[204]

The key results and the initiatives for Religious Affairs, Culture and Heritage is indicated in the house chart as shown.

18.2. Theory of Change

Strengthening Somalia's education, cultural, and socio-economic sectors is foundational for fostering national unity, promoting peace, and driving sustainable development. The NTP I integrates key pillars, including cultural preservation, youth empowerment, advancing religious affairs, peacebuilding, and sports infrastructure, to create a cohesive and forward-looking society. By embracing Somalia's rich traditions while fostering innovation and inclusivity, these initiatives aim to address systemic inequalities, reduce conflict, and strengthen national identity.

Cultural Preservation and Development is at the heart of Somalia's efforts to rebuild its national identity in an era of conflict, migration, and globalisation. Revitalising cultural institutions, including museums, arts centres, and historical sites, will safeguard Somali arts, music, and storytelling. These efforts will promote intergenerational dialogue, foster pride in Somali heritage, and provide platforms for celebrating the nation's diverse communities. By embedding cultural preservation into national development, this pillar not only reinforces unity but also positions Somali culture as a driver of economic growth through tourism and creative industries. In addition, the government will engage youth organizations in this to establish reconciliation platforms addressing local grievances and strengthen social cohesion.

[204] SNTP I Lab Analysis

Youth Empowerment and Peacebuilding are critical to addressing Somalia's high youth unemployment and vulnerability to extremist recruitment. Technical and vocational education and training (TVET) programs, paired with youth entrepreneurship initiatives, will equip young Somalis with sector-specific skills, enhancing employability and innovation. Peacebuilding efforts will leverage the influence of trusted Islamic scholars to counter extremist ideologies, promote reconciliation, and foster community cohesion. By prioritising youth as agents of change, Somalia can harness its demographic advantage to build a peaceful and productive society. Recognizing the critical role of youth in peacebuilding, the MoYS has launched the Youth, Peace, and Security (YPS) Initiative, which includes youth-led peace education workshops, inter-community reconciliation programs, and local youth peace committees. These platforms provide young people with opportunities to engage in stabilisation efforts, counter violent extremism, and contribute to national cohesion.

Advancing Religious Affairs is essential for aligning national development with Somalia's deeply rooted Islamic values. Reforming Islamic education through innovative curricula will integrate religious ethics with academic disciplines, producing qualified teachers and fostering well-rounded learners. Islamic scholars will play a pivotal role in public education, promoting values such as tolerance, justice, and unity. This approach aligns national security and reconciliation efforts with Somalia's cultural and religious fabric, reducing conflict and building societal trust.

Intergenerational dialogue and cultural heritage preservation remain central to Somalia's peacebuilding efforts. The National Strategy for P/CVE underscores the role of youth-led platforms and religious leaders in shaping positive narratives that counter violent extremism. By integrating these approaches, Somalia can foster a culture of resilience, inclusion, and active youth participation in national development.

These initiatives will engage youth in positive activities, reducing their susceptibility to extremist influences and contributing to a vibrant economy through sports tourism and related industries. The anticipated outcomes of these integrated initiatives include an education system that bridges academic and religious disciplines, a revitalised cultural sector that strengthens national identity, empowered youth driving economic growth and innovation, and cohesive communities united by shared values and inclusive dialogue. Together, these efforts will create a peaceful and resilient Somalia where heritage, innovation, and inclusivity underpin sustainable development. By investing in these pillars, Somalia envisions a future where its people thrive in harmony, its institutions are resilient, and its economy is vibrant and inclusive.

18.3. Key Result Areas

Key Result Area 1: Cultural Preservation and Development

Case for Change

Somalia's rich cultural heritage, including museums, historical sites, and the film industry, has been significantly impacted by decades of conflict and neglect. The rehabilitation and expansion of cultural facilities will modernise museums and historical sites, restoring their role as custodians of national identity and platforms for education, tourism, and community engagement. Simultaneously, the revitalisation of the Somali Film Agency and establishment of an Academy for Film & Media Studies will nurture local talent, enhance creative industries, and safeguard intellectual property. These initiatives will preserve Somalia’s artistic legacy, promote economic growth through cultural tourism and media, and foster a shared sense of national pride and identity.

Initiative 1. Review and develop Somali Culture Hubs

The promotion of Somali culture is a central goal in the revitalisation and advancement of heritage and traditions.

Key Interventions

- Preserve and enhance traditional arts, folklore, poetry, and Somali language.
- Organise cultural events and festivals to showcase the richness of Somali heritage, such as music and dance festivals, poetry competitions, art exhibitions, and cultural weeks featuring Somali cuisine, attire, and traditions.

- Support the development of crucial legislation, including the Cultural and Arts Law and the Somali Cultural Strategy, to strengthen the protection of cultural heritage and encourage the creative industries. These events and strategies will position Somalia as a cultural leader in the Horn of Africa.

Initiative 2. Mogadishu National Theatre Renovation

The renovation of the National Theatre in Mogadishu is a significant step in strengthening the opportunities for Somali art and culture. The rebuilt theatre will serve as a venue for celebrating the richness of Somali culture, hosting performances of plays, traditional dances, music, and storytelling. The theatre will also host training sessions, workshops, and events aimed at inspiring the next generation of Somali artists, fostering community unity and Somali identity. This initiative will play an essential role in preserving cultural heritage, promoting local creativity, and strengthening Somali's cultural identity.

Initiative 3. Establishment of the National Institute for Culture and Arts (NICA).

The National Institute for Culture and Arts (NICA) will focus on the preservation and development of Somali culture.

Key Interventions

- Create platforms for Somali artists specialising in literature, music, visual arts, and drama, enabling them to develop and represent Somali culture globally.
- Establish research centre dedicated to preserving the history, Somali language and culture of Somalia, producing books and research that reflect Somali knowledge and traditions.
- Showcasing Somali cultural achievements at the global level, while supporting new creative endeavours to strengthen international cultural ties.

Initiative 4. Construction of Theatres in the Seven Regional States

This initiative focuses on the construction of modern theatres in the capitals of Somalia's regional states, which will become cultural hubs for performances, workshops, and community events. These theatres will create opportunities for local artists to showcase their talents and will enhance community connections, providing greater access to culture and the arts. This initiative will work towards fostering national identity and unity while elevating Somali cultural presence on the global stage.

18.4. Enablers

Enabler 1: Increased Government Support

Government support is pivotal for fostering a thriving cultural landscape in Somalia. By allocating dedicated budgets for cultural initiatives, establishing regulatory frameworks, and creating a national policy for arts and culture, the government will provide the foundation for sustainable cultural development. Initiatives such as tax incentives for creative enterprises and funding grants for artists and institutions will stimulate growth in the cultural sector. Additionally, the establishment of a National Arts Council will ensure strategic oversight, enabling efficient coordination of resources and programs across regions. Government-backed programs are projected to create thousands of jobs, empower local artists, and contribute to national identity, positioning culture as a pillar of Somalia's socio-economic transformation.

Enabler 2: Expanding International Partnerships

International partnerships will play a crucial role in advancing Somalia's cultural sector by providing technical expertise, funding, and capacity-building opportunities. Collaboration with UNESCO, international NGOs, and global cultural institutions will enable knowledge exchange and facilitate access to global markets for Somali artists. Joint programs could include international cultural festivals, art residencies, and cross-border exhibitions, attracting global attention to Somali heritage and talent.

These partnerships will also support training programs for cultural professionals, improving the quality of artistic production and conservation efforts. By leveraging international networks, Somalia can integrate its cultural initiatives into global platforms, fostering long-term sustainability and cultural diplomacy.

Enabler 3: Greater Diaspora Contributions

The Somali diaspora is an invaluable asset for cultural development, offering financial investment, technical expertise, and international exposure. Through targeted engagement programs, such as diaspora cultural funds and networking events, Somalia can channel contributions into building robust cultural infrastructure and supporting grassroots initiatives. Diaspora professionals can contribute to skills training, mentorship programs, and collaborative artistic projects, enriching local talent and introducing innovative ideas.

Additionally, diaspora-driven campaigns can amplify Somali culture on global platforms, attracting tourism and trade. By fostering strong ties with its diaspora, Somalia can harness this resource for cultural preservation, economic growth, and national pride.

Key Result Area 2: Advancing Religious Affairs

Case for Change

Somalia faces significant challenges stemming from socio-economic disparities, extremist ideologies, and fragmented religious and educational systems. The lack of structured mechanisms for Zakat collection and distribution hinders its potential to alleviate poverty, reduce inequality, and foster economic stability. Similarly, unregulated and fragmented endowment systems fail to fully realise their role in supporting community services such as schools and healthcare facilities. Addressing these gaps requires a comprehensive and transparent approach to managing Islamic financial and social resources.

Extremist ideologies and conflict continue to destabilise communities, underlining the urgent need for peacebuilding and reconciliation initiatives rooted in trust and shared values. Islamic scholars, as respected community leaders, can play a pivotal role in countering radical narratives and promoting national cohesion. Additionally, the current state of unregistered and unregulated Qur'an Madrasas limits their potential to contribute effectively to Somalia's educational and societal development. These initiatives aim to establish transparent and standardised systems for Zakat and endowments, harnessing their potential to address socio-economic inequities. They also focus on leveraging trusted religious leaders to foster peace, reconciliation, and resilience against extremism.

Strategic Objective: To enhance awareness of the Somali people to live in peace and harmony guided by the principles of the Islamic religion

Initiative 1. Review and develop Somali Culture Hubs

This initiative focuses on institutionalising Zakat collection and distribution, a cornerstone of Islamic social responsibility that can significantly impact Somalia's economy and social structure. By formalising a national Zakat system, the government will ensure transparency, equity, and efficiency in managing this critical resource. A dedicated Zakat Committee and Fund will provide standardised guidance for calculating and collecting various types of Zakat, including Zakat Al Mal, Al Urudh, agricultural goods, and livestock. Public awareness campaigns will highlight the importance of Zakat in reducing poverty, creating jobs, and supporting social protection programs.

The initiative aims to channel Zakat contributions into sustainable development efforts, alleviating poverty and fostering national cohesion while upholding religious principles.

Initiative 2. Developing the Endowment Sector

This initiative seeks to revitalise and regulate the endowment (Waqf) system in Somalia to unlock its potential as a driver of economic and social development. Endowments, contributed by individuals from their property, can support education, healthcare, and community services while generating sustainable revenue. By establishing legal frameworks and conducting nationwide registration of endowments, this initiative will transform fragmented contributions into a structured and impactful system. Awareness campaigns will educate the public on the significance of endowments in social welfare, while streamlined processes and investment strategies will ensure that donations are managed effectively and transparently. This approach aims to maximise the utility of endowments, fostering long-term benefits for Somalia's communities.

Initiative 3. Peacebuilding, Security, and Dialogue

This initiative addresses the profound challenges posed by extremism and conflict in Somalia by leveraging religious leadership and principles to promote peace and reconciliation. Islamic scholars, widely trusted in Somali society, will play a central role in resolving disputes and fostering national cohesion. The initiative includes creating safe platforms for dialogue, developing moderate Islamic curricula, and conducting trauma recovery programs for communities affected by conflict. Efforts will also focus on religious stabilisation in newly liberated areas, engaging communities in workshops to build resilience against extremist influences. Programs targeting the rehabilitation and reintegration of defectors will further support efforts to counter radical ideologies. By promoting a narrative of tolerance and peace rooted in Islamic values, the initiative seeks to foster stability, strengthen local governance, and enhance Somalia's long-term security.

Initiative 4. Enhancing Qur'an Madrasa and Systematising Qur'an Learning

This initiative aims to develop and regulate Qur'an Madrasas across Somalia, integrating them into the broader educational framework while preserving their cultural and religious significance. Through comprehensive surveys and registration, the initiative will assess and map current Madrasa conditions, addressing issues of unregulated and unregistered institutions. A regulatory framework will establish standards for education and ensure alignment with national development goals. The creation of a modern syllabus blending literacy education with Qur'an memorisation will enhance the quality and relevance of Madrasa learning. Teacher workshops focusing on peace and tolerance will further instil values of national cohesion. The initiative also promotes student engagement and community participation through national Quran competitions, fostering pride and a sense of achievement among learners. By systematising and modernising Qur'an Madrasas, the initiative supports education, social integration, and religious harmony in Somalia.

Pillar 4. Environment and Climate Resilience

OVERARCHING GOAL:

Strengthening Environmental Sustainability & Climate Resilience



Overview

The NTP I's vision for social progress is concerned with building a resilient, empowered and inclusive society. Its approach seeks to bring about an improved quality of life for all Somali citizens, ensuring that changes made are both tangible and sustainable. Spanning critical sectors such as education, healthcare, social protection and economic empowerment, this pillar tackles the creation of robust systems that protect fundamental human rights and provide equitable access to socioeconomic opportunity.

Building on the successes of the National Development Plan (NDP-9)1 from 2020 to 2024, Somalia has made considerable progress in strengthening environmental policy frameworks and integrating climate action across all sectors. NDP-9's achievements include the establishment of robust legal and institutional frameworks for environmental management, enhanced integration of climate resilience measures, significant investments in climate-resilient infrastructure, and expanded community engagement in sustainability initiatives. These efforts have laid a strong foundation for sustainable environmental management and are pivotal for the planned implementation of the NTP I.

The Environment and Climate Resilience Pillar is structured to address specific aspects of Somalia's environmental and climate challenges. The key components under this pillar include:

- Environmental sustainability
- Climate Resilience- Adaption of climate-smart practices for agriculture, livestock and fishing
- Mitigation measures for deforestation, pollution and promote renewable energy
- Climate financing aimed at increasing innovative financial instruments through public private partnership
- Disaster risk reduction aimed at addressing climate shocks and reducing vulnerabilities

Somalia’s approach to environmental sustainability, climate resilience, and disaster risk reduction is meticulously articulated through a comprehensive framework of national policies that align with international standards and commitments. This strategic framework is crafted to effectively address Somalia’s unique geographical and socio-economic challenges, particularly those associated with climate change and environmental degradation.

At the heart of this pillar are the National Climate Change Policy 2020, National Determined Contributions (NDC), National Environmental Policy 2023, Environmental Protection and Management Act 2024, National Biodiversity Strategic Action Plan (NBSAP) and the National Adaptation Plan (NAP). These key documents provide a robust blueprint for adapting to the adverse impacts of climate variability. They emphasize enhancing resilience in critical sectors such as agriculture, water management, and public health focusing on sustainable practices designed to mitigate these sectors' specific vulnerabilities to climate-induced changes.

Supporting these adaptation efforts, Somalia’s Nationally Determined Contributions (NDC) delineate the country's commitments under the Paris Agreement. These contributions are twofold: they aim to mitigate climate change by reducing greenhouse gas emissions through enhanced energy efficiency and a shift towards renewable energy sources; and they enhance adaptation by bolstering the nation's resilience to environmental changes.

The National Environmental Policy further underscores commitment to environmental stewardship by integrating environmental protection into broader national transformation strategies. This ensures that sustainable practices are woven into all transformative initiatives. Supporting this, the Coastal and Marine Environmental Management Plan concentrates on preserving marine biodiversity and managing marine resources sustainably, which are essential for the livelihoods of coastal communities and the health of Somalia's marine ecosystems.

Disaster risk reduction is comprehensively addressed in the National Disaster Management Plan, which outlines strategies for preparedness and response to natural disasters such as droughts and floods that Somalia is particularly vulnerable to. This plan is in line with the Sendai Framework for Disaster Risk Reduction, which enhances Somalia’s capabilities in managing disaster risks effectively. Somalia's commitment to global sustainability is further evidenced by its alignment with several Sustainable Development Goals, specifically SDG 13 (Climate Action), SDG 6 (Clean Water and Sanitation), and SDG 7 (Affordable and Clean Energy), SDG 14 (Life below Water), and SDG 15 (Life on Land). These goals not only underscore Somalia's dedication to environmental and climate governance but also highlight its proactive role in the global effort to combat climate change.

The effectiveness of Somalia’s environmental and climate policies is continuously evaluated against global benchmarks such as the Environmental Performance Index (EPI) and the Global Climate Risk Index. These assessments provide critical insights into Somalia’s management of its environmental and climate-related challenges, guiding ongoing policy adjustments and enhancements.

In summary, Somalia’s integrated and dynamic approach to environmental governance, from its early conservation efforts through to its current engagement with global climate frameworks, illustrates a commitment to sustainable development. This approach blends traditional knowledge with modern technologies, strengthens international partnerships, and ensures that Somalia is not only responding to its immediate environmental challenges but is also preparing for future sustainability.

Chapter 19: Green Growth

OBJECTIVE:

Environmental Sustainability for Green Growth





Promotes reforestation and land conservation.



Enhances sustainable marine resource management.

19.1. Overview

The evolution of environmental governance and management in Somalia reflects a journey shaped by historical milestones, socio-political shifts, and environmental challenges. In the 1960s and 1970s, Somalia launched a conservation drive, establishing national parks and wildlife reserves to preserve biodiversity and leverage natural resources for sustainable economic practices. Initiatives like Lag Badana-Bushbush National Park, one of the largest protected areas in the region, aligned with global conservation trends of the time.

However, the collapse of central governance in 1991 disrupted environmental oversight, leading to widespread deforestation, habitat destruction, and unregulated natural resource exploitation. By the late 1990s and early 2000s, over 8.3 million trees were cut annually to fuel the charcoal trade, exacerbating soil erosion and desertification. Coastal ecosystems also faced overfishing and illegal exploitation, reducing fish stocks by up to 70% in some areas and severely impacting livelihoods.

The re-establishment of a federal government in the 2000s marked a shift toward recovery, with Somalia joining global frameworks such as the Paris Agreement and the Sustainable Development Goals (SDGs). Efforts focused on rebuilding institutional capacities, establishing regulatory frameworks, and addressing long-standing environmental challenges. Somalia's environmental governance now prioritises embedding sustainability into national policies to mitigate climate vulnerabilities and foster economic resilience.

Regionally, Somalia's environmental challenges are tied to broader East African issues such as drought and desertification, which have intensified with climate change. For example, the 2016–2017 Horn of Africa drought affected 6.7 million Somalis, highlighting the need for collective strategies to manage shared risks. Somalia's 3,333-kilometre coastline, however, sets it apart, supporting rich marine ecosystems vital for biodiversity and livelihoods. Challenges such as coastal erosion and illegal, unregulated, and unreported (IUU) fishing, costing the nation an estimated US$300 million annually, have prompted the government to enhance fisheries governance and protect its Exclusive Economic Zone (EEZ).

Globally, Somalia's engagement in frameworks like the UNFCCC demonstrates its commitment to adopting sustainable practices and addressing climate vulnerabilities. Active participation in these initiatives is essential for accessing financial resources, technical expertise, and international support to combat environmental challenges like rising sea levels and extreme weather events.

A unique aspect of Somalia's environmental management is the integration of traditional practices with modern innovations. Traditional methods like berkads (rainwater reservoirs) and rotational grazing have supported resilience in arid regions. Modern technologies such as solar-powered water pumps and geographic information systems (GIS) complement these practices, aiding reforestation and rural electrification while reducing dependency on biomass and charcoal.

Somalia's institutional framework for environmental sustainability continues to evolve, with the Ministry of Environment and Climate Change (MOECC) leading efforts to implement national environmental policies. However, enforcement gaps persist, particularly in rural areas. Partnerships with international organisations like UNDP and GEF have been instrumental in aligning Somalia's goals with global sustainability standards, focusing on capacity building, renewable energy, and infrastructure development to address domestic and global challenges effectively.

The key result areas and the initiatives for the Green Growth sector is indicated in the house chart as shown.



FIGURE 128: GREEN GROWTH HOUSE CHART[205]

19.2. Theory of Change

Somalia's green growth initiatives aim to deliver transformative improvements in environmental restoration, climate mitigation, climate adaptation, climate finance, infrastructure, biodiversity conservation, governance, and livelihoods. These efforts will lead to expanded reforested landscapes, restored protected areas, and modernised waste management systems, creating critical infrastructure to support environmental sustainability. Air quality monitoring networks and waste-to-energy systems will improve resource efficiency and address urban pollution, while institutional capacity-building initiatives will strengthen governance by equipping government bodies and stakeholders to manage natural resources effectively, enforce environmental regulations, and monitor pollution levels.

[205] SNTP Lab Report 2024

The embedment of conflict-sensitive approaches into these strategies is crucial to prevent resource-driven disputes, especially over land, water, and natural resources, which are major conflict triggers in Somalia.

These activities are expected to produce the following tangible outputs:

- Infrastructure Development: Reforested landscapes protected national parks, and modernised waste management and air quality systems.
- Biodiversity Conservation: Enhanced wildlife habitats, reduced human-wildlife conflict, and improved ecosystem services.
- Improved Governance: Strengthened institutional capacity to manage natural resources, enforce environmental regulations, and monitor air and waste pollution.
- Sustainable Livelihoods: Job creation and income generation in conservation, ecotourism, renewable energy, and waste management.

The outcomes of these initiatives will include significant environmental, economic, and social benefits. Restored ecosystems will mitigate deforestation, enhance biodiversity, and promote climate resilience by sequestering carbon and reducing soil erosion. These initiatives will also contribute to economic growth by fostering green energy projects, eco-ism, and conservation activities, creating jobs, diversifying incomes, and stimulating local economies. Improved public health will result from reduced air and water pollution, lowering disease rates and healthcare costs, while social resilience will be strengthened through community engagement in resource management, fostering ownership and reducing human-wildlife conflict. Proactive risk management will further reduce the economic and social impacts of environmental challenges specifically, there will be a clear strategy to secure the safety and stability of conflict prone and hard-to reach localities.

Together, these efforts will position Somalia as a resilient and sustainable economy, balancing environmental protection, economic opportunity, and social equity. By restoring ecosystems, expanding renewable energy, and fostering sustainable livelihoods, Somalia will align with global climate and biodiversity goals, attract international partnerships, and achieve long-term stability and prosperity.

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Somalia's green growth strategy places communities at the centre of environmental sustainability efforts, ensuring that conservation and resource management directly contribute to local livelihoods. Several initiatives across different sectors reinforce this commitment. The Restoration of National Parks Initiative integrates local communities into park management and ecotourism, creating over 1,000 business opportunities such as kiosks and employment in tourism services. The Sustainable Wildlife Management Programme promotes biodiversity conservation while offering communities income through controlled hunting zones and ecotourism ventures. The Coastal and Marine Environmental Management Plan supports sustainable fisheries by aligning traditional fishing knowledge with modern conservation techniques, ensuring long-term resource availability for local fishing communities. Similarly, Project Badmaal focuses on enhancing fish handling infrastructure and cold storage to reduce post-harvest losses and improve incomes for 1,970 fishers and their families

In response to deforestation and land degradation, the Charcoal Reduction Programme is introducing alternative energy solutions like solar power and biogas while providing over 1,000 households with reforestation-based livelihoods.

The Climate-Smart Agricultural Livelihoods (ACALS) Programme promotes drought-resistant crops and sustainable irrigation, benefiting rural farming communities. These initiatives highlight Somalia's commitment to ensuring that environmental protection is not just a conservation effort but also a driver of economic resilience, particularly for communities most affected by climate change and resource depletion. By embedding sustainability into local economies, Somalia fosters a balance between ecological preservation and human development.

The MoYS Youth Climate Action Initiative actively supports youth-led environmental projects, climate education workshops, and sustainable practices adoption. By empowering youth to take leadership roles in climate adaptation, Somalia ensures that its climate resilience strategies align with global frameworks such as the Paris Agreement and AU Agenda 2063.

Case for Change

Somalia faces significant environmental and socio-economic challenges that require urgent action to ensure sustainability and resilience. Habitat destruction from unregulated land use, deforestation for charcoal production, and overgrazing has led to severe biodiversity loss and weakened the country's ecological services, making it more vulnerable to environmental shocks. Water scarcity, exacerbated by climate change and inadequate infrastructure, poses a critical challenge, particularly in agriculture, which consumes many available water resources. Climate change amplifies these vulnerabilities, with frequent droughts, floods, and rising sea levels disrupting food production, exacerbating water scarcity, and displacing communities. Somalia's limited infrastructure and preparedness further hinder its ability to respond effectively to these environmental shocks.

Addressing these challenges requires integrated environmental and economic planning that embeds sustainability into development strategies. Robust policies, institutional capacity building, and enforcement mechanisms are essential to foster sustainable resource management and reduce dependency on exploitative practices. Investments in alternative livelihoods, such as renewable energy and sustainable tourism, offer opportunities to balance economic growth with environmental preservation.

Somalia's geographic positioning provides immense opportunities for renewable energy, with some of the highest solar irradiance levels globally, significant wind resources, and geothermal potential. Harnessing these resources through solar and wind energy infrastructure can reduce dependence on imported fuels, lower costs, and enhance energy security. Similarly, sustainable management of the country's extensive marine resources can revitalize the fishing and tourism industries, ensuring equitable access and long-term economic benefits for coastal communities.

Land restoration, encompassing reforestation, controlled grazing, and sustainable agriculture, plays a pivotal role in stabilizing ecosystems, enhancing biodiversity, and securing food resources. A critical component of this restoration is the strategic integration of indigenous seed biodiversity, essential not only for biodiversity conservation but also for bolstering food security and climate resilience. Incorporating indigenous seeds, naturally adapted to Somalia's arid conditions, into agricultural practices enhances genetic diversity and provides a buffer against climate variability.

Simultaneously, the fusion of traditional ecological knowledge with contemporary conservation techniques—such as rainwater harvesting systems and the cultivation of drought-resistant crops—magnifies the impact of these restoration efforts. This blend of old and new methodologies ensures the revitalization of degraded landscapes while preserving essential ecological functions and services.

Strategic partnerships with regional and international stakeholders are indispensable, offering a conduit for the exchange of technical expertise, financial support, and conservation best practices. These collaborations facilitate the implementation of tailored restoration initiatives that are sensitive to the local context while meeting global environmental standards.

By capitalizing on its unique natural and geographic assets, Somalia is poised to transition towards sustainable growth. This shift not only addresses the immediate environmental and economic challenges but also contributes to long-term national stability and prosperity. The initiatives outlined are designed to fortify Somalia's resilience, promote energy independence, enhance food security, and conserve biodiversity. Collectively, they represent a holistic approach that aligns Somalia's transformative path with international sustainability criteria, ensuring that the country advances towards achieving global environmental goals and securing a resilient future.

19.3. Key Result Areas

The following initiatives are grouped under three strategic focus areas to address Somalia's environmental, social, and economic challenges comprehensively. Key Focus Area 1: Ecosystem Restoration and Biodiversity Conservation prioritises restoring degraded lands, wildlife management, conserving biodiversity, and fostering ecotourism to enhance ecosystems and livelihoods. Key Focus Area 2: Climate Adaptation and Climate Finance emphasises resource mobilization, sustainable resource use, enhances climate resilience and reducing environmental vulnerabilities through initiatives like sustainable livelihoods, . Finally, Key Focus Area 3: Climate Mitigation focuses on charcoal reduction, renewable energy, mitigating air and waste pollution by developing infrastructure, monitoring systems, and public awareness campaigns to promote a cleaner and healthier environment. Together, these targeted focus areas provide a holistic framework for advancing Somalia’s sustainable development goals.

Key Result Area 1: Ecosystem Restoration and Biodiversity Conservation

Ecosystem restoration involves revitalizing degraded ecosystems to regain their functionality and productivity. It includes activities such as reforestation and wetlands restoration. Biodiversity conservation focuses on protecting species and habitats to maintain ecological balance and evolutionary processes, through measures like creating protected areas and enforcing wildlife protection laws. Integrating both approaches enhances ecosystem resilience and supports diverse life forms, contributing to environmental sustainability.

Strategic Objective

The strategic objective is to reduce degraded land from 30% to 25% by rehabilitating and restoring 5% of the degraded land.

Initiative 1. Restoration of Degraded Land Through Reforestation

This Initiative focuses on the restoration of degraded Land through Reforestation and Afforestation, a critical environmental strategy aimed at combating land degradation by replenishing forest cover. This initiative seeks to restore ecological balance and enhance biodiversity by planting native tree species on lands that have suffered from deforestation, overgrazing, or other forms of ecological damage. Through reforestation, we aim not only to revive the health of the soil and increase carbon sequestration but also to stabilize water cycles and provide habitats for native wildlife, thereby fostering a resilient ecosystem that can sustain local communities and contribute to global environmental goals.

Key Interventions

The Key Interventions include:

- Policy enforcement to curb illegal charcoal production through the implementation of a robust charcoal policy.
- Educate and raise awareness among local populations about the importance of sustainable land management.
- Restore 15,000 hectares of land by planting 10 million drought-resistant, native trees, which will contribute to soil stabilization and biodiversity recovery.
- Provide alternative income opportunities for over 1,000 farmers and households, to reduce dependency on charcoal production.
- Promote carbon sequestration to integrate methods that will achieve a targeted reduction of 200,000 metric tons of CO_2, strengthening climate resilience.
- Promote solar power, biogas, and other renewable energy sources to replace charcoal as a primary energy source

The anticipated outcomes include sustainable livelihoods for more than 1,000 community members, enhanced community-led reforestation efforts, and improved climate resilience through carbon capture, erosion control, and clean energy adoption. By restoring 15,000 hectares of degraded land, the initiative will enhance ecosystems, promote sustainable livelihoods, and strengthen Somalia's ability to adapt to climate change.

Initiative 2. Restoring of National Parks in Somalia

This Initiative revolves around the restoration of national parks, a pivotal conservation effort aimed at rejuvenating the ecological integrity and scenic beauty of national parks that have experienced degradation due to human activities or natural events. This initiative prioritizes the rehabilitation of native ecosystems, enhancement of wildlife corridors, and restoration of natural landscapes to promote biodiversity and ecological resilience. By implementing targeted restoration practices, such as removing invasive species and reintroducing native flora and fauna including rare and endangered species, this program not only aims to preserve natural heritage and biodiversity but also enhances recreational spaces and ecotourism opportunities, ensuring that national parks continue to enrich our environment and promote sustainable ecotourism as a means of fostering both environmental and economic resilience.

Key Interventions

Through targeted restoration efforts, the initiative will:

- Restore natural habitats and park facilities to enhance visitor experiences and wildlife protection.
- Engage with local communities and international conservation organizations to improve park management including the restoration of mangrove forests, crucial for coastal protection and biodiversity.
- Develop infrastructure that supports sustainable tourism, contributing to local economies through boosting of local tax revenues by 1%, enhance job creation in the sector and conservation efforts.
- Development of research and education opportunities, serving as hubs for conservation knowledge and skills development.

The initiative will also contribute to peace-building efforts, reducing violence by 5%, and enhance infrastructure and landscaping by 4%, creating aesthetic and functional improvements that attract more visitors.

Initiative 3. Sustainable Wildlife Management

The Sustainable Wildlife Management program is designed to protect and manage wildlife populations in a manner that is ecologically sound and economically viable. This initiative emphasizes the conservation of threatened and endangered species through sustainable practices that balance habitat preservation with the needs of local communities. By implementing strategies such as controlled hunting zones, wildlife monitoring, and habitat restoration, the program aims to prevent overexploitation and promote biodiversity. This approach not only helps maintain ecological balance but also supports ecotourism and provides economic benefits to the communities involved in wildlife conservation efforts.

Key Interventions

- Involve local communities in reforestation efforts, enhancing their connection to and stewardship of the land.
- Implement ongoing monitoring of wildlife populations and habitat conditions to ensure long-term sustainability.
- Conduct scientific studies to inform better management practices and policy decisions.

The environmental impact of this initiative is equally significant. Restored national parks will support biodiversity conservation, provide clean water and energy, and improve land stability, reducing the risks of natural disasters. Enhanced ecosystem services will help combat the adverse effects of climate change while promoting ecotourism as a sustainable development pathway.

The project will be implemented in partnership with MoECC, Federal Member States (FMS), and private-public partnerships (PPP), leveraging collaboration to ensure long-term success. Implementation will begin in 2025 and conclude in 2029, positioning Somalia's national parks as vibrant hubs of biodiversity, tourism, and community engagement while strengthening their role as pillars of environmental and economic sustainability.

Key Result Area 2: Climate Adaptation and Climate Finance

Climate adaptation and the mobilisation of climate-related resources are essential strategies for strengthening resilience and sustainability in addressing the impacts of climate change. This area focuses on meeting the social, economic, and environmental needs, addressing the climate security nexus, and managing natural resources more efficiently and sustainably. Initiatives under this key result area aim to enhance access to water, improve land use practices, and bolster food security through innovative agricultural techniques.

Through integration of climate adaptation measures with robust resource management strategies, this key area seeks to safeguard ecosystems, support community livelihoods, and contribute to the long-term health and stability of the environment. Additionally, a dedicated strategy for climate-induced migration adaptation is crucial, given Somalia's vulnerability to climate-induced displacement. This strategy should include specific measures to address the needs of communities displaced by climate change, such as planned relocation, resettlement programs, and livelihood support in safer areas. Integrating climate migration into broader disaster risk reduction and resilience-building efforts will ensure a comprehensive approach to managing the diverse challenges posed by climate change.

Strategic Objective

The strategic objective is to enhance the adaptive capacity of the communities and increase climate finance resources from $300 million to $500 million USD per year.

Initiative 1. Improve the resilience of coastal communities in Somalia

Strengthening coastal resilience in the country is crucial to counter sand dune encroachment, protect livelihoods, infrastructure, and ecosystems from escalating environmental and economic threats.

Key Interventions

- Enhance sustainable coastal management by safeguarding the marine environment, implementing environmental policies, and adopting best practices that prevent pollution and promote coastal protection including raising public awareness, regular clean up campaigns, and ensuring compliance with international treaties.
- Improve dune stabilisation by protecting the plants around the sand dunes and planting grass.
- Increase community led adaptation by promoting access to finances and decision making.

Initiative 2. Integrated Climate Conflict Resolution and Security

This initiative will be an integrated approach that combines climate adaptation, peacebuilding, and security strategies is essential for sustainable solutions.

Key Interventions

- Implement projects that deal with climate-induced resource scarcity (water, land, food) fuels tensions.
- Enhance projects that deal with displacement due to environmental degradation increases vulnerabilities.

Key Result Area 3: Climate Mitigation

Climate mitigation initiatives focus on reducing greenhouse gas (GHG) emissions, environmental pollution through comprehensive mitigation measures, management and real-time monitoring strategies. This area is dedicated to implementing effective pollution control measures that minimize the release of harmful substances into air, water, and soil, safeguarding public health and preserving natural ecosystems. By employing advanced monitoring technologies and enforcing strict regulations, this initiative aims to detect and mitigate pollution sources efficiently, ensuring compliance with environmental standards

Strategic Objective

The strategic objective of Somalia's climate mitigation is to reduce GHG emissions by 20% by 2029.

Initiative 1. Establishment of Air Quality Monitoring Systems

Somalia faces significant challenges related to air pollution, impacting the health, environment, and well-being of its population. Air quality monitoring stations would provide crucial data to understand pollution sources, inform public health strategies, and create baseline data for future improvements.

This initiative aims to improve air quality and protect public health by providing critical data on indoor and outdoor pollution levels. These monitoring stations will enable comprehensive data collection, offering insights into pollution sources, seasonal variations, and the impact of environmental changes on air quality. This data will support targeted Key Interventions to address pollution and reduce its adverse effects.

Improved air quality data will play a key role in enhancing public health by identifying areas with high pollution levels and informing preventive measures. By targeting at-risk populations, the initiative will help reduce pollution-related diseases and healthcare costs, contributing to broader health objectives. Accurate and reliable air quality data will also guide the development of evidence-based policies and regulations, allowing Somalia to address its unique pollution challenges and promote a healthier, more sustainable environment.

This initiative further supports Somalia's national health objectives and aligns with global sustainability and pollution reduction goals, enhancing the country's ability to attract international support and investment. Additionally, by promoting public access to air quality data and conducting education campaigns, the project will raise awareness about the risks of poor air quality. These efforts aim to encourage healthier practices among communities, fostering a shared commitment to environmental and public health improvement.

Key Interventions

- Install air quality monitoring stations across key locations to gather critical data on pollution levels.
- Use collected data to inform public health advisories and pollution reduction strategies.

Implementation is scheduled to begin in 2025 and conclude in 2026.

Initiative 2. Integrated Waste Management

The Integrated Waste Management aims to revolutionize waste handling and disposal at least in six major cities in Somalia, by introducing comprehensive waste management practices. This initiative seeks to implement a holistic approach that includes waste reduction, segregation, recycling, and environmentally sound disposal methods. By fostering collaborations between local government, private sectors, and communities, the program will establish sustainable systems for managing household, industrial, and hazardous waste. The goal is to mitigate environmental pollution, enhance urban cleanliness, and promote public health, while also creating economic opportunities through recycling and waste-to-energy projects.

Key Interventions

- Develop Waste Management Infrastructure by establishing facilities for the collection, sorting, and recycling of waste.
- Promote recycling of waster by implementing community programs to encourage waste segregation at the source.
- Develop technologies and facilities that convert waste into sustainable energy, reducing landfill use and generating clean power.

Initiative 3. Integrated Waste Management

This initiative targets a critical environmental and health issue by aiming to curb the widespread use of charcoal, which contributes to deforestation and air pollution. This program focuses on promoting sustainable alternatives to charcoal, such as solar cookers and biogas, and supports the development of renewable energy sources to reduce reliance on wood-based fuels. By providing communities with access to cleaner, more sustainable energy options, this initiative not only helps protect forests but also improves air quality and public health, while fostering economic opportunities through new energy markets.

Key Interventions

- Accelerate reforestation and afforestation exercises by planting native species across 15,000 hectares to restore degraded land and provide ecological and economic benefits.
- Support the transition to alternative energy sources and provide training for new livelihood opportunities.
- Build institutional capacity among government entities to monitor and enforce the charcoal trade ban.

19.4. Enablers

- Regulatory Frameworks: Establishing a strong foundation for environmental governance is essential, requiring comprehensive legal structures that facilitate the implementation and enforcement of policies. This includes updating existing laws, creating new regulations to address current environmental challenges, and ensuring strict enforcement to protect and sustainably manage natural resources.
- Community Engagement: Involving local communities in the development and execution of environmental projects ensures that these initiatives are well-received and sustainable. This can be fostered through educational programs, public consultations, and involving community leaders in decision-making processes. Engaging communities enhances the relevance of environmental actions and empowers them as active participants in conservation efforts.
- Capacity Building: Ensuring that institutions and individuals have the necessary skills and knowledge to effectively implement environmental strategies is crucial. This can be achieved through targeted training programs, workshops, and continuous professional development. Enhancing institutional capacity ensures efficient and successful project implementation.
- Partnerships: Collaborating with national and international stakeholders provides a platform to share resources, expertise, and best practices. These partnerships are vital for addressing global environmental issues and can lead to more innovative and effective solutions. They extend to working with NGOs, government agencies, and the private sector, leveraging unique capabilities and resources.
- Financial Mobilisation: Securing funding from various sources, including government allocations, private sector investments, and international grants, is critical for the successful implementation of environmental initiatives. Effective financial strategies and transparent fund management are essential for the sustainability and expansion of projects.
- Technology and Innovation: Utilizing advanced technologies and innovative practices addresses environmental challenges effectively. This includes adopting renewable energy technologies, waste-to-energy conversions, and developing sustainable agricultural practices. Innovation enhances conservation methods and the sustainable use of natural resources.

Chapter 20: Disaster Risk Reduction

OBJECTIVE:

Building Climate Resilience and Disaster Management

20.1. Overview

Somalia's climate resilience and disaster risk reduction efforts focus on addressing vulnerabilities, transitioning to renewable energy, and modernizing water resource management. Historically, Somalia relied heavily on imported diesel generators, which accounted for a significant portion of its energy needs. This reliance created economic strain, with high operational costs exacerbating inequality, especially in rural and underserved areas.

Additionally, the system's vulnerability to external market fluctuations, including volatile fuel prices and supply chain disruptions, highlighted the fragility of Somalia's energy infrastructure. The environmental impact was severe, with diesel generators contributing to high carbon emissions and air pollution.

In the early 2000s, Somalia began adopting renewable energy on a small scale, primarily through decentralised solar and wind projects targeting isolated communities. While these efforts alleviated local energy deficits, they lacked strategic coordination and investment to scale.

Over the past decade, renewable energy has become central to Somalia's development strategy, leveraging its natural advantages. With solar irradiance levels averaging 6-7 kWh/m²/day and consistent coastal and highland wind speeds, Somalia has immense renewable energy potential. These natural assets have attracted international investment and technical assistance, with organisations like the United Nations Development Programme (UNDP) and the African Development Bank (AfDB) supporting solar mini-grids and other renewable projects.

Renewable energy projects have already demonstrated significant socio-economic benefits, including job creation in construction, installation, and maintenance. For example, solar-powered systems have improved rural electrification, which remains critical as only 36% of the population currently has access to electricity. These systems reduce reliance on costly diesel generators, making energy more affordable for households and small businesses. Renewable energy also plays a pivotal role in climate resilience, supporting critical sectors such as agriculture and water management. For instance, solar-powered irrigation systems help farmers adapt to erratic rainfall patterns, enhancing food security and reducing the risk of crop failures.

Similarly, solar desalination plants in coastal areas address water scarcity by providing clean drinking water to vulnerable communities.

Somalia's water resource management is similarly evolving, blending traditional practices with modern technologies. Historically, Somali communities relied on systems like dams (rainwater reservoirs) and rotational grazing to manage scarce resources sustainably. However, the collapse of central governance in the 1990s disrupted maintenance, leading to aquifer depletion and widespread water contamination. Reports indicate that groundwater levels have dropped by over 30% in several regions, with salinisation further limiting potable water availability. Additionally, inadequate sanitation facilities and waste management contribute to waterborne diseases, which disproportionately affect children and the elderly.

Recent efforts aim to rehabilitate and modernise water infrastructure. Projects focus on enhancing traditional systems with durable materials and integrating solar-powered pumps to reduce reliance on diesel.

Geographic Information Systems (GIS) and remote sensing technologies have been introduced to monitor water availability and guide investments. For instance, GIS mapping identifies regions with critically low water tables, enabling targeted interventions. Early warning systems for droughts and floods now use real-time data to improve disaster preparedness, reducing humanitarian crises and safeguarding livelihoods.

Despite these advancements, challenges persist. Recurrent droughts, exacerbated by climate change, disrupt agricultural productivity and livestock-based livelihoods, which account for 80% of Somalia's economy. Only 24% of the population has access to basic sanitation, while political instability and fragmented governance structures hinder cohesive resource management strategies. Financial constraints limit the scale of modernisation efforts, with many regions relying on outdated infrastructure.

Emerging opportunities offer pathways for resilience. For example, international partnerships facilitate access to advanced technologies, financial resources, and best practices.

Regional examples highlight potential solutions: Israel's desalination and water recycling technologies demonstrate scalable approaches for coastal regions, while Ethiopia's community-led irrigation projects underscore the value of decentralized water management.

By integrating renewable energy solutions with data-driven water resource management, Somalia can address immediate vulnerabilities and lay the foundation for long-term sustainability. The use of tools like GIS, remote sensing, and automated systems ensures that interventions are targeted and efficient. These combined strategies not only mitigate the impacts of climate change but also enhance socio-economic development, strengthen public health outcomes, and position Somalia as a leader in climate resilience and disaster risk management.

Reducing Somalia's vulnerability to disaster risks involves implementing a comprehensive set of strategies focusing on risk reduction, preparedness and resilience building. To protect Somali communities and their economy from climate-induced disaster, the Somali Disaster Management Agency (SoDMA) will focus on the following strategies:

- Strengthening prevention and mitigation measures
- Strengthening risk knowledge and management
- Strengthening disaster risk reduction governance
- Investing in DRF strategies and policies

By focusing these four thematic areas and their initiatives, as shown in the image below, Somalia's vulnerability and exposure to natural hazards will be reduced, which will eventually protect the lives and the hard-earned economic development by all sectors and lay the foundation for long-term sustainability. The use of tools like GIS, remote sensing and automated systems ensures that interventions will be targeted and efficient. These combined strategies not only mitigate the impacts of climate-induced disaster but also enhance socio-economic development, strengthen public safety outcomes and position Somalia as a leader in climate resilience and disaster risk management.

The key result areas and the initiatives for the DRR sector is indicated in the house chart as shown.

House Chart for DRR - NTP

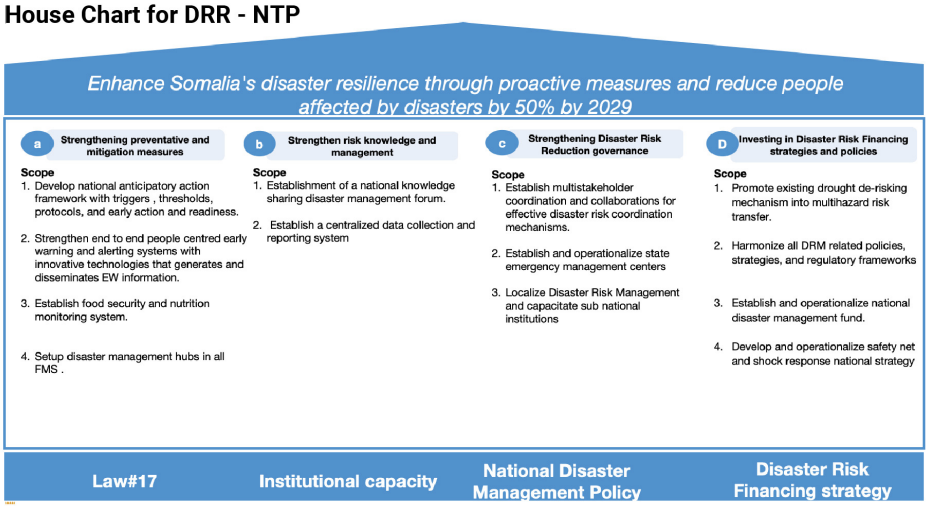


FIGURE 129: DISASTER RISK REDUCTION HOUSE CHART[206]

[206] SNTP I Lab Analysis

20.2. Theory of Change

Disaster Risk Reduction mechanisms for Somalia is designed to enhance national resilience by developing comprehensive policy frameworks, strengthening critical infrastructure, empowering communities through targeted education, and implementing advanced early warning systems. Challenges such as insufficient resilient infrastructure, low community awareness, inadequate institutional capacities, and financial constraints are addressed through strategic initiatives. These include reinforcing infrastructure to withstand natural disasters, broadening disaster preparedness training at the community level, integrating cutting-edge meteorological tools for better forecasting, and enhancing the capabilities of disaster management personnel. Additionally, financial mechanisms will be established to support these initiatives, ensuring sustainable funding through national allocations and international support. This cohesive strategy aims to improve Somalia's disaster preparedness and response, reduce vulnerability to natural disasters, and promote long-term economic stability and growth.

This cohesive disaster risk reduction strategy aims to transform Somalia's approach to managing disaster risks from a crisis management approach to a risk management approach by fostering a culture of resilience that not only addresses immediate threats but also contributes to the country's sustainable development and long-term economic growth. By implementing these strategic initiatives, Somalia can build a safer, more resilient future for its people.

20.3. Key Result Areas

Key Result Area 1: Strengthening Preventative and Mitigation Measures

The Key Result Area focuses on strengthening preventative and mitigating measures to mitigate the impact of disasters on vulnerable communities. This initiative aims to establish robust mechanisms for early warning, comprehensive risk assessments, and strategic emergency planning. By strengthening the capacity of local institutions and communities to respond effectively to disasters, this area prioritises the development of coordinated response strategies that ensure rapid, efficient, and effective delivery of aid. Additionally, it involves significant investment in training and resources to empower communities, enabling them to not only react appropriately during crises but also to recover and rebuild more resiliently in the aftermath of disasters. This proactive approach is vital for reducing the vulnerability of populations at risk and enhancing their ability to cope with potential future disasters.

Strategic Objective: Enhance Somalia's disaster resilience through proactive measures and reduce people affected by disasters by 50% by 2029.

Initiative 1. Developing a Multi-Hazard National Anticipatory

Key Interventions

- Design a framework with clear triggers, thresholds, protocols and readiness measures.
- Train stakeholders on anticipatory actions to ensure timely and effective responses.
- Facilitate multi-sector collaboration to implement the framework at national and sub-national levels.

Initiative 2. Strengthening End-to-End, People-Centred

Key Interventions

- Adopt innovative technologies such as mobile-based alert systems to enhance the accuracy and timeliness of early warnings.
- Create localised systems to ensure early warning messages reach communities in accessible formats and languages.
- Establish partnerships with international and regional bodies for capacity building and knowledge sharing on early warning mechanisms.

Initiative 2. Strengthening End-to-End, People-Centred

Key Interventions

- Adopt innovative technologies such as mobile-based alert systems to enhance the accuracy and timeliness of early warnings.
- Create localised systems to ensure early warning messages reach communities in accessible formats and languages.
- Establish partnerships with international and regional bodies for capacity building and knowledge sharing on early warning mechanisms.

Initiative 3. Establishing a Food Security and Nutrition Monitoring System

Key Interventions

- Build a comprehensive data collection system to monitor food security and nutritional trends
- Conduct periodic assessments to identify high-risk areas and populations
- Integrate food security data into disaster preparedness and response plans

Initiative 4. Setting Up Disaster Management Hubs in Federal Member States (FMS)

Key Interventions

- Establish operational hubs equipped with essential resources and personnel in each FMS
- Train hub staff on disaster management protocols, coordination and emergency response
- Develop standard operating procedures (SOPs) for hubs to align with national disaster management policies

Expected Outcomes

- A functional anticipatory action framework, ensuring proactive disaster preparedness and response
- Enhanced early warning systems that improve lead time and accuracy, reducing loss of life and property
- Improved food security and nutrition monitoring to inform timely Key Interventions and resource allocation
- Strengthened disaster response capacity through well-equipped and decentralised hubs in all FMS
- Overall, a significant reduction in disaster-related vulnerabilities and an increased ability to mitigate and manage risks effectively

Enablers

- Policy and Legal Frameworks: Strengthening DRR begins with the development and integration of robust legislation and comprehensive policies. This involves revising existing laws to include disaster risk considerations, creating new policies that promote resilience and mitigation activities, and ensuring these frameworks are fully integrated into national and local planning processes.
- Institutional and Technical Capacity: Improving institutional capabilities is crucial for effective disaster response. This includes establishing specialized DRR units within government agencies, providing technical training to staff, and upgrading equipment and technology used in disaster management operations.
- Capacity Building: Building capacity is about enhancing the skills and knowledge of both institutions and individuals. This can be achieved by implementing regular training programs, disaster simulations, and workshops that focus on best practices in disaster preparedness and response.
- Community Engagement and Public Awareness: Engaging communities involves including them in planning and execution phases of disaster management. Public awareness campaigns should be launched to educate citizens on risk reduction practices and encourage their active participation in preparedness activities.
- Data and Technology Utilization: Investing in technology is essential for improving DRR strategies. This includes the development of early warning systems, risk assessment tools, and the use of GIS and remote sensing technologies to monitor hazards and plan emergency responses.
- Technology and Innovation: Utilising advanced technologies and adopting innovative practices help address DRR challenges more effectively. Innovations might include the development of mobile apps for real-time alerts, drones for rapid assessment of disaster-affected areas, and advanced modelling techniques for predicting disaster impacts.
- Financial Mechanisms: Establishing dedicated DRR funds is essential to ensure sustained investment in resilience activities. This involves not only setting up national disaster funds but also attracting international and private investments that can help finance large-scale mitigation and preparedness project.

- Partnerships and Collaboration: Developing partnerships with international bodies and stakeholders across sectors can enhance the effectiveness of DRR initiatives. These collaborations can provide access to additional resources, expertise, and technology, fostering a more coordinated and comprehensive approach to disaster management.

Key Result Area 2: Strengthening Disaster Risk Governance and Knowledge

Effective disaster risk reduction (DRR) requires comprehensive knowledge management systems that enable informed decision-making, timely action and inclusive participation. In Somalia, the absence of centralised data collection, weak coordination mechanisms and limited or fragmented assessments of disaster management result in huge gaps in our approach. To address these gaps, Somalia must strengthen its ability to manage risk knowledge, hence establishing a national knowledge-sharing platform for the DRM and establish a centralised data collection and reporting system.

Initiative 1. Establishing a National Knowledge-Sharing Disaster Management Forums

Key Interventions

- Develop a formalised platform for disaster management stakeholders to share knowledge, lessons learned and best practices.
- Organise regular forums, workshops and online knowledge exchanges involving government, international organisations and local communities.
- Promote the use of innovative tools and digital platforms for efficient knowledge dissemination.

Initiative 2. Establishing a Centralised Data Collection and Reporting System

Key Interventions

- Design and operationalise a national database to collect, analyse and store disaster-related data.
- Integrate data from climate monitoring, risk assessments and response activities to ensure comprehensive coverage.
- Train stakeholders at national and sub-national levels to utilise the system for evidence-based decision-making.

Expected Outputs

- A functional national forum enabling the regular exchange of disaster management knowledge, innovations and best practices.
- A centralised data collection system providing timely, accurate and actionable information for disaster preparedness and response.

Key Result Area 3: Strengthening Disaster Risk Reduction Governance

Ensuring effective disaster management in Somalia necessitates a robust enhancement of our disaster risk reduction (DRR) governance frameworks. Strategic planning and coordinated disaster management efforts at the federal level, coupled with practical implementation and service delivery at the sub-national level, are critical components outlined in this National Transformation Plan (NTP). Traditionally, responses to crises have been centralized, even when the affected areas are in the most remote parts of the federal republic. This approach often delays and complicates effective response measures.

To overcome these challenges, the Somali Disaster Management Agency (SDMA) is committed to strengthening DRR governance by fostering collaboration across various sectors. This will be achieved by formalising multi-stakeholder coordination mechanisms that include government institutions, international partners, and community bodies. Such collaborative frameworks will enhance the integration of diverse resources and expertise necessary for timely and efficient disaster response.

Moreover, the Agency will focus on establishing localized capacities that are crucial for preparing for and responding to climate-induced disasters. This involves training local emergency response teams, improving infrastructure to withstand extreme weather events, and ensuring that local communities have the necessary resources and knowledge to effectively manage disasters.

An essential addition to our strategy is the integration of climate migration considerations into our broader disaster risk reduction and resilience-building efforts. Given Somalia's vulnerability to climate-induced displacement, it is imperative to develop adaptive measures that support displaced communities. This includes planning for relocation, creating resilient resettlement programs, and providing support for livelihoods in safer areas. By incorporating these elements, the SDMA aims to build a comprehensive and adaptive disaster management system that not only responds to emergencies but also proactively manages the risks associated with climate change, ensuring long-term stability and safety for all Somali communities.

Initiative 1. Establish Multistakeholder Coordination and Collaboration Mechanisms

Key Interventions

- Develop formal frameworks to facilitate coordination and collaboration among government agencies, international partners, private sector stakeholders and local communities.
- Organise regular forums, workshops and engagement platforms to align priorities and strategies across all levels.
- Establish clear protocols for disaster risk coordination and communication to enhance inclusivity and efficiency.

Initiative 2. Establish and Operationalise State Emergency Management Centres

Key Interventions

- Set up fully functional emergency management centres in all federal member states (FMS) with standardised infrastructure, resources and trained personnel
- Develop state-specific emergency plans aligned with the national disaster management framework to ensure localised preparedness and response.
- Integrate these centres with national-level disaster management entities for streamlined coordination during emergencies.

Initiative 3. Localise Disaster Risk Management and Build the Sub-National Capacity

Key Interventions

- Empower sub-national institutions with the authority, tools and resources necessary for effective disaster management.
- Design and implement tailored capacity-building programs, including training on risk assessment, preparedness planning and response protocols.
- Foster community participation in disaster risk assessments, ensuring grassroots ownership of DRM processes.

Expected Outputs

- Functional multistakeholder coordination mechanisms fostering collaboration across sectors and levels.
- A functional national forum enabling the regular exchange of disaster management knowledge, innovations and best practices.
- A centralised data collection system providing timely, accurate and actionable information for disaster preparedness and response.
- Fully equipped and operational emergency response centres established in all FMS, enhancing localised disaster management.
- Sub-national institutions with enhanced technical and operational capacity, enabling decentralized disaster risk management.

Key Result Area 4: Investing in Disaster Risk Financing Strategies and Policies

A resilient society requires robust disaster risk financing (DRF) mechanisms to mitigate the economic and social impacts of disasters. In Somalia, the absence of harmonized policies, dedicated funding and comprehensive risk transfer mechanisms has limited the nation's ability to respond effectively to disasters. Investing in DRF strategies will enable Somalia to better manage disaster-related costs, ensure timely responses and reduce the long-term vulnerabilities of its people. Furthermore, harmonizing DRM-related policies and regulatory frameworks will eliminate redundancies, improve coordination and strengthen institutional effectiveness. Establishing a national disaster management fund will ensure timely financial resources for preparedness, response and recovery, while a safety net and shock response strategy will safeguard the most vulnerable populations during crises. These interventions are critical for reducing disaster-related impacts and building a resilient future.

Initiative 1. Promoting Existing Drought De-Risking Mechanisms into Multi-hazard Risk Transfer

Key Interventions

- Expand the scope of drought-specific risk transfer tools to include other hazards such as floods, locust invasions and health emergencies.
- Partner with international organisations and insurance providers to design multi-hazard risk transfer models tailored to Somalia's context.
- Raise awareness among stakeholders and communities about the benefits and functionality of multi-hazard risk transfer mechanisms.

Initiative 2. Harmonising DRM-Related Policies, Strategies and Regulatory Frameworks

Key Interventions

- Review and align all existing DRM policies and strategies to ensure consistency and eliminate overlaps.
- Develop regulatory frameworks that promote coordination among national and sub-national disaster management entities.
- Establish clear guidelines for integrating DRF into national and local DRM plan.

Initiative 3. Establishing and Operationalising a National Disaster Management Fund

Key Interventions

- Set up a dedicated fund to finance disaster preparedness, response and recovery efforts.
- Mobilise resources from national budgets, international donors and private sector contributions.
- Create transparent fund management structures with clear accountability and reporting mechanisms.

Initiative 4. Developing and Operationalising a Safety Net and Shock Response National Strategy

Key Interventions

- Design a strategy to provide immediate financial and social support to vulnerable populations during disasters
- Build a database of at-risk communities to enable targeted safety net interventions
- Integrate the safety net strategy with existing social protection programs to maximise efficiency and coverage

Expected Outputs

- A functional multi-hazard risk transfer mechanism providing comprehensive financial protection against diverse risks and a broader range of hazards.
- Streamlined and harmonised DRM policies, strategies and frameworks that enhance coordination and effectiveness.

- A fully operational national disaster management fund ensuring timely financial resources for disaster management.
- An established safety net and shock response strategy protecting vulnerable populations and reducing disaster-induced poverty.
- Enhanced social protection systems integrated with DRM efforts for improved resilience outcomes.

Success Metrics – Monitoring and Evaluation

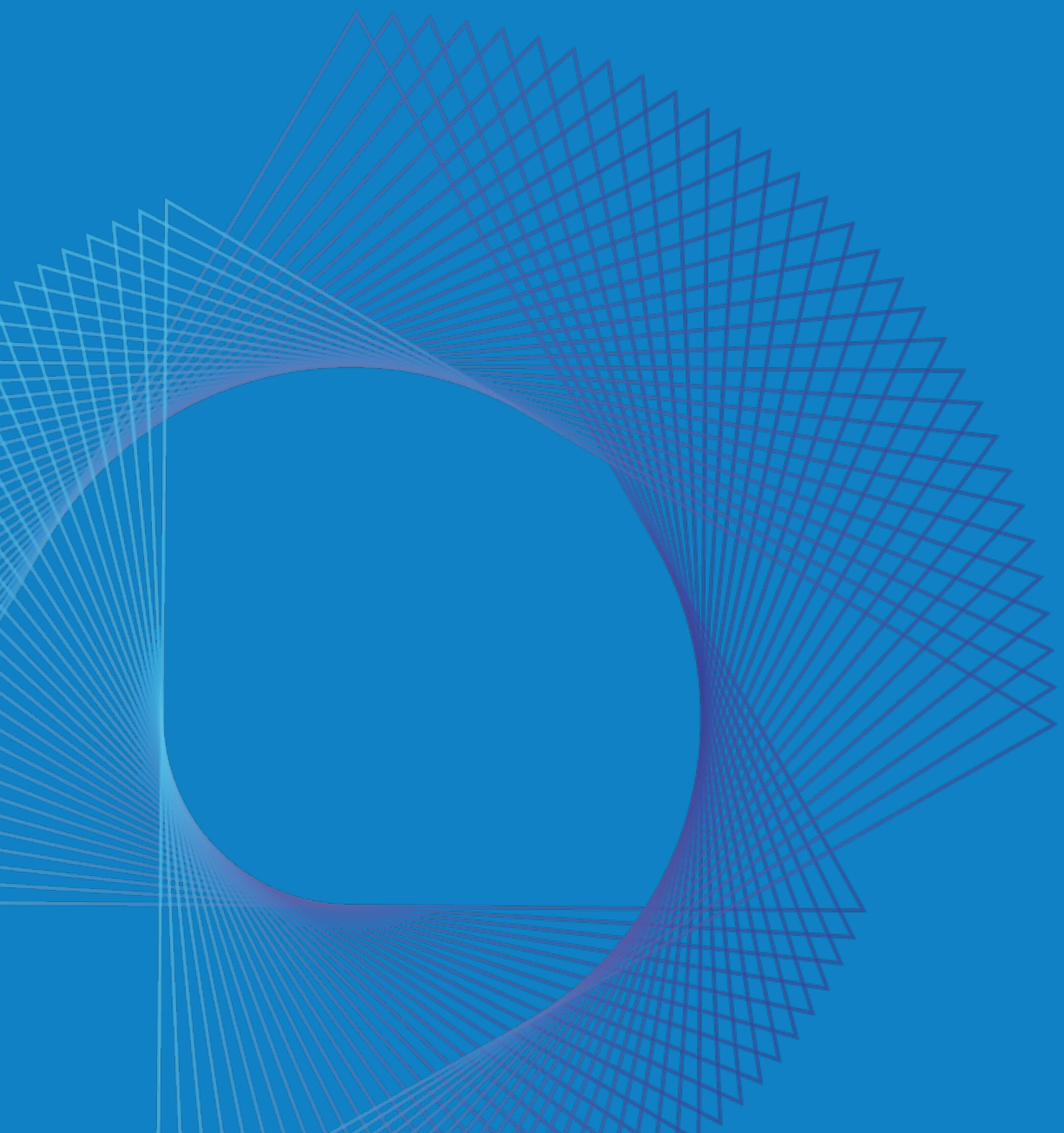
Table 2 outlines the different Initiatives alongside measurable Key Performance Indicators (KPIs) and their corresponding targets for 2029, providing a clear roadmap for achieving Somalia's economic transformation

Initiatives	KPI	Target (2029)
Restoration of Degraded Land Through Reforestation	- Hectares of land restored - Number of trees planted - CO_2 sequestered	- 15,000 hectares restored - 10 million trees planted - 200,000 metric tons of CO_2 sequestered
Restoring of National Parks and protected areas in Somalia	Number of national parks, protected areas and wildlife sanctuaries restored Jobs created Biodiversity indices improved	3 national parks restored 10 protected areas 5 wildlife sanctuaries 500 jobs created Measurable improvement in biodiversity
Charcoal Reduction Program	Number of trees planted Alternative livelihoods for communities Adoption of alternative energy solutions	10 million trees planted Over 5 years, 50,000 families supported in adopting alternative livelihoods 20% increase in alternative energy adoption
Sustainable Wildlife Management	Reduction in wildlife crimes Percentage increase in ecotourism revenue Biodiversity indices improved	30% reduction in - wildlife crimes 2% increase in ecotourism revenue Measurable improvement in biodiversity
Establishment of Air Quality Monitoring Systems	Number of monitoring stations established Reduction in air pollution levels	10 air quality monitoring stations 20% reduction in pollution levels in target areas
Integrated Waste Management for Mogadishu	Volume of waste recycled Percentage reduction in air, soil, and water pollutants	50% of waste recycled 35% reduction in pollutants

NATIONAL TRANSFORMATION PLAN (NTP) 2025-2029

PART III

GENERAL CHAPTERS



A. Driving Socioeconomic Development in Federal Member States

The Federal Member States (FMS) are integral to Somalia's national development, playing a pivotal role in implementing transformative projects that address regional needs while aligning with national priorities. Their contextual diversity—from economic potential to socio-political dynamics—necessitates a decentralised approach to development, underpinned by robust Federal Government of Somalia (FGS) and FMS collaboration. This chapter highlights key initiatives that illustrate the harmonisation between FGS and FMS, showcasing projects that drive equitable development across all regions.

National Initiatives Impacting All FMS

Somalia's NTP I prioritise infrastructure as a critical enabler of socio economic growth. Comprehensive road networks, enhanced port facilities, and expanded energy access are being developed to facilitate trade, mobility, and connectivity across FMS.

Projects like the Mogadishu-Jowhar road and Berbera Port enhancements serve as foundational pillars for improved logistics, fostering regional integration and economic activity.

The fisheries sector, exemplified by Project Badmaal, is a testament to the potential of harmonised federal-state efforts. With tailored interventions in all states, the project seeks to modernise artisanal fishing, reduce post-harvest losses through cold chain infrastructure, and combat illegal fishing practices. The outcomes include improved livelihoods, food security, and export capacity, benefiting both regional communities and national revenues.

Agricultural initiatives, supported by mapped project allocations across states, underscore the emphasis on sustainable development. From introducing high-yield seed varieties in Hirshabelle to improving irrigation systems in Southwest State, these initiatives address localised needs while contributing to national food security goals.

Education and health access remain priorities. Expanded education infrastructure in Galmudug and enhanced healthcare facilities in Somaliland highlight federal-state collaboration to address disparities. These efforts are complemented by social inclusion initiatives, targeting youth, women, and internally displaced persons (IDPs), ensuring equitable access to opportunities and services.

In the energy sector, the Revenue Distribution Agreement between FGS and FMS serves as a model for equitable resource sharing. Renewable energy projects, such as hybrid solar-diesel mini-grids in rural areas, bridge the urban-rural divide, promoting energy access while reducing costs. These efforts exemplify the shared vision for sustainable energy solutions across FMS.

Major Projects in Each FMS

A Critical component of fostering FMS development is the identification of flagship projects that address unique regional strengths and challenges:

- Jubbaland: Development of cross-border trade corridors, such as the Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET) corridor, aims to enhance regional connectivity and commerce. This initiative leverages Jubbaland's strategic position to strengthen its integration into broader African markets, fostering infrastructure development and regional trade integration
- Puntland: Modernisation of the Bosaso Port strengthens its position as a trade hub, facilitating exports and improving supply chains for local industries.
- South West State: Expansion of the Baidoa agricultural marketplace connects farmers with larger markets, reducing post-harvest losses and increasing incomes.
- Hirshabelle: Upgrading irrigation systems in the Shabelle River Basin addresses water scarcity, boosting agricultural productivity and resilience against climate shocks.

- Somaliland: Renewable energy projects, such as the development of wind farms, reduce reliance on imported diesel and promote sustainable energy practices. and Road networks (Bura'o to Erigavo road, Hargeisa to Bura'o, and Borama to Zaila road networks).
- Galmudug: Establishment of integrated marketplaces supports livestock and agricultural trade, improving livelihoods and fostering economic diversification.
- Banadir: Mogadishu's infrastructure improvements, including road networks and digital connectivity, position the capital as a gateway for national and international trade.
- SSC- Khatumo: The development of a comprehensive transportation network, including roads, airports, and the rehabilitation of government infrastructure, is essential for strengthening connectivity, enhancing economic growth, and improving public service delivery.

The National Transformation Plan envisions a Somalia where socioeconomic development is equitably distributed across all Federal Member States. Achieving this vision requires unwavering commitment to fostering FGS-FMS collaboration, addressing contextual differences, and leveraging regional strengths. The initiatives highlighted in this chapter demonstrate that harmonisation is not only feasible but essential for building a unified and prosperous Somalia.

A call to action is extended to all stakeholders—from government entities to private investors and international partners—to support these efforts. Together, we can realise the transformative potential of these projects, driving equitable development that uplifts all regions and ensures that no Somali is left behind

B. Overarching Enabler: Laying the Foundation of Accurate and Reliable Data in National Decision-Making

UN SDGs Addressed:



Enhances Somalia's statistical systems for better decision-making.

Somalia's historical challenges with fragmented and unreliable data have significantly hindered evidence-based policymaking, effective resource allocation, and monitoring of national development plans. Decades of instability and weak institutional capacities left the country's statistical infrastructure underdeveloped, with limited capacity to generate, analyse, and disseminate critical data. In such a context, national decision-making has often relied on outdated or externally sourced data, creating gaps in the ability to plan and implement transformative development programmes.

Recognising these limitations, the re-establishment of the Somalia National Bureau of Statistics (SNBS) in recent years marked a significant step towards building a robust National Statistical System (NSS).

Since 2012, SNBS has spearheaded efforts to conduct foundational surveys, including the High-Frequency Surveys, Integrated Household Budget Surveys, Labour Force Surveys, Business Establishment Census, Population Sample Survey and Health and Demographic Survey, in collaboration with international development partners. These efforts have laid the groundwork for a centralised and coordinated approach to statistical governance, though challenges persist in ensuring the comprehensiveness and quality of the data produced.

Accurate, reliable, and up-to-date data is essential for implementing the NTP I. It enables evidence-based decisions on critical sectors such as agriculture, trade, and public health, ensuring that interventions are both timely and impactful. Reliable statistics also strengthen Somalia's alignment with global benchmarks, including the Sustainable Development Goals (SDGs), and enhance its ability to attract investments and international donor support.

This chapter underscores the critical role of data in Somalia's development journey, emphasizing the need for a modernised, integrated, and sustainable NSS to address existing gaps. By prioritising investments in institutional capacity, legal frameworks, and technological innovations, Somalia can transition to a data-driven approach to governance that underpins sustainable development and socio-economic progress.

Case for Change

Compared to neighbouring countries, Somalia's GDP-to-Data Investment Ratio is significantly lower, with only 0.1% of its GDP allocated to statistics, trailing behind Kenya (0.3%) and Uganda (0.25%). This disparity underscores the urgent need for increased funding to strengthen Somalia's statistical capacity.[207]

Accurate, reliable, and up-to-date data form the cornerstone of Somalia's NTP I, driving evidence-based policy formulation, resource allocation, and progress monitoring. In a nation rebuilding after decades of instability, the absence of robust statistical systems poses significant challenges to achieving sustainable development goals.

Somalia's economic and social progress hinges on the ability to make informed decisions backed by data. Yet, fragmented and outdated data collection practices have resulted in gaps that hinder effective governance. For instance, the lack of comprehensive statistics affects planning in key sectors like agriculture, education, and health, where resource misallocation can perpetuate inefficiencies and inequalities.

Comparative benchmarks underscore the urgency of addressing Somalia's data challenges. While Kenya and Uganda have advanced their national statistical systems, Somalia lags in metrics such as data coverage, timeliness, and accessibility. This disparity limits Somalia's ability to attract investments and donor funding, both of which rely heavily on reliable data to assess impact and progress.

In addition to national challenges, Somalia faces increasing demands from international stakeholders for compliance with global standards, including the Sustainable Development Goals (SDGs). Meeting these expectations requires a significant upgrade in the country's data infrastructure to enable accurate tracking of progress toward SDG targets.

[207] World Bank, Statistical Performance Report, 2023

Specific data gaps exacerbate the situation. For example, insufficient agricultural data impairs the government's ability to support food security programs, while inadequate health data limits effective responses to public health crises. Similarly, fragmented trade data hampers the formulation of policies to boost economic growth and regional competitiveness.

Somalia's ability to implement effective governance reforms relies heavily on accurate and timely data. The Somalia National Bureau of Statistics (SNBS) has made significant progress in improving national statistical capacity, with its Statistical Performance Indicators (SPI) score rising from 19.6 in 2019 to 49.7 in 2023. This improvement was driven by the implementation of NSDS-I and ongoing plans under NSDS-II (2024-2029). However, data gaps persist, particularly in conducting the National Population and Housing Census and the Household Budget Survey, with an estimated funding requirement of USD 215.3 million. Strengthening Somalia's statistical systems will be critical for evidence-based policymaking, economic forecasting, and improved governance accountability.

Investing in a comprehensive and integrated National Statistical System (NSS) will address these gaps, enabling Somalia to:

- Develop evidence-based policies that promote equitable growth.
- Monitor progress effectively, ensuring alignment with NTP I objectives and SDGs.
- Build trust among citizens, investors, and international partners by enhancing transparency and accountability.

The case for change is clear: without a robust statistical framework, Somalia's development trajectory will remain constrained by inefficiencies, missed opportunities, and an inability to fully realize its potential. By prioritising the enhancement of its data systems, Somalia can unlock transformative growth and improve the well-being of its citizens.

Fundamental Challenges

Somalia faces a series of interlinked challenges that hinder the development of a robust National Statistical System (NSS) essential for evidence-based decision-making and achieving the NTP I objectives. These challenges fall into four key categories:

Challenges	Summary
Production, availability, and use of quality statistics.	A lack of comprehensive data across key sectors leads to inaccurate prioritization and poor targeting of the country's national development needs. To contribute to the overall performance of the NTP, it is necessary to improve data efficiency, accuracy, and the collection of relevant and timely data. Harmonization of data collection methods, sampling strategies, and standardization with the regional and global statistical standards is paramount to enhance Somalia's data credibility, accessibility, and utilization for national policies and programs
Coordination and Integration	The lack of a unified framework for coordinating data collection and sharing among federal, state, and local entities has led to significant fragmentation. Multiple agencies operate in silos, duplicating efforts and producing inconsistent datasets. This disconnect undermines the ability to develop a coherent and standardised statistical system, resulting in inefficiencies and data gaps that impede national planning and governance.
Institutional Capacity	Somalia's statistical infrastructure suffers from inadequate technical expertise, outdated tools, and limited institutional resources. Over-reliance on donor-driven, program-specific surveys exacerbates this issue, as these efforts often fail to produce comprehensive and sustainable datasets. Moreover, the absence of skilled personnel trained in modern statistical methodologies restricts the country's ability to generate, analyse, and utilise data effectively.
Legal and Policy Frameworks	The absence of a strong legal framework governing data collection, confidentiality, and dissemination presents another critical challenge. Without clearly defined policies and adherence to international statistical standards, Somalia struggles to establish credibility and transparency in its statistical outputs. This gap limits the country's ability to meet international expectations, undermining trust among citizens, investors, and development partners.
Data Quality and Accessibility	Inconsistent, outdated, and incomplete datasets remain a pervasive issue. Somalia's reliance on manual data collection methods and outdated methodologies has led to poor-quality data that is often unsuitable for informed decision-making. Additionally, challenges with data dissemination and accessibility prevent stakeholders from fully using the available information, further limiting its impact on national planning and development.

National Key Result Areas for existing data gap

Establishing accurate, reliable, and up-to-date data systems is fundamental to Somalia's journey toward sustainable economic growth and development.

By addressing long-standing challenges in data collection and utilisation, the following initiatives lays the foundation for closing the significant data gap in the country. This will enable the effective planning of strategies, policies and other necessary critical sectors, while ensuring the efficient allocation of resources across all areas of development.

Key National Result Area 1: Production, availability, and use of quality statistics

- **Initiative 1:** Conduct planned Censuses and Surveys annexed below
- **Initiative 2:** Undertake standardisation of data collection and processes all NSS
- **Initiative 3:** Develop and maintain national indicator frame for each sector

Key National Result Area 2: Modernised, integrated and coordinated national statistical system

- **Initiative 1:** Operationalise Statistics Regulation and Code of Practice for Official Statistics
- **Initiative 2:** Institutional Strengthening and Integration
- **Initiative 3:** Enhance Monitoring of Statistical Performance
- **Initiative 4:** Standardisation and Harmonisation of Statistical Practices
- **Initiative 5:** Strengthen Data Sharing and Coordination Mechanisms
- **Initiative 6:** Build Statistical Literacy Among Stakeholder

Key National Result Area 3: Modernisation of administrative data system

To modernise administrative data systems and produce high- quality statistics, the below initiative will be implemented.

- **Initiative 1:** Transform Administrative Data Systems for Statistics Production
- **Initiative 2:** Produce Annual Statistical Abstracts
- **Initiative 3:** Develop Metadata Systems

- **Initiative 4:** Conduct Quality Audits
- **Initiative 5:** Establish and Maintain (MISs)- Innovative Technologies for data collection and dissemination
- **Initiative 6:** Promote Interoperability and Data Sharing

Key National Result Area 4: Information Technology (IT) and GIS infrastructure development

To enhance NSS IT and GIS infrastructure for efficient statistical production and management, the following initiatives will be implemented.

- **Initiative 1:** Develop Digital Skill Technology (Train Staff in ICT)
- **Initiative 2:** Acquire Modern ICT Infrastructure
- **Initiative 3:** Automate Statistical Production Processes
- **Initiative 4:** Develop and Maintain Functional GIS
- **Initiative 5:** Strengthen IT Governance and Policy Frameworks

Key National Result Area 5: Enhance capacities for the production management and development of statistics

To strengthen NSS capacity for producing, managing, and developing high-quality statistics, the following initiatives will be undertaken:

- **Initiative 1:** Implement a Comprehensive NSS staff Capacity-development Plan
- **Initiative 2**: Implement an Institutional Development Action Plan for the National Statistical System (NSS)
- **Initiative 3:** Strengthen Legal and Regulatory Frameworks
- **Initiative 4:** Enhance Statistical Infrastructure and Tools

Key National Result Area 6: Communication and data dissemination

To improve communication and data dissemination in the country, the following initiatives will be implemented to ensure the effective use of statistical data across sectors and by key stakeholders:

- **Initiative 1:** Engage Potential Stakeholders, build partnership for data use
- **Initiative 2:** Strengthen Communication Skills for Data Dissemination
- **Initiative 3:** Advocate for the Use of Statistics
- **Initiative 4:** Improve Data Dissemination Channels
- **Initiative 5:** Ensure Inclusivity in Data Dissemination

Expected Outcomes

1. Production, Availability, and Use of Quality Statistics

- Increased availability of accurate and timely statistical data.
- Standardised data collection processes and methodologies.
- Strengthened capacity for tracking national development progress through robust indicators and frameworks.

2. Modernised, Integrated, and Coordinated National Statistical System

- A well-coordinated statistical system guided by operationalised regulations and codes of ractice for official statistics.
- Improved monitoring of statistical performance through stakeholder. satisfaction surveys, ensuring continual improvement.

3. Modernisation of the Administrative Data System

- Administrative data systems optimized to produce high-quality, reliable statistics for policymaking and reporting.
- Functional and well-maintained Management Information Systems (MISs) for Government MDAs to support data accessibility and integration.

4. Information Technology (IT) and GIS Infrastructure Development

- Enhanced digital skills and ICT capabilities among statistical staff (SNBS and MDAs including FMSs).
- Acquisition of modern ICT tools and infrastructure to streamline statistical production processes.
- Fully automate statistical production processes to increase statistical literacy.

5. Enhanced Capacities for Production, Management, and Development of Statistics

- Strengthened NSS human resource capacity through continues comprehensive training and capacity-building programs.
- Improved NSS institutional frameworks to support sustainable production and management of statistics.

6. Communication and Data Dissemination

- Increased engagement and collaboration with key stakeholders, promoting a culture of data utilisation through modern dissemination platforms .
- Enhanced public awareness of the importance of statistics, advocate for use of statistics through effective communication strategies to foster informed decision-making across all sectors.

Alignment of NSDSII with NTP1 and Statistical Data for the next five years

During the NTP consultations, sectoral data gaps were identified, and the need for accurate and reliable data was unanimously recognized from all the sectoral labs. To address these gaps, the SNBS developed the National Strategy for the Development of Statistics II (NSDS II) 2024–2029. This strategy outlines clear priorities for improving data availability and reliability, with estimated budget of $260.3 million.

To support NTP1 progress reporting and address critical data gaps, the following statistical surveys and assessments are proposed. These have been carefully identified based on lab reports and are aligned with the objectives of the NSDSII. Their implementation will ensure data-driven decision-making and enhance the effectiveness of policies and programs under NTP1.

Survey/Assessment	Objective	Coverage	Main Indicators
Agriculture Census or Large-Scale Sample Survey	Assess agricultural productivity, practices, and resources.	Nationwide (rural and urban)	Crop production, land use, irrigation, inputs (fertilizers, seeds), market access.
Livestock Census or Large-Scale Sample Survey	Quantify livestock populations and assess related activities.	Nationwide (pastoral and rural areas)	Livestock types, herd size, grazing areas, veterinary services, and market access.
Enterprise Survey	Examine business environment and constraints.	Nationwide	Business size, productivity, access to finance, investment levels, innovation practices.
National Population Census	Provide a comprehensive count of the population and assess housing conditions.	Nationwide	Population size, age, gender, education levels, housing types, access to utilities, and household composition.
Labor Force Survey	Analyse employment patterns and workforce demographics.	Nationwide	Employment rate, unemployment rate, labour force participation, informal employment, wage distribution.
Housing Census	Evaluate housing conditions and accessibility.	Nationwide	Housing types, occupancy rates, access to utilities (electricity, water, sanitation), construction materials.
Household Budget Survey	Measure household income, expenditure, and living standards.	Nationwide	Income distribution, expenditure patterns, poverty levels, savings and debt levels.
Multiple Indicator Cluster Survey (MICS)	Assess the well-being of women and children and monitor progress toward national and global goals.	Nationwide	Child health, nutrition, immunization, education, maternal health, water and sanitation, early childhood development.
Knowledge, Attitude, and Perceptions of Disabled Persons	Assess social inclusion and challenges of disabled persons.	Nationwide	Access to education, healthcare, employment, public spaces, and social inclusion levels.
Justice and Judiciary Perception Survey	Assess public trust in the justice system.	Nationwide	Trust in judiciary, access to legal services, perceptions of fairness, corruption in justice delivery.
Community Perception on Government Effectiveness	Evaluate governance and institutional performance perceptions.	Nationwide	Perceptions of corruption, trust in government, satisfaction with public services, civic engagement levels.
Environmental Impact Assessment	Assess environmental changes and project impacts.	Project-specific or regional	Air quality, water resources, land degradation, biodiversity impacts, compliance with environmental regulations.
Social Facility Mapping Assessment	Map social service facilities for planning and improvement.	Nationwide	Location and accessibility of schools, health facilities, markets, and water points.
National Education Special Needs Assessment	Evaluate access and support for special needs students.	Nationwide	Enrolment of special needs students, availability of resources, teacher training, accessibility of infrastructure.
National Communicable and Chronic Diseases Assessment	Determine prevalence and risk factors for diseases.	Nationwide	Prevalence rates of diseases (HIV, malaria, TB, diabetes, hypertension), vaccination coverage, healthcare access.
Food Security & Vulnerability Survey	Assess household food security and identify vulnerable populations.	Nationwide	Food consumption patterns, dietary diversity, malnutrition rates, coping strategies, access to food.
Routine administrative collection	Utilise existing admin data from MDAs producing official statistics	across NTP sectors	Annual statistics facts and figures and statistical abstract
Annual economic survey	monitor NTP specific sectoral growth	Nationwide, covering across NTP sectors.	Key macroeconomic indictors

C. Overarching Enabler: Mitigating Risks to Enable Sustainable Development in Somalia

UN SDGs Addressed:



Strengthens Somalia's resilience against economic and political risks.

Effective risk management is critical to Somalia's efforts to achieve sustainable development and implement the NTP I. Over the years, Somalia has faced a multifaceted risk landscape characterised by political instability, security challenges, economic vulnerabilities, and climate-induced shocks. These risks have hindered the progress of reforms, disrupted essential services, and strained institutional capacities. Addressing these challenges is essential to build resilience and ensure the continuity of national development initiatives.

Somalia's commitment to mitigating risks stems from its recognition of their far-reaching implications for economic growth, public trust, and investor confidence. The National Risk Management Strategy seeks to provide a structured approach to identifying, assessing, and mitigating risks across all sectors. This approach integrates key principles of transparency, inclusivity, and adaptability, ensuring that risk management efforts align with the nation's development goals and stakeholder expectations.

Recent advancements, such as the establishment of inter-ministerial coordination frameworks and the integration of risk considerations into NTP I projects, reflect Somalia's determination to enhance resilience. However, significant gaps remain, particularly in institutional capacities, risk governance frameworks, and the availability of timely and accurate data. These gaps underscore the urgent need for a comprehensive and systematic risk management strategy.

The overarching objective of this chapter is to lay the groundwork for a robust risk management framework that not only addresses existing vulnerabilities but also anticipates emerging risks. By embedding risk management into national decision-making processes, Somalia aims to safeguard its development trajectory and build a foundation for long-term stability and prosperity. This chapter outlines the case for change, the fundamental challenges, the theory of change, and specific initiatives to strengthen risk management as an enabler of sustainable development.

Case for Change

Somalia's dynamic risk landscape poses a significant threat to the successful implementation of the NTP I. Political instability, climate-induced shocks, economic disruptions, and limited institutional capacities collectively hinder the achievement of development objectives. To build a resilient and sustainable future, there is an urgent need to adopt a proactive approach to risk management that addresses these vulnerabilities and anticipates emerging threats.

The absence of a robust risk management framework has historically led to resource misallocations, delays in project implementation, and reduced stakeholder confidence. For instance, insufficient preparation for climate-related events has resulted in severe economic losses and disruptions to essential services, disproportionately affecting vulnerable populations. Additionally, the lack of coordinated risk governance has exacerbated fragmentation among federal, state, and local entities, undermining efforts to mitigate risks effectively.

Implementing a comprehensive risk management strategy is essential for fostering economic growth, enhancing public trust, and attracting investments. By integrating risk management into national decision-making processes, Somalia can ensure the continuity of development initiatives and create an enabling environment for sustainable growth. Key benefits include:

1. Improved Resilience: Proactively identifying and mitigating risks strengthens the capacity of institutions to respond to shocks and ensures the continuity of essential services.
2. Enhanced Public Trust: Transparent risk management processes build confidence among citizens and stakeholders, demonstrating the government's commitment to accountability and preparedness.

3. Increased Investment: A robust risk management framework reduces uncertainties for investors and development partners, creating a favourable environment for economic activities.
4. Optimised Resource Allocation: Anticipating risks allows for more efficient use of resources, minimising waste and ensuring prioritisation of critical initiatives.

The case for change is clear: without an integrated and proactive approach to risk management, Somalia's development trajectory remains vulnerable to unforeseen disruptions. A robust strategy will enable the nation to safeguard its progress and build a foundation for long-term stability and prosperity.

Fundamental Challenges

Somalia faces significant challenges in implementing a robust risk management strategy, many of which stem from systemic vulnerabilities and historical fragmentation. Addressing these challenges is critical to building resilience and ensuring the success of the NTP I. Key challenges include:

Challenges	Summary
Fragmentation and Weak Coordination	The absence of a centralised framework for risk management has led to fragmen efforts across federal, state, and local government levels. This lack of coordinat results in duplicated efforts, inefficiencies, and gaps in addressing critical risks.
Limited Institutional Capacities	Many public institutions lack the technical expertise, tools, and resources requirec identify, assess, and mitigate risks effectively. The shortage of trained personnel a outdated systems hampers the ability to respond to emerging threats.
Inadequate Financial Resources	Competing national priorities and limited financial resources pose a signific constraint on implementing risk mitigation measures. Without sustained fundi efforts to strengthen risk management infrastructure remain piecemeal a unsustainable.
Data Gaps and Accessibility	Reliable, timely, and accurate data is essential for effective risk manageme However, Somalia's data infrastructure remains underdeveloped, with signific gaps in key sectors. This limits the government's ability to make informed decisic and track the effectiveness of risk mitigation efforts.
External Shocks and Unpredictability	Somalia is highly vulnerable to external shocks, including climate-induced disaste global economic fluctuations, and regional instability. The unpredictable nature these risks complicates planning and requires adaptive strategies that can respc to evolving threats.
Public Awareness and Resistance to Change	Low levels of public awareness about the importance of risk management a resistance to new reforms create barriers to effective implementation. Engag communities and fostering inclusivity in risk mitigation efforts is essential overcoming these challenges.

Key Result Areas

The successful implementation of the NTP I requires a comprehensive risk management framework that anticipates and mitigates potential disruptions. This theory of change provides a structured approach to embedding risk management into national decision-making processes, ensuring resilience and continuity in achieving Somalia's development goals.

The goal is to establish a proactive and adaptive risk management system that strengthens institutional resilience, safeguards development initiatives, and builds public trust and stakeholder confidence. To achieve this, specific key interventions are required:

1. Institutional Strengthening: Develop the technical capacities of public institutions to identify, assess, and respond to risks. This includes training government personnel, modernising risk management tools, and fostering cross-sectoral collaboration.
2. Early Warning Systems: Implement monitoring tools to detect and respond to emerging risks, such as political instability, climate-related disasters, and economic shocks. Real-time data collection and analysis will enable timely key interventions and minimise disruptions.
3. Guiding Principles and Coordination: Ensure that risk management efforts adhere to principles of transparency, inclusivity, and adaptability. Establish a centralised framework to coordinate efforts across federal, state, and local levels, reducing fragmentation and improving efficiency.
4. Engagement of Stakeholders: Foster inclusivity by engaging marginalised groups, civil society, and private sector actors in risk mitigation efforts. Their participation enhances the legitimacy and effectiveness of risk management strategies.

Expected Impacts

The implementation of the NTP I relies on a robust risk management framework that anticipates and mitigates potential disruptions. This framework will:

- Enhance Institutional Resilience: Strengthen public institutions' ability to respond to shocks, ensuring continuity of essential services and minimising disruptions.
- Foster Stakeholder Trust: Transparent and accountable risk management processes will demonstrate commitment to preparedness and build public and investor confidence.
- Support Sustainable Development: By reducing vulnerabilities to risks, Somalia can prioritise resources for development initiatives and create an enabling environment for economic growth and social stability.

The approach focuses on fostering inclusivity, leveraging real-time data, and aligning risk management efforts with national development priorities, ultimately building a resilient foundation for long-term progress.

The risk management framework directly contributes to the NTP I's topline indicators by safeguarding progress in GDP growth, job creation, and investment mobilisation. Proactive risk mitigation ensures that economic initiatives remain on track, attracting investments and fostering an environment conducive to business growth. Furthermore, resilience to disruptions supports job creation by stabilising labour markets and ensuring the continuity of public and private sector projects.

This theory of change highlights the critical role of risk management in enabling sustainable development and ensuring the success of the NTP I. By strengthening institutional capacities, fostering inclusivity, and leveraging real-time data, Somalia can build a resilient future that withstands unforeseen challenges.

Strategic Objective 1: Institutional Strengthening and Governance

Initiative 1: Establishing a Centralised Risk Management Framework

This initiative focuses on creating a centralised risk management framework that aligns efforts across federal, state, and local government levels. By consolidating risk management responsibilities under a dedicated body, the framework aims to reduce fragmentation and improve coordination. The initiative will also establish standard operating procedures and mechanisms for information sharing to ensure a unified response to risks.

A centralised framework will enhance the efficiency and effectiveness of risk management efforts, enabling the timely identification and mitigation of potential threats. It will foster accountability, streamline decision-making, and strengthen Somalia's overall resilience to disruptions.

Expected Impacts:

- A coordinated framework operational across government institutions.
- Strengthened institutional resilience to disruptions through unified action

Initiative 2: Strengthening Legal and Policy Frameworks

This initiative aims to establish and enforce comprehensive legal and policy frameworks that govern risk management across all sectors. The framework will ensure accountability, promote transparency, and institutionalise risk mitigation practices within government processes.

A robust legal and policy framework will provide the foundation for consistent and effective risk management practices. It will also enhance Somalia's compliance with international standards, building credibility with development partners and investors.

Expected Impacts:

- Clear guidelines and standards for risk governance implemented across public institutions, with sufficient modern risk management policies drafted and approved.
- Improved compliance with global best practices, enhancing Somalia's credibility with development partners and investors.

Strategic Objective 2: Risk Monitoring Systems

Initiative 1: Developing and Implementing Early Warning Systems

This initiative seeks to establish early warning systems that monitor political, economic, and environmental risks in real time. These systems will leverage advanced data collection and analysis tools to provide actionable insights, enabling proactive measures to mitigate potential disruptions.

Early warning systems will significantly reduce response times to emerging threats, minimising their impact on national development initiatives. They will enhance preparedness across sectors and foster public confidence in the government's ability to address risks effectively.

Expected Impacts:

- Reduced response times to emerging threats through real-time monitoring.
- Improved preparedness across sectors, minimising the impact of disruptions.

Strategic Objective 3: Institutional Capacity Development

Initiative 1: Capacity Building for Risk Management

This initiative focuses on enhancing the technical skills and expertise of government personnel responsible for risk management. Training programmes will be conducted across federal, state, and local levels to ensure a comprehensive understanding of risk identification, assessment, and mitigation strategies.

Capacity building will empower public institutions to address risks more effectively, fostering a culture of preparedness and resilience. It will also enhance collaboration and knowledge sharing among stakeholders, strengthening Somalia's risk management ecosystem.

Expected Impacts:

- Fostered collaboration and knowledge-sharing among stakeholders, resulting in an increase in risk management capacity across public institutions.
- Increased institutional readiness to address risks through a growing population of skilled personnel trained in risk management techniques.

Strategic Objective 4: National and Civil Community Engagement and Inclusivity

Initiative 1: Community Engagement and Inclusivity in Risk Management

This initiative seeks to involve communities, civil society organisations, and the private sector in risk management processes. By fostering inclusivity, the initiative ensures that diverse perspectives are incorporated into risk identification and mitigation strategies.

Community engagement will increase public awareness and support for risk management initiatives. It will also create opportunities for innovative, community-driven solutions to address localised risks.

Expected Impacts:

- Greater public participation in risk management processes.
- Enhanced adoption of community-driven solutions to address localised risks.
- Consistent community engagement sessions conducted annually.

Process-Oriented Outcomes

The goal is to establish a proactive and adaptive risk management system that strengthens institutional resilience, safeguards development initiatives, and builds public trust and stakeholder confidence. To achieve this, specific key interventions are required:

1. Institutional Strengthening: Build technical capacities and modernise tools to enhance institutional resilience.
2. Risk Governance: Develop coordinated frameworks to streamline efforts across federal, state, and local levels.
3. Data Systems: Establish platforms for real-time data collection and dissemination to inform decision-making.
4. Stakeholder Engagement: Ensure inclusivity by involving diverse groups in designing and implementing risk management strategies.
5. Adaptability: Promote flexible approaches that can adjust to evolving challenges, such as climate-induced shocks and economic fluctuations.

By implementing these strategies, Somalia can mitigate risks effectively, protect its development initiatives, and achieve sustainable progress aligned with the NTP I objectives.

D. Overarching Enabler: Incorporating Technology in the Rollout of Development

UN SDGs Addressed:



Expands digital transformation across governance and services.

Somalia's development strategy recognises the transformative potential of technology as a cross-cutting enabler to accelerate progress in governance, infrastructure, health, education, and economic development. In a country marked by geographic disparities and decades of systemic challenges, technology offers the tools to bridge gaps, improve service delivery, and enhance national resilience. The integration of innovative digital solutions is guided by a collaborative framework involving government ministries, private sector actors, development partners, and local innovators, all working towards a unified vision of leveraging technology for sustainable growth.

Key implementing stakeholders include the Ministry of Communications and Technology, which spearheads digital transformation initiatives; the National Identification and Registration Authority (NIRA), responsible for establishing secure digital identities; and public-private partnerships (PPPs) driving investments in infrastructure. Development partners such as the United Nations Development Programme (UNDP) and African Development Bank (AfDB) provide funding and technical expertise, while local technology firms like Baano Healthcare Technology Ltd play a pivotal role in tailoring solutions to Somalia's unique context. Collaborative efforts extend to educational institutions and labour market stakeholders, ensuring that digital initiatives align with the country's evolving workforce needs.

The areas of technological development are diverse, encompassing governance, infrastructure, public services, and human capital. In governance, digital tools are modernising government operations, with e-government platforms and national ID systems enhancing transparency, efficiency, and citizen engagement. Infrastructure projects, such as the expansion of telecommunication networks and data centres, aim to improve connectivity nationwide, driving economic growth and enabling remote service delivery in underserved regions. Public services are being revolutionised through the digitalisation of education and health systems, with initiatives like the DHIS2 framework and EMIS platform ensuring real-time data access for better planning and resource allocation.

In parallel, technology is being harnessed to address socio-economic challenges. The development of labour market information systems (LMIAS) will align skills with market demands, promoting job creation and economic participation. Similarly, the integration of postal services with digital commerce platforms and the digitisation of archival resources, such as Radio Mogadishu's archives, are fostering inclusivity and cultural preservation.

These initiatives collectively position technology as a cornerstone of Somalia's development, addressing critical challenges while creating opportunities for innovation, equity, and resilience. By embracing a collaborative and forward-looking approach, Somalia is not only laying the foundation for sustainable development but also building the institutional and human capacity to thrive in a rapidly evolving digital age.

Key Result Area 1: Digital Governance and Public Services

Somalia is embarking on a series of transformative initiatives aimed at enhancing the country's digital and telecommunications infrastructure, as well as preserving its cultural heritage. From expanding telecommunication services across urban and rural areas, to developing a robust disaster communication system and revitalizing national ICT training institutions, these initiatives are set to position Somalia for long-term socio-economic development.

Initiative 1: Development of the E-Government One-Stop Shop System

The e-government One-Stop Shop System aims to centralise government services into a single, accessible digital platform. By reducing bureaucratic complexities, this initiative will streamline service delivery and improve citizen engagement with the public sector.

Increased efficiency in accessing government services and improved public satisfaction with service delivery. This platform will also contribute to reducing administrative delays and enhancing transparency across public institutions. With implementation spearheaded by The Ministry of Communications & Technology and the National Communication Authority (NCA) this project will begin in 2025 and end in 2029.

Initiative 2: Expansion of the Somali National ID System

This initiative will provide every Somali citizen with a secure digital identity to facilitate access to essential public services. It also aims to strengthen national security and promote financial inclusion by creating a reliable citizen registry. The National ID system will enhance national planning, simplify access to government services, and foster digital inclusion. This initiative is also expected to improve public sector efficiency and strengthen the country's overall governance infrastructure. With implementation spearheaded by The National Identification and Registration Authority (NIRA), this project will begin in 2025 and end in 2029.

Initiative 3: Establishment of a Security Operations Centre (SOC)

The Security Operations Centre will focus on monitoring, detecting, and responding to cyber threats to protect Somalia's digital infrastructure. This initiative aims to bolster digital security and safeguard sensitive government data. Increased resilience against cyberattacks and improved digital trust in government operations. By securing critical infrastructure, the SOC will enable the Somali public sector to embrace digital transformation with confidence. With implementation spearheaded by the NCA, this project will begin in 2025 and end in 2029.

Initiative 4: Digitalising Somalia - E-Government Services & Data Centre Infrastructure

The initiative for "Digitalising Somalia" aims to establish the nation's first e-government services and robust data centre infrastructure. This transformative project will develop a centralised e-government portal offering over 84 essential services to citizens, ensuring efficient, transparent governance. Supported through PPP's, the plan includes expanding the Mogadishu Data Centre from 10 IT racks to at least 300 racks and constructing new data centres in Jubbaland and Galmudug, enhancing nationwide digital infrastructure.

The Ministry of Communications and Technology, NIRA, and private sectors are pivotal stakeholders, with the latter investing in network infrastructure and benefiting from increased revenue opportunities. The initiative fosters collaboration across key ministries, improving service delivery, data security, and public accessibility. With a budget of USD65 million and implementation set from 2025-2028, the project is expected to strengthen Somalia's digital economy, simplify business processes, and attract investments, driving socio-economic growth nationwide.

Key Result Area 2: Smart Infrastructure (ICT) and Urban Development

These projects, led by various government ministries, focus on improving connectivity, preserving cultural heritage, and enhancing the digital economy. From expanding internet access and disaster communication systems to revitalising postal services and training a skilled ICT workforce, these initiatives are designed to bridge digital gaps, promote economic inclusion, and foster a vibrant media environment. By leveraging technology and partnerships, Somalia is positioning itself to meet the demands of a rapidly evolving global landscape while strengthening national identity and resilience.

Initiative 1: Improved Connectivity through Expansion of Telecommunication Infrastructure

Spearheaded by The Ministry of Communications & Technology and the NCA, this initiative to expand Somalia's telecommunications infrastructure aims to provide fast, reliable internet, improving connectivity for both urban and rural areas. Key plans include expanding telecom towers, aggressively rolling out 4G and 5G services, and connecting regions with terrestrial fibre cables. Target areas include Mogadishu's outskirts and underserved rural regions. The project also envisions establishing 200 new mobile call sites and developing shared infrastructure through public-private partnerships to reduce costs and streamline deployment.

By 2029, the project targets a 10% increase in 4G and 5G coverage, enhancing internet accessibility for 5 million rural users. Additionally, leveraging submarine cable infrastructure, with landing stations in key cities like Hobyo, will further improve global internet access. Benefits span multiple sectors, including e-health, e-learning, agriculture, and digital banking, aligning Somalia's connectivity efforts with long-term socio-economic development goals. The estimated budget for this transformation is USD 225 million over five years.

Initiative 2: Public Telecommunications Infrastructure for Disaster Connectivity (EW4ALL)

Somalia faces frequent natural hazards such as droughts, floods, and epidemics, impacting millions of people and intensifying socio-economic challenges. The "EW4ALL" initiative aims to develop a National Public Communications Infrastructure for disasters, enhancing connectivity to save lives and enable efficient disaster response. Key components include Core Network Infrastructure, such as Base Transceiver Stations and Mobile Switching Centres, alongside Early Warning Systems for real-time data collection and dissemination.

This infrastructure will facilitate better coordination among disaster management agencies, ensuring timely alerts and improved resilience. With a budget of USD 3.7 million, the project, spearheaded by The Ministry of Communications & Technology and the NCA, is set to be completed by 2026. Early warning mechanisms for drought, weather, and floods are to be streamlined, filling gaps in surveillance and leveraging technology like cell broadcasting. This effort promises enhanced disaster preparedness, reducing the toll on human lives and livelihoods while enabling a coordinated national response system.

Initiative 3: National Postal and Digital Commerce Connectivity Project

The National Postal and Digital Commerce Connectivity Project aims to rebuild Somalia's postal services and integrate them with an advanced e-commerce platform. This transformative initiative includes refurbishing 10 postal facilities by 2026, establishing 120 pick-up and drop-off points, and implementing a standardised digital address system. The project will improve accessibility to both postal and e-commerce services across urban and rural area.

The e-commerce platform will facilitate better integration with postal services for logistics, while developing a modern user-centric platform tailored to Somali needs. Monitoring and optimisation will ensure efficient delivery systems. The project is expected to boost Somalia's GDP by 8-13% annually by 2029, create jobs, empower local businesses, and expand market access.

With a high mobile money penetration of 73%, the initiative leverages digital platforms to empower SMEs, enhance cross-border trade, and increase rural participation in economic activities. This project will drive digital literacy and foster inclusive economic growth. With the initiative spearheaded by The Ministry of Communications & Technology and the NCA, Implementation for this project will begin in 2025 and end in 2029.

Initiative 4: Revitalising the National Telecommunication and Technology Institute

Revitalising the National Telecommunication and Technology Institute (NTTI) is essential for equipping Somalia with a skilled ICT workforce. The project focuses on building a new campus in Mogadishu with modern facilities, hands-on labs, and digital resources to address challenges like limited infrastructure and outdated curricula. Proposed enhancements include constructing a library, canteen, multipurpose hall, and mosque, alongside computer labs featuring 300 modern PCs, high-speed internet, advanced software, and backup power systems.

This initiative will also develop new training curricula, foster partnerships with tech companies, and provide quiet study areas, improving student productivity and learning outcomes. With an estimated cost of USD 4 million, the project aims to produce a skilled workforce, strengthening Somalia's telecom and ICT sectors while driving innovation and economic growth. Implementation begins in 2025, positioning NTTI as a cornerstone for Somalia's technological advancement and digital transformation. Implementation for this project will begin in 2025 and end in 2027 with efforts led by The Ministry of Communications & Technology and The Ministry of Labour and Social Affairs.

Initiative 5: Enhance Digital Media Environment

The establishment of a Digital Media Hub in Somalia is crucial for modernizing the country's media landscape. This initiative will address the shift to digital media consumption, enhance content quality, promote economic growth, strengthen democratic engagement, and foster cultural representation. By providing resources, training, and collaboration opportunities for media professionals and content creators, the hub will facilitate Somalia's transition to a digital-first media environment, playing a vital role in the country's development and recovery.

The Digital Media Hub will empower local talent, improve content quality, and enhance access to reliable information, strengthening Somalia's media sector. By digitizing the Radio Mogadishu archive and promoting local narratives, the project will counter misinformation, support transparency, and foster democratic engagement. Ultimately, the hub will create a vibrant media environment that increases public awareness and contributes to Somalia's long-term stability and growth. Implementation for this project will begin in 2025 and end in 2029 with efforts led by The Ministry of Information, Culture and Tourism.

Initiative 6: Digitise Radio Mogadishu Archive

This initiative is dedicated to preserving Somalia's rich historical and cultural heritage by digitizing the vast archive of historical recordings held by Radio Mogadishu. By converting these valuable audio files into digital formats, the project seeks to protect these records from deterioration and ensure they are accessible to future generations. Additionally, the project aims to establish a subscription platform for individuals to access and utilize this critical data, providing an ongoing resource for those interested in Somalia's history.

The Digitisation of Radio Mogadishu's Historical Archives will strengthen national identity by reconnecting Somalis with their heritage and preserving cultural history. This digital repository will not only safeguard historical recordings but also serve as an invaluable educational resource, supporting research and inspiring new cultural initiatives. By enhancing access to Somalia's history, the initiative will contribute to the nation's cultural pride and provide the tools to celebrate Somali identity for years to come. Implementation for this project will begin in 2025 and end in 2029 with efforts led by The Ministry of Information, Culture and Tourism.

Key Result Area 3: Education and Health Digital Systems / Transformations

Somalia is embarking on a series of digital transformation initiatives aimed at strengthening its education, health, and labour markets to foster long-term development. These projects seek to address critical gaps in data, enhance resource allocation, and promote inclusivity by leveraging technology and data-driven solutions.

Initiative 1: Education Datafication and Digitalisation

Somalia's education sector faces significant challenges due to the absence of reliable and comprehensive data, which hinders effective planning, monitoring, and informed decision-making. Without a centralised data management system, critical gaps in access, quality, and resource allocation remain unaddressed, perpetuating inequities across the education landscape. Introducing education datafication and digitalisation offers a transformative solution.

By establishing a unified system, the initiative will enable the tracking of key metrics such as student enrolment, academic performance, and teacher availability in real-time. This will not only improve resource allocation and management but also foster greater transparency and accountability within the sector. Furthermore, the integration of digital tools will support the expansion of remote learning opportunities, particularly in underserved and hard-to-reach areas, ensuring inclusivity for all learners

By embracing data-driven strategies and digital innovation, this approach lays the foundation for a more equitable, efficient, and resilient education system in Somalia. Implementation for this project is spearheaded by MoECHE and will begin in 2025 and end in 2026, with EMIS enhanced, and TVET-MIS and TMIS platforms live and functioning.

Initiative 2: Expansion of HIS through Health System Digitalisation

Somalia's fragmented health information system hampers data accuracy, resource allocation, and medical training. This initiative aims to enforce DHIS2 reporting as a licensing requirement for private hospitals, establish interoperable Electronic Medical Records (EMR) and e-LMIS platforms, and leverage telemedicine and e-learning to enhance remote access and quality care. These efforts will be led the Ministry of Health.

By 2027, 95% District Health Information Software (DHIS2) and Integrated Disease Surveillance and Report (IDSR) will enable accurate planning and budgeting through a unified HIS framework, bridging EMR silos and standardising public and private health data. Local innovators like Baano Healthcare Technology Ltd offer mobile healthcare solutions, showcasing the potential of digital capacity-building to revolutionise Somalia’s health system and improve outcomes nationwide.

Implementation for DHIS2 began in 2017 and will end in 2027. For Electronic Medical Records (EMR), implementation began in 2022 and is expected to end in 2024. By 2028, this initiative targets 100% DHIS2 adoption in public and private facilities, 70% DHIS2-compatible private EHR systems, and 80% operational e-LMIS systems coverage.

Initiative 3: Developing a Labour Market Information and Analysis System (LMIAS)

Creating a comprehensive Labour Market Information and Analysis System (LMIAS) is vital for bridging employment data gaps and aligning skills with market demands. This initiative aims to strengthen Somalia's labour market by conducting national labour surveys to gather detailed data on employment trends and skills gaps.

The project will develop data visualization tools to make labour market insights easily accessible and will partner with TVET institutions to design training programmes aligned with current and future workforce needs. Additionally, the initiative will promote digital and green skills to prepare the workforce for emerging industries, launch nationwide employment awareness campaigns, and implement policies incentivizing private-sector job creation and workforce upskilling.

The initiative will also establish job-matching platforms, both online and offline, to connect employers with qualified candidates, working alongside recruitment agencies and educational institutions to create a seamless talent pipeline. To support entrepreneurship, the project will offer funding and mentorship for start-ups in high-potential sectors and provide business advisory services to improve the success rate of new ventures. By focusing on these key areas, the initiative aims to enhance employment opportunities, address skills shortages, and drive economic growth in Somalia.

Game Changing Projects

Somalia’s digital transformation agenda is shaped by the pressing need to address systemic challenges and unlock the potential of technology as a catalyst for inclusive growth and sustainable development. The country faces a wide range of issues, including geographic disparities, inefficient government operations, limited connectivity, and weak data systems in critical sectors such as health and education. In response, Somalia has outlined a series of targeted initiatives designed to bridge these gaps, modernise governance and public services, strengthen digital infrastructure, and foster socio-economic resilience. By aligning each challenge with tailored solutions—ranging from expanding telecommunication networks to digitising cultural archives and enhancing disaster preparedness—Somalia is taking a holistic approach to leveraging technology for national progress. The table below outlines the key challenges identified and the initiatives designed to address them, illustrating the country’s commitment to a digitally driven future.

Challenge	Solutions
Geographic disparities and limited connectivity	Initiative: Improved Connectivity through Expansion of Telecommunication Infrastructure - Expanding 4G/5G services, fibre cables, and telecom towers, targeting 5 million rural users by 2029.
Inefficient government operations and limited citizen engagement	Initiative: Development of the E-Government One-Stop Shop System - Centralising government services into a digital platform to streamline operations and enhance citizen access. Initiative: Expansion of the Somali National ID System - Establishing secure digital identities to simplify access to services and promote financial inclusion.
Cybersecurity risks and vulnerability of digital infrastructure	Initiative: Establishment of a Security Operations Centre (SOC) - Monitoring and responding to cyber threats to safeguard critical government systems.
Fragmented data systems in education and health sectors	Initiative: Education Datafication and Digitalisation - Implementing EMIS and TVET-MIS to enhance planning and transparency. Initiative: Expansion of HIS through Health System Digitalisation - Enforcing DHIS2 reporting and interoperable EMRs to improve health data accuracy and management.
Barriers to cultural preservation and access to historical records	Initiative: Digitisation of Radio Mogadishu Archive - Preserving heritage by converting historical recordings to digital formats. Initiative: Enhance Digital Media Environment - Establishing a Digital Media Hub to modernise the media landscape and foster cultural representation.
Limited disaster preparedness and response capabilities	Initiative: Public Telecommunications Infrastructure for Disaster Connectivity (EW4ALL) - Building early warning systems and improving disaster communication infrastructure.
Weak labour market alignment and skills mismatch	Initiative: Developing a Labour Market Information and Analysis System (LMIAS) - Aligning workforce skills with market demand through data-driven planning and job-matching platforms.
Lack of modern postal and e-commerce integration	Initiative: National Postal and Digital Commerce Connectivity Project - Rebuilding postal services and creating a digital commerce platform to boost inclusivity.
Outdated ICT training institutions	Initiative: Revitalising the National Telecommunication and Technology Institute (NTTI) - Upgrading facilities and curricula to train a skilled ICT workforce.

Success Metrics

The table below outlines the different Initiatives alongside measurable Key Performance Indicators (KPIs) and their corresponding targets for 2029, providing a clear roadmap for achieving Somalia's economic transformation.

Initiatives	KPI	Target (2029)
Initiative 1: Development of the E-Government One-Stop Shop System	Number of government services digitalised	84 services digitalised
Initiative 2: Expansion of the Somali National ID System	Percentage of population with National ID	85% population coverage
Initiative 3: Establishment of a Security Operations Centre (SOC)	Cyberattack incidents mitigated	100% mitigation capability
Initiative 4: Digitalising Somalia - E-Government Services & Data Centre Infrastructure	Number of e-government services provided; Number of data centres constructed	3 data centres; 84 e-government services operational
Initiative 5: Improved Connectivity through Expansion of Telecommunication Infrastructure	4G and 5G coverage percentage; Number of mobile cell sites established	10% increase in 4G/5G coverage; 200 cell sites established
Initiative 6: Public Telecommunications Infrastructure for Disaster Connectivity (EW4ALL)	Number of disaster warnings disseminated; Percentage reduction in disaster response time	95% coverage of disaster warnings; 40% reduction in response time
Initiative 7: National Postal and Digital Commerce Connectivity Project	Number of refurbished postal facilities; Increase in GDP contribution from digital commerce	10 refurbished facilities; 8-13% GDP increase
Initiative 8: Revitalising the National Telecommunication and Technology Institute	Number of students trained annually; Number of ICT facilities constructed	3,000 students trained annually; New campus operational
Initiative 9: Enhance Digital Media Environment	Number of media professionals trained; Number of media projects supported	1,000 professionals trained; 50 media projects supported
Initiative 10: Digitize Radio Mogadishu Archive	Number of archived materials digitised; Subscription platform users	10,000 archives digitised; 5,000 platform users
Initiative 11: Education Datafication and Digitalisation	Percentage of schools using digital platforms; Number of TVET-MIS and TMIS users	100% school data digitisation; Fully operational EMIS, TVET-MIS, TMIS
Initiative 12: Expansion of HIS through Health System Digitalisation	Percentage of health facilities using DHIS2; Coverage of e-LMIS systems	100% DHIS2 coverage; 80% e-LMIS adoption
Initiative 13: Developing a Labour Market Information and Analysis System (LMIAS)	Number of labour surveys conducted; Employment placements through LMIAS	5 surveys conducted; 10,000 employment placements

E. Overarching Enabler: Delivery Mechanism

To transform the country's socio-economic standing in line with CV2060, effective implementation and monitoring is crucial in ensuring development goals are achieved. To do so, the role of the Delivery Unit (DU) under the Office of the Prime Minister (OPM) is key in enabling the effective implementation of the NTP I. By driving accountability, monitoring performance, and addressing risks, the DU plays a pivotal role in aligning ministerial efforts with the identified national priorities from the NTP I. This arrangement provides a structured approach to tracking progress, resolving delivery bottlenecks, and institutionalising problem-solving mechanisms to achieve measurable results.

At the core of the DU's operations is a robust Monitoring and Evaluation (M&E) system that tracks Key Performance Indicators (KPIs) across two levels. Top-down monitoring focuses on outcomes, where weekly progress is tracked and consolidated through performance dashboards submitted by Ministerial Delivery Units (MDUs) to the Central Delivery Unit (CDU).[208]

CDU Sector Leads monitor progress on a weekly or monthly basis, using internal tools to identify milestones and challenges. The Performance Monitoring Dashboard serves as the backbone for progress tracking, offering real-time insights into performance metrics, risks, and implementation milestones. Weekly updates and scorecards are submitted to the Cabinet to ensure leadership remains informed and capable of making proactive decisions to address emerging challenges.

[208] The Central Delivery Unit (CDU), located within the Office of the Prime Minister (OPM), will oversee and coordinate activities across all Ministerial Delivery Units (MDUs), ensuring alignment and effective implementation of national priorities.

In addition, the DU aims to centralise and enhance aid coordination to align donor funding with the NTP I and national priorities. Currently, Somalia's aid management is highly decentralised, with 90% of funds channelled through implementing partners such as the UN, international NGOs, and local NGOs, while only 10% flows through the national monetary system. Under the DU, the Aid Management Unit (AMU) will drive a shift towards a highly centralised system, targeting 50% of aid to be managed through the national treasury and government channels. The AMU will oversee the coordination of aid, matching national priority projects with funding sources while fostering collaboration among government bodies, donors, and implementers to optimise execution. The unit will restart the Aid Information Management System (AIMS) to enhance transparency and accountability in fund management. Future aid allocation will prioritise development projects aimed at self-sufficiency and economic growth, while social and humanitarian projects will gradually taper as immediate needs reduce. This strategic approach will strengthen Somalia's capacity to manage aid effectively, reduce dependency on external assistance, and ensure funding is aligned with long-term national goals.

The DU operates on a clear reporting cadence to maintain transparency and accountability. Weekly reports provide timely updates to the Cabinet on KPIs, progress milestones, and risks. These are supplemented by monthly performance reviews between the Prime Minister and Sector Ministers to evaluate sectoral progress, address challenges, and make course corrections where needed. An annual report consolidates achievements, outcomes, and lessons learned, offering insights for future planning and priority-setting. This systematic reporting structure ensures consistent oversight and drives measurable results across all initiatives. 2

The DU facilitates regular performance reviews between the President, Prime Minister, and Sector Ministers to assess progress against KPIs and resolve critical challenges. These structured reviews ensure alignment across leadership and strengthen collective ownership of national priorities. By fostering regular communication and collaboration, the DU reinforces accountability while keeping the government focused on delivering results.

Additionally, a proactive crisis and risk management framework enables the DU to identify and mitigate emerging risks that may hinder implementation. Real-time data from dashboards and progress reports allow for early detection of issues, which are escalated to relevant leadership or committees for resolution. By addressing challenges swiftly, the DU ensures minimal disruption to delivery timelines and keeps initiatives on track to meet their objectives.

The establishment of the Delivery Unit will help create a transformative impact on governance and national development in Somalia. By enhancing accountability, it ensures that sectoral ministries remain responsible for achieving national priorities. By establishing the DU, a culture of efficiency and coordination across ministerial delivery units will help streamline processes and promote greater collaboration. A structured risk management framework will help in identifying and addressing crises early, minimising disruptions in delivery. Regular reporting cycles and performance reviews drive a results-oriented culture, improving service delivery and citizen outcomes. Ultimately, the Delivery Unit promotes measurable progress, stronger governance, and long-term national stability.

Overall, the Delivery Unit under the OPM serves as a cornerstone of Somalia's implementation strategy for the National Transformation Plan. Through its focus on monitoring, evaluation, risk management, and performance review, the DU ensures that national priorities are achieved efficiently and transparently. By institutionalising structured processes, the DU drives accountability, strengthens leadership oversight, and fosters a culture of continuous improvement. This approach positions the government to deliver tangible results as outlined in the NTP I, eventually contributing to Somalia's development, stability, and growth.

F. Costing

The successful delivery of the NTP I for 2025–2029 requires a substantial and well-coordinated financial commitment from multiple stakeholders. The total investment requirement is estimated at USD 26.2 billion over the five-year period, highlighting annual funding needs segmented by key contributors: The Federal Government of Somalia (FGS), the private sector, and development partners (donors). This breakdown illustrates the shared responsibility of mobilising resources to drive Somalia's transformation agenda, with each year reflecting an increasing investment demand to support the NTP I's strategic priorities. By leveraging domestic resources, fostering private sector participation, and securing international donor support, the plan aims to deliver impactful and sustainable outcomes that align with Somalia's long-term development vision.

It is important to note that the cost estimates presented are preliminary and will be further refined during implementation. Given the evolving global landscape and shifting national priorities, some items may require adjustments over time. The government will adopt an agile and adaptive approach, ensuring that additional funding requirements are identified and addressed through a structured annual tabulation process. Furthermore, through the yearly publication of an NTP annual report, the government will provide updates on fund utilisation, progress, and emerging financial needs. While certain interventions depend on government and donor funding, private sector-driven initiatives are expected to proceed independently, as the focus remains on unlocking investments rather than direct financing. This dynamic and iterative process underscores that the NTP is not a static document but a living strategy—continuously improved to reflect Somalia's evolving development priorities and implementation realities.

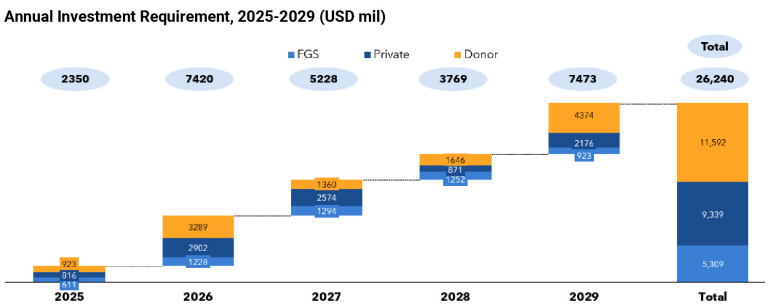


FIGURE 130: ANNUAL INVESTMENT REQUIRED FOR NTP I[209]

[209] SNTP I Lab Analysis

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Glossary

Abbreviation / Term	Definition
2D	Two-Dimensional
3D	Three-Dimensional
AAII	Aden Adde International Airport
ABDP	Aquaculture Business Development Program
ACO	Aid Coordination Office
ACPU	Aid Coordination and Policy Unit
ADB	Asian Development Bank
ADRA	Adventist Development and Relief Agency
ADS-B	Automatic Dependent Surveillance Broadcast
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AFREC	African Energy Commission
AI	Artificial Intelligence
AIMS	Aid Information Management System
AIS	Automatic Identification System
AMITCO	Al Mizan Trading Company
AML/CFT	Anti-Money Laundering and Combating the Financing of Terrorism
AMOMI	Mozambican Association of Microfinance Institutions
AMP	Africa Mini-Grid Project
ANS	Air Navigation Services
ANSP	Air Navigation Service Provider
API	American Petroleum Institute
API	Application Programming Interface
AREF	Africa Renewable Energy Fund
ASCENT	Accelerating Sustainable and Clean Energy Access Transformation
ASEAN	Association of Southeast Asian Nations
AT&C	Aggregate Technical and Commercial
ATC	Advanced Air Traffic Control
ATMIS	African Union Transition Mission in Somalia
AtoN	Aids To Navigation
AU	African Union
AWOS	Automatic Weather Observation System
BA	The Bachelor of Arts
BAU	Business as Usual
BCF	Billion Cubic Feet
BE	Blue Economy
BEmONC	Basic Emergency Obstetric and Neonatal Care

Glossary

Abbreviation / Term	Definition
BESS	Battery Energy Storage System
BI	Business Intelligence
BOD	Board of Directors
BOO	Build-Own-Operate
BOQ	Bill of Quantity
BOT	Build-Operate-Transfer
BPF	Budget Performance Framework
BRA	Benadir Regional Administration
BRCiS	Building Resilient Communities in Somalia
BRI	Belt and Road Initiative
BRiMS	Building resilience in Middle Shabelle
BSc	Bachelor of Science
BTS	Base Transceiver Stations
BZM	Federal Ministry for Economic Cooperation and Development (Germany)
CACAS	Civil Aviation Caretaker Authority for Somalia
Cadre	Climate Adaptation for Resilient Livelihood
CAGR	Compound Annual Growth Rate
CAPEX	Capital Expenditure
CARI	Central Agriculture Research Institute
CBCA	Consignment Based Conformity Assessment
CBS	Central Bank of Somalia
CEEH	Candlelight for Environment, Education, and Health
CEmONC	Comprehensive Emergency Obstetric and Neonatal Care
CEO	Chief Executive Officer
CERC	Contingency Emergency Response Component
CET	Common External Tariff
CFD	Computational Fluid Dynamics
CGD	City Gas Distribution
CHWs	Community Health Workers
CIAD	Continental Irrigation Agriculture Development
CIMMYT	International Maize and Wheat Improvement Centre
CIT	Corporate Income Tax
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CLIMB	Climate-resilient livelihoods to Boost Food production and Nutrition Outcomes
CLS	Cable Landing Station
CMD	Central Monitoring Department
CNC	Computer Numerical Control

Glossary

Abbreviation / Term	Definition
CNG	Compressed Natural Gas
CNS/ATM	Communications, Navigation and Surveillance / Air Traffic Management
CO2	Carbon Dioxide
CoC	Chamber of Commerce
COMESA	Common Market for Eastern and Southern Africa
COP28	28th Conference of the Parties to the UN Framework Convention on Climate Change
CoPs	Communities of Practice
COVID-19	Corona Virus Disease of 2019
CPDLC	Controller Pilot Data Link Communications
CPZ	Crop Processing Zone
CS	Corporate Services
CS	Cold Store
CSA	Climate-Smart Agriculture
CS-DRMS	Commonwealth Secretariat Debt Recording and Management System
CSET	Centre for Social & Economic Transformation
CSOs	Civil Society Organisations
CSP	Concentrated Solar Power
CSR	Corporate Social Responsibility
CSV	Comma Separated Values
CTF	Clean Technology Fund
CTU	Concessions Technical Unit
CV60	Centennial Vision 2060
CWW	Community Water Voucher
DAP	Di-Ammonium Phosphate
DBFO	Design-Build-Finance-Operate
DCS	Distributed Control Systems
DEFF	Department of Environment, Forestry, and Fisheries (South Africa)
DFID	Department for International Development
DG	Director General
DHIS2	District Health Information Software 2
DME	Distance Measuring Equipment
DNV	Det Norske Veritas
DPCG	Development Partners Coordination Group
DPF	Donor Project Fund
DPOs	Data Protection Officers
DPR	Data Protection Regulation
DRC	Democratic Republic of Congo

Glossary

Abbreviation / Term	Definition
DRSLP	Drought Resilience and Sustainable Livelihoods Program
DU	Delivery Unit
DWDM	Dense wavelength-division multiplexing
EAC	East African Community
EASSy	Eastern Africa Submarine System
EC	European Commission
eCDTS	Electronic Catch Documentation Traceability System
EEZ	Exclusive Economic Zone
EIA	Environmental Impact Assessment
EMIS	Education Management Information System
EMR	Electronic Medical Records
EOI	Expression of Interest
EPHS	Essential Package of Health Services
EPP	Entry Point Projects
ERS	Electronic Reporting System
ESP	Electricity Service Provider
ESWG	Electricity Sector Working Group
ETAS	Electronic Tax Administration System
ETL	Extract, Transform, Load
EU	European Union
EUCAP	EU Capacity Building Mission in Somalia
EUCL	Energy Utility Corporation Limited
EW4ALL	Telecommunications Infrastructure for Disaster
FAO	Food and Agriculture Organisation of the United Nations
FAT	Factory Assessment Test
FCDO	Foreign, Commonwealth & Development Office
FCI	Fisheries Community Infrastructure
FDI	Foreign Domestic Investment
FGM	Female Genital Mutilation
FGS	Federal Government of Somalia
FIB	Foreign Investment Board
FIGIS	Fisheries Global Information System
FIQA	Fish Inspection and Quality Assurance
FISHCOR	National Fishing Corporation (Namibia)
FiT	Feed-in Tariff
FMC	Fisheries Monitoring Centre
FMDC	Fisheries Management and Development Council

Glossary

Abbreviation / Term	Definition
FMS	Federal Member States
FRRMIS	Flood Risk and Response Management Info System
FSNAU	Food Security and Nutrition Analysis Unit
FWMTU	Fund Window Management and Technical Unit
G2A	Gulf2Africa
GAM	Global Acute Malnutrition
GBAS	Ground Based Augmentation System
GBE	Great British Energy
GBV	Gender-Based Violence
GCC	Gulf Cooperation Council
GCF	Green Climate Fund
GDP	Gross Domestic Product
GDPR	General Data Protection Regulation
GECO	Galmudug Electricity Corporation
GEEL	Growth, Enterprise, Employment and Livelihoods
GEF	Global Environment Fund
GETS	Growth and Economic Transformation Strategy
GFF	Global Financing Facility
GHG	Green House Gas
GIS	Geological Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GL	Galmudug
GLF	Government Local Fund
GNPC	Ghana National Petroleum Corporation
GNSS	Global Navigation Satellite System
GPR	Ground-Penetrating Radar
GPS	Global Positioning System
GPV	Gross Production Value
GRP	Glass Reinforced Plastic
GST	General sales tax
GW	Gigawatts
GWEC	Global Wind Energy Council
H.E.	His/her Excellency
H2S	Hydrogen Sulphide
Ha	Hectare
HACCP	Hazard Analysis Critical Control Point
HALICS	Horn of Africa Livestock Improvement & Conformity Services

Glossary

Abbreviation / Term	Definition
HAREACT	Households Access to Renewable Energy and Advancing Cooking Technologies
HASPP	Horn of Africa Solar Panel Plant
HGA	Egal International Airport
HHFA	Harmonized Health Facility Assessment
HIPC	Heavily Indebted Poor Countries
HK	Hong Kong
HLP	Housing, Land, and Property
HMIS	Health Management Information Systems
HoA	Horn of Africa
HP	Horsepower
HR	Human Resources
HRD	Human Resource Development
HRH	Human Resources for Health
HS	Harmonized System (tariff codes)
HSDG	High Speed Diesel Generation
NGL	Health, Safety & Environment
HSH	Hirshabelle
HV	High Voltage
Hz	Hertz
IATA	International Air Transport Association
ICAO	International Civil Aviation Organisation
ICRAF	Centre for International Forestry Research and World Agroforestry
ICRC	International Committee of the Red Cross
ICRISAT	International Crops Research Institute for the Semi -Arid Tropics
ICSID	International Centre for Settlement of Investment Disputes
ICT	Information and Communications Technology
IDA	International Development Association
IDP	Internally Displaced Persons
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
IFI	International Financial Institution
IFMIS	Integrated Financial Management Information System
ILS	Instrumental Landing System
IMCC	Inter-Ministerial Concessions Committee
IMF	International Monetary Fund
IMO	International Maritime Organisation
IoC	International Oil Company

Glossary

Abbreviation / Term	Definition
IOM	International Organisation for Migration
IORA	Indian Ocean Rim Association
IoT	Internet of Things
IOTC	Indian Ocean Tuna Commission
IP	Intellectual Property
IPOA	International Plan of Action
IPP	Independent Power Producer
IRC	International Rescue Committee
IRR	Internal Rate of Return
ISO	International Organisation for Standardisation
ISOS	International SOS
ITAS	Integrated Tax Administration System
ITC	International Trade Centre
ITT	Invitation to Tender
ITU	International Telecommunication Union
IUU	Illegal, unreported, and unregulated
IVECO	Industrial Vehicles Corporation
IVF	In Vitro Fertilization
JB	Jubbaland
JOSP	Jowhar Off-stream Storage Programme
JRP	Joint Resilience Agriculture Program
JSON	JavaScript Object Notation
JV	Joint Venture
KAP	Knowledge Attitude and Practices Study
KFW	Kreditanstalt für Wiederaufbau
kg	Kilogram
km	Kilometres
KPIs	Key Performance Indicators
kVA	Kilo-volt-amperes
kW	Kilowatts
KWh	Kilowatt hours
LCOE	Levelized Cost of Electricity
LDAR	Leak Detection and Repair
LiDAR	Light Detection and Ranging
LLC	Limited Liability Company
LMIAS	Labour Market Information and Analytics System
LMIS	Logistics Management Information System

Glossary

Abbreviation / Term	Definition
LNG	Liquefied Natural Gas
LOA	Length Overall
LPG	Liquefied Petroleum Gas
LV	Low Voltage
LwD	Learners with Disabilities
M&E	Monitoring & Evaluation
m/s	Meters per second
MALIC	Mogadishu Agricultural & Livestock
MAO	Monitoring and Accountability Office
Mbps	Megabits per second
MCS	Monitoring, control, and surveillance
MCV2	Measles Containing Vaccine, second dose
MDA	Ministries, Departments, and Agencies
MDU	Ministerial Delivery Unit
MERA	Ministry of Endowment and Religious Affairs (now known as MESA)
MESA	Ministry of Endowment and Islamic Affairs (formerly MERA)
MFBE	Ministry of Fisheries & Blue Economy
MFI	Microfinance Institution
MICAN	Maternal Infant Child and Adolescent Nutrition
MICE	Meetings, Incentives, Conferences and Exhibitions
MIGA	Multilateral Investment Guarantee Agency
ML	Machine Learning
MLAT	Multilateration
Mm3	Cubic Millimetre
MMR	Maternal Mortality Rate
MNCAH	Maternal, Newborn, Child, and Adolescent Health
MNO	Mobile Networks Operators
MoAI	Ministry of Agriculture and Irrigation
MoCI	Ministry of Commerce and Industry
MoCT	Ministry of Communications and Technology
MoD	Ministry of Defence
MoECC	Ministry of Environment and Climate Change
MoEWR	Ministry of Energy and Water Resources
MoF	Ministry of Finance
MoH	Ministry of Health
mofaic	Ministry of Foreign Affairs and International Cooperation
MoIFAR	Ministry of Interior, Federal Affairs & Reconciliation

Glossary

Abbreviation / Term	Definition
MoJC	Ministry of Justice and Constitutional Affairs
MoLFR	Ministry of Livestock, Forestry and Range
MoPIED	Ministry of Planning, Investment, and Economic Development
MoPMR	Ministry of Petroleum and Mineral Resources
MoPMT	Ministry of Ports and Marine Transport
MoPWR	Ministry of Public Works, Reconstruction and Housing
MoTCA	Ministry of Transport & Civil Aviation
MoU	Memorandum of Understanding
MPA	Marine Protected Area
MPMT	Ministry of Ports and Marine Transport
MPS	Mogadishu Power Supply
MRA	Mutual Recognition Agreements
MSC	Mediterranean Shipping Company
MSC	Mobile Switching Centres
MSc	Master of Science
MSME	Micro, Small, and Medium Enterprises
MSP	Marine Spatial Planning
MT	Metric Tonnes
MTDS	Medium-term Debt Management Strategy
MTEF	Medium-Term Expenditure Framework
MtM	Making-the-Most
MTR	Mid-Term Review
MTRR	Medium-Term Revenue Roadmap
MV	Medium Voltage
MW	Megawatts
MWh	Megawatts per hour
N/A	Not Applicable
NCA	National Communications Authority
NCC	National Consultative Council
NCRI	National Commission for Refugees and IDPs
NCS	National Career Service
NDP	National Development Plan
NDP-9	Ninth National Development Plan
NEA	National Electricity Authority
NEA 2023	National Electricity Act 2023
NEET	Not in Employment, Education, or Training
NEF	National Electricity Fund

Glossary

Abbreviation / Term	Definition
NEPCO	National Electric Power Company
NESCOM	National Energy Cooperation of Somalia
NFE	Non-Formal Education
NFPA	National Fire Protection Association
NGEIS	National Geological and Energy Information System
NGL	Natural Gas Liquids
NGO	Non-Governmental Organisation
NHPC	National Health Professionals Council
NIRA	National Identification and Registration Authority
NIS	Nordic International Support
NMA	National Maritime Authority
NMRA	National Medical Regulatory Authority
NPOA	National Plan of Action
NPS	National Payment System
NQI	National Quality Infrastructure
NRC	Norwegian Refugee Council
NTB	Non-tariff Barriers
NTFC	National Trade Facilitation Committee
NTP I	National Transformation Plan
NTRP	Non-Tax Revenue Portal
NTTI	National Telecommunication and Technology Institute
NVCG	National Volunteer Coast Guard
O&G	Oil and Gas
O&M	Operations & Maintenance
OAGS	Office of the Auditor General
OD	Outbound Departure
OEC	Observatory of Economic Complexity
OECD	Organisation for Economic Cooperation and Development
OGS	Off-Grid Solar
OMCs	Oil Marketing Companies
OPEX	Operating Expenditure
OPM	Office of the Prime Minister
OSBP	One Stop Border Post
OSH	Occupational Safety and Health
OSS	One Stop Shop
P&IDs	Piping and Instrumentation Diagrams
PayGo	Pay-As-You-Go

Glossary

Abbreviation / Term	Definition
PBN	Performance-based Navigation
PCA	Product Conformity Assurance
PDC	Public Debt Committee
PDRC	Puntland Development and Research Centre
PEACE	Pakistan & East Africa Connecting Europe
PFDs	Process Flow Diagrams
PFM	Public Financial Management
PGD	Postgraduate Diploma
PhD	Doctor of Philosophy
PIMS	Promoting Inclusive Markets in Somalia
PIT	Personal Income Tax
PIU	Project Implementation Unit
PL	Puntland
PLACE	Pastoralism and Livestock Adaptation to Climate Change in Eastern Africa
PMU	Project Management Unit
PNDCL	Petroleum (Exploration and Production) Law
POS	Point of Sale
PPA	Power Purchase Agreement
PPD	Public-Private Dialogue
PPP	Public-Private Partnership
PRA	Department of Public Registration Automobile
PRA	Pest Risk Analysis
PSA	Production Sharing Agreement
PSM	Problem Solving Meeting
PSMA	Port States Measures Agreement
PSR/SSR	Primary and Secondary Surveillance Radar
PV	Photovoltaics
PVGIS	Photovoltaic Geological Information System
QA	Quality Assurance
QAMF	Quality Assurance and Monitoring Framework
QC	Quality Control
QC & QA	Department of Quality control and Quality Assurance
QFFD	Qatar Fund for Development
QMS	Quality Management System
R&D	Research and Development
RBAC	Role-Based Access Control
RBF	Results-Based Financing

Glossary

Abbreviation / Term	Definition
RCO	Resident Coordinator's Office (of the United Nations)
RDS	Relational Database Service
RE	Renewable Energy
RECOVER	Reducing Communities' Vulnerability to Drought and External Shocks
REE	Renewable Energy Expert
REG	Rwanda Energy Group
REGIDESO	Régie de Production et de Distribution d'Eau et d'Électricité
REIPPPP	Renewable Energy Independent Power Producer Procurement Program
RFF	Rescue Fire Fighters
RFID	Radio Frequency Identification
RFP	Request for Proposal
RIOB	Rape, Indecency, and Offences Bill
RLRP	Rural Livelihood Resilience Program
RMET	Resource Mapping and Expenditure Tracking
RMNCAH	Reproductive, Maternal, Neonatal, Child, and Adolescent Health
ROI	Return of Investment
RON	Research Octane Number
RoO	Rules of Origin
RSO	Regulation and Safety Oversight
RTI	Research Triangle Institute
SAIP	Sustainable Agricultural Intensification for Improved Livelihoods, Food Security and Nutrition Project
SALPA	Somalia Agriculture and Livestock Professional Association
SAN	Storage Area Network
SAR	Search and Rescue
SARIS	Somali Agricultural Regulatory Inspection Services
SARPs	Standards and Recommended Practices
SAT	Site Acceptance Test
SATCOM	Satellite Communications
SATG	Somali Agriculture Technical Group
SBA	Somalia Bankers Association
SBG	Somali Bovine Genetics
SBS	Somalia Bureau of Statistics
SCAA	Somali Civil Aviation Authority
SCADA	Supervisory Control and Data Acquisition
SCI	Save the Children International
SCPZ	Special Crop Processing Zone
SCRP	Somalia Crisis Recovery Project

Glossary

Abbreviation / Term	Definition
SDF	Somaliland Development Fund
SDG	Somali Donor Group
SDRB	Somali Development and Reconstruction Bank
SEAP	Somali Electricity Access Project
SEOCs	State Emergency Operations Centres
SEFA	Sustainable Energy Fund for Africa
SEPAREF	Strengthening Emergency Preparedness and Response to Food Crisis in Somalia
SESRP	Somali Electricity Sector Recovery Project
SET	Somali Energy Transformation
SEZ	Special Economic Zone
SFMIS	Somalia Financial Management Information System
S-FSRP	Somali Food System and Resilience Project
SGP	Singapore
SGR	Standard Gauge Railway
SHACO	Shabelle Agro-Inputs and Consulting Services
SHEFA	Shabelle Fruit Association
SHEHAFO	Sheikh Hashi Foundation
SHIIP	Somalia - Horn of Africa Infrastructure Integration Project
SIDA	Swedish International Development Cooperation Agency
SMA	Somali Maritime Administration
SMA	System, Mess and Anlagentechnik
SMCP	Société Mauritanienne de Commercialisation de Poissons
SMES	Small and Medium Enterprises
SNBS	Somalia National Bureau of Statistics
SNEP	Somalia National Emergency Telecommunications Plan
SNIS	Somali National Infrastructure Strategy
SNTP I	Somalia National Transformation Plan
SOBs	Somali Bureau of Standards
SOBS	Somali Bureau of Standards
SoDMA	Somali Disaster Management Agency
SOMCAR	Somali Civil Aviation Regulations
SOMCAS	Somali Customs Automated System
SOMINVEST	Somalia Investment Promotion Office
SOMMA	Somali Microfinance Association
SONEC	Somalia National Electricity Company
SONOC	Somalia National Oil Company
SOP	Standard of Procedure

Glossary

Abbreviation / Term	Definition
SOPTAP	Somalia Petroleum Technical Assistance Project
SPA	Somalia Petroleum Authority
SPA	Somali Ports Authority
SPA	Stakeholders – Government Authorities
SPS	Somali Payment Switch
SQCC	Somalia Quality Control Commission
SQIP	Somali Quality Infrastructure Development Project
SQL	Structured Query Language
SQM	Square metre
SREF	Sector Recovery Electricity Fund
SSO	Single Sign-On
STEM	Science, Technology, Engineering, and Mathematics
SWALIM	Somalia Water and Land Information Monitoring
SWIOFC	Southwest Indian Ocean Fisheries Commission
SWS	South West State
TA	Technical Assistance
TANESCO	Tanzania Electric Supply Company
TBD	To Be Defined
TE	Terminal Evaluation
TEDs	Turtle Excluder Device
TEG	Triethylene Glycol
TEN	Tweneboa, Enyenra, and Ntomme
TNB	Tenaga Nasional Berhad
TND	Transmission and Distribution
TND Co	Transmission and Distribution Company
TOR	Terms of Reference
TPA	Third Party Administration
TPAO	Turkiye Petrolleri Anonim Ortakligi
TSA	Treasury Single Account
TSNA	Transport Sector Needs Assessment
TVET	Technical and Vocational Education and Training
TWG	Technical Working Group
TWh	Terawatt per hour
UAE	United Arab Emirates
UBC	University of British Columbia
UDHIS	Somali Union Cooperatives Movement
UEGCL	Uganda Electricity Generation Company Limited

Glossary

Abbreviation / Term	Definition
UGD	Undergraduate Degree
UHC	Universal Health Coverage
UK	United Kingdom
UN	United Nations
UNCITRAL	United Nations Commission on International Trade Law
UNCLOS	UN Convention on the Law of the Sea
UNCTAD	UN Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNHCR	United Nations High Commissioner for Refugees
UNHCR	United Nation High Commissioner for Refugees
UNIDO	United Nations Industrial Development Organisation
UNISOM	UN Assistance Mission in Somalia
UNODC	United Nations Office on Drugs and Crime
UNSOM	UN Assistance Mission in Somalia
UNSOS	United Nations Support Office in Somalia
UNWTO	United Nations World Tourism Organisation
USA	United States of America
USAID	United States Agency for International Development
USD	United States Dollar
USSR	Union of Soviet Socialist Republics
VAT	Value-Added Tax
VC	Value Chain
VMS	Vessel Monitoring System
VOR	Very High Frequency Omnidirectional Range
VSAT	Very Small Aperture Terminal
VSLA	Village Saving and Loan Association
WASH	Water, Sanitation, and Hygiene
WB	World Bank
WESCO	Wamo Electricity Supply Company
WFP	World Food Programme
WiMS	Women in Maritime Sector
WIOCC	West Indian Ocean Cable Consortium
WIOSEA	Western Indian Ocean Sustainable Ecosystem Alliance
WTO	World Trade Organisation
WWF	World Wildlife Fund
YoY	Year-Over-Year
YPS	Youth, Peace, and Security

APPENDIX

FMS CONSULTATION REPORT ON NATIONAL TRANSFORMATION PLAN 2025-2029

FMS REPORT

Introduction

The state consultations, were conducted from the 7th to 20th September 2024, took place in the capitals of various states with the primary objectives and focusing on identifying political, social, and economic challenges and exploring opportunities for implementing the NTP 2025-2029. Key stakeholders from various sectors- including government, private sector, Civil Society, and international partners – actively participated, discussing state challenges, priorities, and potential solutions. In addition, also brought together representatives from local districts to discuss issues pertaining states development initiatives, priorities and the inputs towards development area.

These deliberations provided a collaborative platform for stakeholders to voice their outlooks and perceptions on the unique challenges, potentials and facing each state Participants shared insights on prioritizing key areas for development, such as improving governance, enhancing social services, strengthening economic resilience, and addressing security concerns. Additionally, the consultations facilitated the exchange of ideas on potential solutions and initiatives that could drive forward the successful implementation of the NTP, paving the way for a more cohesive and inclusive approach to development.

The Federal Member State (FMS) Consultation Report on the National Transformation Plan (NTP) 2025–2029 reflects a critical component of Somalia's planning and development framework. These consultations aimed to align state-level priorities with the broader national agenda. The discussions were designed to identify political, social, economic, and environmental challenges while proposing actionable solutions to drive sustainable development.

All the state governments in Somalia (Galmudug, South West, Jubbaland, Hirshabelle Banadir and SSC-Khatumo) highlighted that, they face significant political instability insecurity, economic downfalls, and infrastructure challenges. These consultations aimed to understand these challenges and develop a framework for future development.

The consultation aimed at inclusive participation from all society segments, emphasizing, transparency, inclusive decision-making, and identifying policy gaps across all sectors.

FMS consultation report for NTP 2025-2029

Purpose and Objectives

The consultation process was guided by the overarching goal of ensuring inclusivity and transparency in Somalia's development planning. It emphasized capturing the unique needs and perspectives of each federal member state to address pressing challenges, strengthen governance, and foster resilience. Through this initiative, the Government of Somalia sought to engage various segments of society in shaping the National Transformation Plan, ensuring that voices from all regions and demographics contributed to the formulation of sustainable solutions.

Key objectives included:

- Identifying core challenges and opportunities in governance, economic development, social services, and climate resilience.
- Facilitating collaboration between stakeholders to prioritize initiatives aligned with the NTP pillars.
- Promoting inclusive decision-making by integrating feedback from grassroots levels, such as local councils and civil society organisations.

Consultation Methodology

A mixed-method approach was utilized during the consultation process, the methodology included incorporating a variety of techniques to ensure comprehensive data collection and analysis. The consultation also culminated in a validation meeting where presentations facilitated that synthesis both quantitative and qualitative findings, focus groups, and presentations, yielding both quantitative and qualitative insights.

Desk Reviews: a comprehensive pillar desk reviews analysis was undertaken prior to FMS consultation discussions to provide a clear understanding of pillar performance and enabling a thorough identification of existing gaps. It also helped to contextualize the consultations by drawing insights from previous literature reviews, ensuring a more informed and targeted approach to addressing pillar-specific challenges.

Strategic Workshop: A one-day strategic workshop was conducted in each state, bringing together a diverse group of stakeholders, including government officials, private sector, civil society representatives, academics, and delegates from local districts. The primary objective of these workshops was to provide an, induction, introduction and overview of the consultation and structure of the National transformation plan. In this workshop, the NTP pillar leads presented the findings from the prior desk reviews and outlined the methodologies to be employed during the consultation process. This one-day workshop served as a platform to align stakeholders' understanding and ensure informed and collaborative discussions throughout the consultation.

Surveys: An online survey was conducted during the consultation days to collect relevant information about the states and their development priorities. This approach allowed participants to share insights and perspectives on key challenges and opportunities across various sectors, providing valuable quantitative data to complement the qualitative findings from other consultation activities.

Group Discussions: The participating participants were divided into pillar-based groups to ensure comprehensive coverage and in-depth understanding of the overall challenges, priorities, opportunities and strength within the thematic pillars and their respective sub-pillar. These pillar-based groups served as a framework for systematically addressing critical challenges, priorities and solutions for each challenge or priority. The economic pillar was grouped into three main sub-pillar groups including productive sector (mainly agriculture, livestock and fishing); infrastructure (mainly transport, ICT, energy,) and private sector as well. The social and human capital pillar was also grouped into three main sub-pillars including, education, healthcare, social protection, water and sanitation, labor and youth as well as other cross-cutting sector including gender, disability and culture and information sharing. The transformational governance was divided into three main sectors including security and rule of law, inclusive politics and public sector reform. In addition, the environmental and climate resilience pillar wasn't divided into groups but considered one group as the MDAs and other groups busy with environmental and climate resilience pillar are very minimal.

A structured question was provided to describe key challenges, opportunities, and priorities of the relevant sectors in the next 5 years. The participants provided a meticulous input toward existing challenges as per the consultation outcome.

Feedback presentation: In the conclusion of the consultation workshop meetings in the four states and Banadir region at day 4, the NTP facilitators presented the findings of the consultation to the participants including ministries and director generals of each state.

The key representatives attended by federal member state consultation workshops included; -

Government Officials Representatives: Participants from various Ministries, Department and Agencies(MDAs).

Civil Society Representatives: Advocates for community interests and inclusivity in the planning process.

Private Sector Stakeholders: Contributors to discussions on economic transformation and investment needs.

Local Council Representatives: Voices from grassroots governance structures to ensure community-level priorities were captured.

Outcome of the Consultation Workshop

Clan politics plays a major role in the governance, resource distribution, and national cohesion in the state. With the establishment of Somalia's federal system, Galmudug became an official federal member state in 2015. However, weak institutions, limited governance capacity, and continued insecurity have constrained the state's ability to deliver essential services and improve the quality of life.

Quantitative Online Survey Findings

The Federal member state Consultation workshop utilized a two tier' data collection approach. The first layer involved an online survey, with participation from 572 respondents participated from the government, private sector, civil society, academia and district government representatives. The second tier consisted of group discussions from respective MDAs aimed at understanding the specific challenges, priorities, and potential solutions at the level of MDAs.

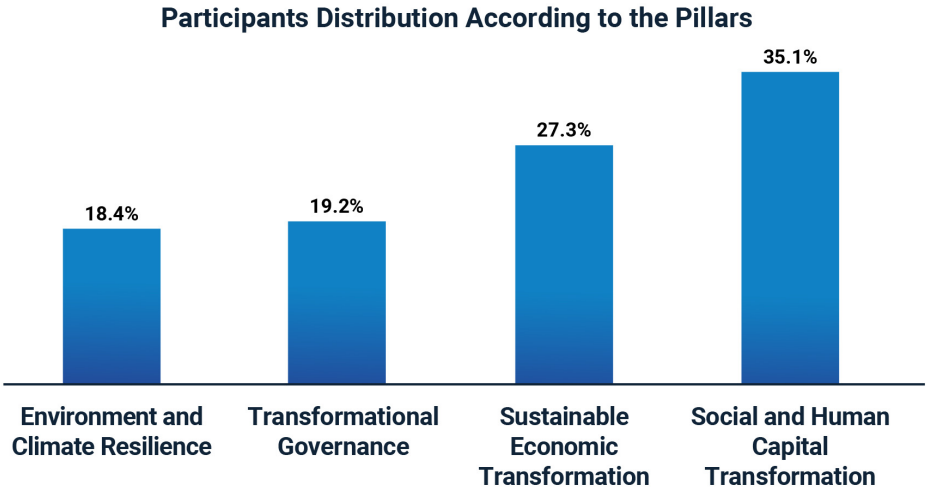


FIGURE 131: ONLINE PARTICIPANTS DISTRIBUTION

The Figure above provides overview of the distribution of number of respondents participated from the online survey across the four pillars of the national transformation plan consultations.

The data reveals distinct levels of engagement for each pillar, highlighting the priorities and interests of participants.

The social and human capital transformation pillar had the highest representation, with 35.1% of respondents aligning their focus with issues such as education, healthcare, and social development. This strong participation underscores the importance placed on addressing challenges related to human capital and social equity within the community.

The sustainable economic transformation pillar was the second most represented, accounting for 27.3% of respondents. This reflects the significance of economic development, particularly in areas such as infrastructure, job creation, and market accessibility, as key drivers for economic transformation and growth.

The transformational governance pillar attracted 19.2% of respondents, indicating notable attention toward governance reforms, institutional strengthening, and enhancing public trust. Participants emphasized the critical role of transparent and accountable governance in achieving long-term stability and development.

Lastly, the environment and climate resilience pillar represented 18.4% of respondents. While having the smallest share, it highlights the recognition of environmental challenges, including climate change impacts, as important considerations for sustainable development.

The respondent's viewpoints illustrate the diverse yet interconnected challenges and priorities across the four of the NTP pillars, with a predominant focus on social and economic aspects, governance and environmental issues emerged as critical enablers that needs attention. Addressing these key enablers effectively is essential to reinforcing and streamlining the priorities within the socioeconomic areas of interest, to ensure a holistic approach to development and sustainability.

Key Challenges Identified During State Consultations

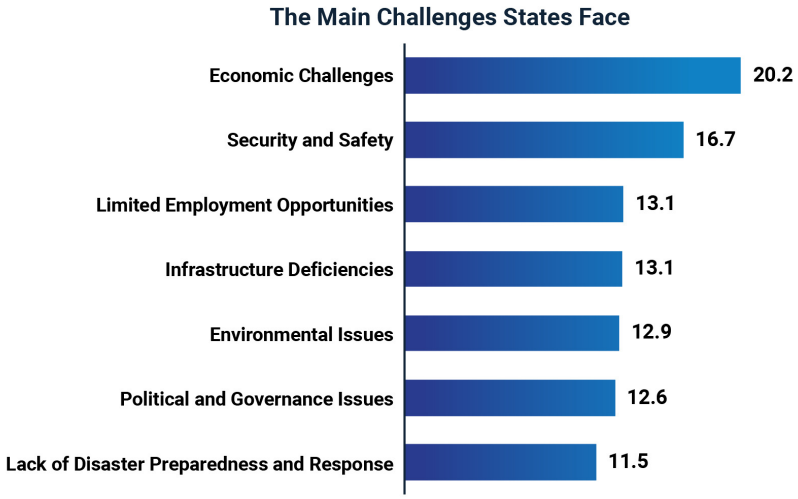


FIGURE 132: KEY CHALLENGES IDENTIFIED

The survey highlighted several pressing challenges faced by the states. These included an economic growth deficit (20.2%), the slow development restricts job creation and broader development. Insecurity and safety concerns were raised significantly (16.7%), and this affected public stability and investment. limited employment and infrastructure deficiencies (both at 13.1%) which constrained progress, affecting access to markets, education and healthcare services. Environmental and climate-related disasters complexities (12.9%), posed risks to both livelihoods and natural resources, necessitating the need for adaptive responses. Political instability and governance issues were also significant (12.6%, with the Lack of Disaster Preparedness and Response Mechanisms governance ranking as the lowest concerns (11.5%). In addition, the intricacies of environmental and climate-related issues (12.9%) sit for risks to both livings and natural resources, stressing the need for adaptive mechanism. In furtherance, political instability and governance concerns also materialized as critical aspect (12.6%), with factors including political improbability and limited governance effectiveness constrained and weakened state institutions capacity.

In the meantime, the lack of disaster readiness and response instruments graded as the nethermost concern (11.5%), though it remains crucial to enhancing resilience against natural and man-made hazards.

The survey also identified key priorities for state development, with governance transformation highlighted as essential for creating transparent and effective institutions. Social and human capital transformation was another priority, aimed at enhancing education, healthcare, and social protections to improve citizens' quality of life. Lastly, climate resilience emerged as a focus, with goals to develop sustainable practices and infrastructure that can withstand environmental challenges and promote long-term stability.

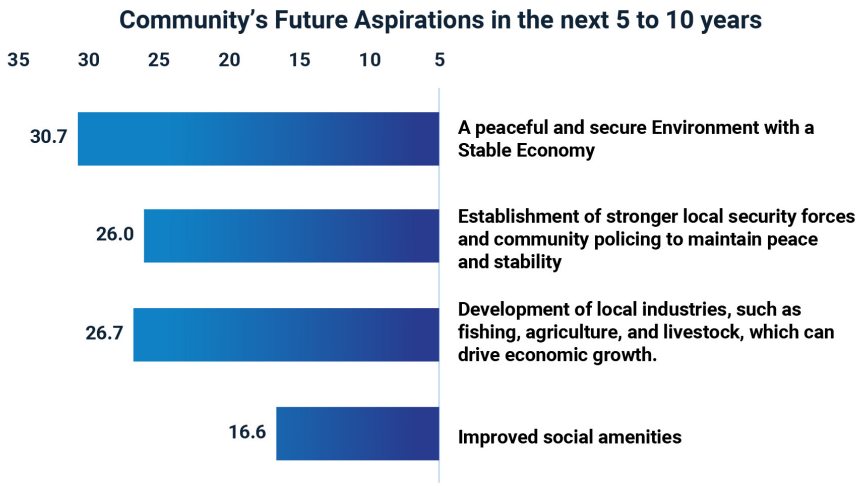


FIGURE 133 COMMUNITY ASPIRATIONS

The online survey participants were invited to share their perspectives on the aspirations priorities for their communities over the next 5 to 10 years. The survey focused, on critical themes, including peace and economic stability, economic development, local security enhancement and social amenities. Their responses revealed a shared vision for progress across these interconnected areas.

A significant portion (30.7%) of the participants expressed a strong desire for peace and economic stability, emphasizing the importance of a secure environment as a foundation for prosperity. They envisioned a future where safety and economic resilience go hand in hand, enabling communities to prosper without fear or disruption.

Another key aspiration (26%) as highlighted by the participants was economic development, with many participants highlighting the need to bolster local industries such as agriculture, fishing, and livestock. These sectors were identified as vital drivers of employment and sustainable growth, essential for building self-reliant and economically vibrant communities.

The enhancement of local security was also a prominent theme (26.7%), of the respondents emphasized the need for stronger local security forces and community policing. Such measures were seen as critical to maintaining peace, addressing safety concerns, and fostering trust between communities and security institutions.

Lastly, participants called for improved social amenities (16.6%), including access to quality education, healthcare, and essential public services. They underscored the importance of infrastructure development in enhancing the overall quality of life and ensuring equitable opportunities for all community members.

These aspirations collectively paint a picture of communities striving for holistic development, prioritizing security, economic opportunities, and social welfare as key pillars of their envisioned future.

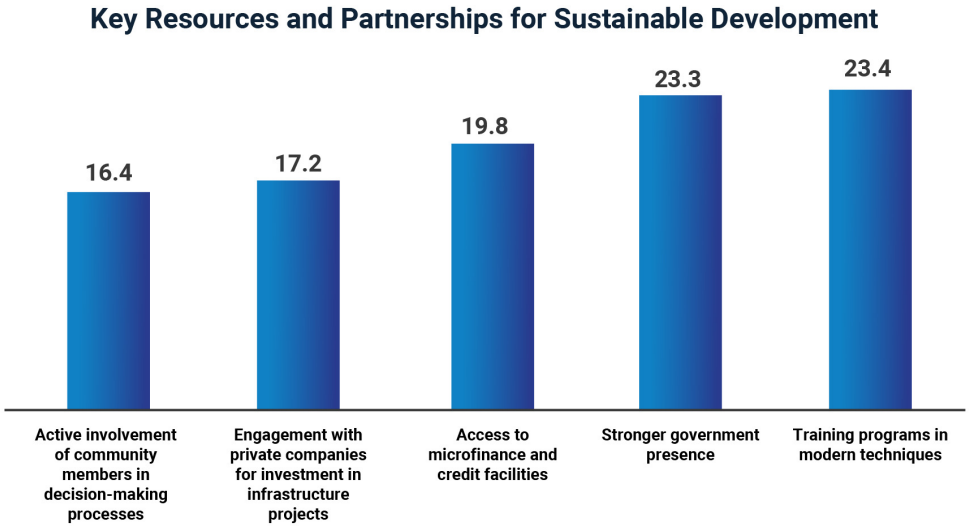


FIGURE 134: KEY RESOURCES AND PARTNERSHIP

In addition, the survey participants were also asked to identify the essential mechanisms needed for sustainable community development. The responses obtained revealed a diverse range of priorities that highlighted the key drivers for progress.

A significant portion (23.4%) of the participants underscored the importance of skills development for the manpower. They highlighted the need for equipping individuals with the knowledge and competencies necessary to enhance productivity and foster innovation across various sectors. Skills development was seen as a cornerstone for empowering communities and driving long-term growth.

following by (23.3%) of the participants stressed the presence of strong governance system is essential for the sustainable community development. The participants pointed out to the role of strong governance as essential part for building trust, ensuring equitable resource distribution, and implementing impactful policies that can create transparent, accountable, and effective environment for development initiatives to flourish.

In addition, (19.8%) of the respondents highlighted the need for access to finance and credit facilities. The participants illustrated access to finance for community is vital too for supporting entrepreneurship that can enable small businesses, and promoting economic activities that can contribute to sustainable development.

In furtherance, (17.2%) of the respondents mentioned the creation of an investment-friendly environment is a good mechanism for attracting both local and international investments. They emphasized the importance of streamlined processes, incentives, and supportive infrastructure to encourage economic growth and job creation.

Finally, (16.4%) of participants underscored the significance of community involvement in decision-making processes. They identified inclusive participation as a key factor in ensuring that development initiatives align with local needs and priorities, thereby fostering ownership and sustainability.

Federal Member States Specific Priorities, Opportunities and Challenges

The National Transformation Plan (NTP) encompasses all regions of Somalia, ensuring inclusivity and equitable development, regardless of their direct participation in the consultation process. For Federal Member States that were unable to engage in the consultations, their existing State Development Plans serves as a foundation for aligning their priorities with the NTP. This approach aims to bridge gaps and integrate diverse regional needs into a unified national framework, reinforcing the principle of leaving no state behind. By leveraging the current development plans of these regions, the NTP seeks to harmonize priorities across all states, fostering collaborative growth and addressing disparities. This inclusive strategy not only strengthens national unity but also ensures that the diverse needs and aspirations of all Somali regions are considered in shaping the country's development trajectory.

1. Somaliland National Development Plan III (2023–2027)

Somaliland has consistently developed national plans to address its development challenges and build a path toward prosperity. The **National Development Plan III (NDP III),** covering 2023–2027, is a medium-term strategy aimed at unlocking the country's potential across all economic sectors to achieve **inclusive, sustainable development and poverty reduction.**

Key Pillars of NDP III

NDP III comprises six foundational pillars, each encompassing specific sub-sectors to address the nation's priorities:

1. Economic Development
2. Infrastructure Development
3. Good Governance
4. Social Development
5. Environmental Protection
6. Judiciary Development

Cost and Financing Framework

The total estimated cost of NDP III is approximately $2,576,140,274 Billion (NDP III, pg. 134) over the five-year period. To ensure efficient resource mobilization and implementation, the government has introduced the National Development Fund (NDF).

National Development Fund (NDF)

The NDF is a transparent and accountable financing arrangement that facilitates the joint funding of priority projects. Key features of the NDF include:

- Collaboration with Development Partners: The government will engage with local and international partners to establish the NDF as a primary financing mechanism.
- Sustainable Resource Alignment: The fund aims to align resources with national priorities, ensuring impactful investments.
- Efficient Resource Utilization: Focused on maximizing results, the NDF emphasizes effective and accountable use of funds.

Specific Challenges and Priorities of NDP III Pillars of Somaliland

Each pillar has its own challenges and priorities, below are described the challenges of each pillar

Economic Developments: The specific challenges of this pillar include the following, low productivity, food insecurity, limited market access and poor infrastructure, overdependence of export of livestock, subsistence farming, underutilization of marine resources, lack of investment of productive sectors and limited industrial capacity.

Infrastructure Development: The specific challenges of this pillar include the following Poorly maintained road networks, Low internet penetration, Inadequate digital literacy, Limited access to affordable electricity and overreliance on non-renewable energy.

Good Governance; - The specific challenges of this pillar include the following, Weak accountability mechanisms, widespread corruption, Limited capacity institutional at all levels, limited service delivery governance decentralization and loose government institution structures resource allocation.

Social Development; - limited accessibility of quality education, Inadequate service providers' infrastructure in rural areas. High maternal and infant mortality, Limited access to healthcare services, high vulnerability and community livelihoods, Lack of safety nets and high unemployment rate and youth migration issues.

Judiciary Development; Outdated legal frameworks, Limited access to justice systems in rural areas, Inconsistent enforcement of laws, Inadequate training for judicial staff, low justice system discipline and Lack of modern court facilities.

Environmental Protection; Increased frequency of droughts, Severe land degradation, Loss of wildlife habitats, and Illegal logging and charcoal trade.

National Flagship Programmes (NFPs)

To respond above-mentioned challenges under each pillar and achieve the objectives and outcomes of NDP III, the government, private sector and development partners will jointly design and implement **National Flagship Programmes (NFPs).** These programmes will include well-defined plans, budgets, implementation arrangements, and committed financing. The NFPs are structured to address the following priority areas:

1. Boosting Economic and Private Sector Development

o Expanding opportunities created by significant private sector investments.

o Leveraging the multiplier effects of these investments to stimulate economic growth.

2. Improving Resilience and Livelihoods

o Enhancing the adaptability and productivity of agro-pastoral and pastoral communities.

o Addressing vulnerabilities to climate change and recurring droughts through sustainable solutions.

3. Developing Climate-Smart Infrastructure

o Partnering with local governments and the private sector to build sustainable infrastructure.

o Improving access to affordable services critical for economic value chains, including energy, water, roads, ICT, and markets.

4. Accelerating Decentralization Support

o Strengthening governance at local levels by broadening support for the decentralization process.

o Building on the progress achieved through the UN Joint Programme on Local Governance (JPLG).

2. Puntland State

Puntland state is in the process of developing its fourth State Development Plan, which reflects a commitment to aligning regional priorities with the broader goals and pillars of Somalia's National Transformation Plan (NTP). The timing and thematic priorities of this plan demonstrate a strategic integration with the NTP, fostering coherence and national unity in development efforts. The Puntland State Development Plan is organised around five critical pillars:

1. Inclusive Politics, Democratization, and Governance: Emphasizing political inclusivity, democratic principles, and effective governance structures to ensure the participation of all stakeholders in decision-making processes.

2. Security, Justice, and Rule of Law: Strengthening security institutions, promoting justice, and ensuring adherence to the rule of law as a foundation for stability and sustainable development.

3. Economic Development: Focusing on economic growth through investment in key sectors, fostering entrepreneurship, and creating job opportunities to enhance livelihoods.

4. Social Service Development: Prioritizing access to quality education, healthcare, and other essential social services to improve the well-being of Puntland's population.

5. Climate Action and Environmental Protection: Addressing climate challenges and promoting sustainable environmental practices to mitigate risks and protect natural resources for future generations.

Other FMS Consultation Findings

3. Jubbaland State

Specific Challenges and priorities for Jubbaland State

Pillar	Challenges	Priorities
Transformational Governance	Poor infrastructure and limited accessibility due to insecurity.	Construct and renovate infrastructure, for public sector operations and strengthen and decentralize governance Scale up security forces with gender inclusivity and provide modern security equipment.
	Prolonged clan conflicts, limited national cohesion and inadequate public trust	Establish social and political reconciliation initiatives and strengthen civic engagement
	Limited resources and and weak state institutions.	Enhance institutional capacity through training, better resource allocation, and technology integration.
	Absence of decentralized systems and harmonized policies.	Develop and implement decentralized systems and harmonized policies by establishing a framework for coordination between federal and state governments
	Limited Access to justice	Strengthen justice systems by decentralizing courts and providing legal aid services.
Sustainable Economic Transformation	Poor infrastructure, including inadequate port facilities and transportation networks.	Expand and modernize infrastructure, including ports, roads, and warehouses.
	Limited productivity in agriculture and livestock sectors due to insufficient irrigation infrastructure and inadequate disease control measures.	Boost agriculture and livestock sectors through better irrigation and disease control.
	Limited access to markets, credit, and technology.	Strengthen public-private partnerships and implement policies for small businesses.
	Environmental degradation, droughts, and floods affecting productivity.	Promote value-added industries and diversify exports, particularly in fisheries and agriculture
	Weak institutional frameworks for resource management and industry regulation.	Enhance renewable energy projects and create industrial zones for economic growth.
Social and Human Capital Transformation	Limited access to education and healthcare due to inadequate funding and facilities.	Construct and rehabilitate schools, health centres, and vocational training facilities.
	High levels of unemployment and insufficient vocational training opportunities.	Expand vocational training and create employment opportunities by fostering entrepreneurship and supporting small and medium-sized enterprises (SMEs).
	Vulnerable populations, including IDPs, women, and youth, face barriers to essential services.	Expand social protection programs for IDPs and marginalized groups. Increase education access for out-of-school children and support children with disabilities.
	Poor water and sanitation infrastructure exacerbated by climate change impacts.	Invest in water and sanitation infrastructure to improve community health and resilience.
Environment and Climate Resilience	Widespread deforestation, soil erosion, and invasive species degrading the environment.	Strengthen enforcement of environmental laws and scale up reforestation initiatives.
	Weak coordination between federal and state governments on environmental policies.	Establish a clear framework for collaboration and communication between federal and state governments on environmental policies
	Limited water resources and reliance on water trucking during droughts.	Develop sustainable water sources, including rainwater harvesting and rehabilitating wells.
	Insufficient waste management systems and lack of public awareness of environmental issues.	Address invasive species and adopt sustainable land and resource management practices.
		Build climate-resilient infrastructure and implement early warning systems for natural disasters.

5. Galmudug State

Specific Challenges and Priorities for Galmudug State

Pillar	Challenges	Priorities
Transformational Governance	Weak institutional capacity and inadequate resources. Proliferation of arms and inter-clan conflicts. Lack of public trust in governance and legal systems. Political instability and limited decentralization.	Strengthen security forces and enhance operational capacity. Mediate and reconcile inter-clan disputes. Improve public service delivery and decentralize governance to local levels. Promote accountability and transparency.
Sustainable Economic Transformation	Poor infrastructure, including roads and ports. Limited market access for agriculture and livestock. Insecurity impacting trade and investments. High unemployment and outdated farming techniques.	Develop and modernize infrastructure, including roads and energy systems. Promote value-added industries in agriculture and fisheries. Support small businesses with access to financial services. Encourage public-private partnerships.
Social and Human Capital Transformation	Limited access to healthcare, education, and water services. High school's dropout rates, especially among girls and marginalized groups. Lack of skilled professionals in key sectors.	Invest in education and vocational training and increase healthcare facilities and recruit medical professionals. Strengthen social protection programs for vulnerable groups. Improve water and sanitation infrastructure.
Environment and Climate Resilience	Recurring droughts, floods, and deforestation. Poor water management and environmental degradation. Climate-induced conflicts and loss of biodiversity.	Promote reforestation and renewable energy projects. Develop sustainable water management systems. Enhance disaster preparedness and early warning systems. Support eco-tourism and climate resilience programs.

7 Hirshabelle State

Pillar	Challenges	Priorities
Transformational Governance	Reconciliation and Peacebuilding Political disagreement on power sharing (presidency) and location of the state Lack of financial and logistical resources in the establishment of local council for all districts No fair access to justice especially on land disputes Hirshabelle state does not have functional prison for inmates Insecurity posed Al shabaab affecting large swathe of Hir-shabelle State especially on major supply routes and rural areas.	To conduct a state-wide civic education on peaceful co-existence by employing the media and peace caravans To accelerate the formation of more local government in all areas liberated from As-Shabaab Reconciliation between clans before establishing district and local councils To recognize "Alternative Dispute Resolution" (ADR) mechanism in traditional conflict management and officialise it in judicial court Transparency and accountable framework Establishment of locally recruited security forces (Darwish) with organised command and control structures
Sustainable Economic Transformation	Poor Road connectivity Lack of proper water harvesting mechanisms Limited technical know-how of commercial farming Continuous climate induced shocks Limited rangeland management practices Limited cold chain facilities Electricity prices are so high- -0.6 per kwh Limited Trade regulations and frameworks	Water resource management Capacity development on farming practices Introduction of climate resilience crops and other disaster risk reduction knowledge and tools. Develop Livestock investment strategies Investment Cold chain facilities Introduction of alternative energy sources Development of trade regulations
Social & Human Capital Transformation	No access to education in many areas of the state due to security No sufficient budget for education High student dropout rate particularly girls, disabled, and marginalized groups. Limited Medical supply and equipment and low capacities at health sector professionals	Improve access to primary education in recently liberated areas and rural areas Resource mobilizations and budget allocations form educational development Financial support to low-income families, especially people with special needs Increased health sector capacities through recruitment of experienced doctors and other health professionals
Environment & Climate Resilience	Frequent floods Recurrent droughts Less rain Problem of farming due to climate changes Increased IDPs Displacement caused by floods and drought	Create climate change mitigation and adaption mechanisms Rehabilitate river culverts, especially China and Sabuun Build water dams for farming during the drought seasons Rehabilitate the river, bridges, etc. Dig or rehabilitate wells to mitigate drought. Raise awareness on tree plantation and halting tree cutting

5. Banadir Regional Administration

Challenges and Priorities for Banadir Regional Administration

Pillar	Challenges	Priorities
Transformational Governance	Weak institutional frameworks, Inadequate local governance and decentralization and limited resources. Prolonged clan conflicts and political instability. Poor public trust in government institutions. Security challenges including Al shabaab threats.	Strengthen institutional capacity through training and resource allocation. Decentralize governance and improve public service delivery. Promote reconciliation and peacebuilding initiatives. Enhance security operations, including local police recruitment
Sustainable Economic Transformation	Poor infrastructure including roads and energy systems. Limited access to markets for agricultural and livestock products. High unemployment and outdated farming techniques. Vulnerability to economic shocks and climate risks.	Invest in infrastructure development, including transportation and energy. Support agricultural and livestock value chains. Create employment opportunities through vocational training. Promote public-private partnerships and investment in local industries.
Social and Human Capital Transformation	Limited access to healthcare and education services and Poor quality of public services facilities. High rates of unemployment among youth and women. Vulnerable populations face barriers to essential services.	Expand healthcare and education facilities in underserved areas. Strengthen social protection programs for marginalized groups. Invest in vocational training and youth empowerment initiatives.
Environment and Climate Resilience	Recurring droughts, floods, and soil erosion. Deforestation and environmental degradation. Limited water management systems. Lack of disaster preparedness and response mechanisms.	Develop water management and conservation systems. Promote reforestation and sustainable land management practices. Implement early warning systems for natural disasters. Support community-based initiatives for climate adaptation and resilience.

6. SSC-Khatumo Administration

Challenges and Priorities for SSC-Khatumo

Pillar	Challenges	Priorities
Transformational Governance	Limited trust in governance structures. Weak security coordination and insufficient equipment for security forces.	Strengthen local governance through training and infrastructure. Enhance security coordination and provide better equipment.
	Inadequate judicial facilities and lack of legal frameworks. High community mistrust due to clan conflicts.	Build judicial infrastructure and implement alternative dispute resolution mechanisms. Promote inclusive reconciliation efforts.
Sustainable Economic Transformation	Poor infrastructure for agriculture, energy, and trade. Limited market access and weak livestock management.	Invest in transport, agriculture and energy infrastructure. Promote smart farming and livestock management. Establish trade hubs and value chains.
	Limited fishing and natural resource exploitation. Weak regulatory frameworks for trade and energy sectors.	Enhance fisheries with modern technologies. Develop and enforce trade and resource management laws.
Social and Human Capital	Poor access to education in rural areas. Limited healthcare services and poor infrastructure.	Expand education infrastructure and train more teachers. Establish state hospitals and improve healthcare accessibility.
	High youth unemployment and lack of vocational training. Limited social protection services.	Create vocational training programs and job creation initiatives. Develop social protection systems for vulnerable groups.
Environment and Climate Resilience	Deforestation, soil erosion, and climate shocks. Water scarcity and poor waste management.	Reforest and manage invasive species. Implement water conservation techniques and develop sustainable land management practices.

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