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Country programme document for Somalia (2026-2030)

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I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. Somalia is strategically located across the Horn of Africa, with a vibrant and youthful population of 19 million (2024)[1] and a rich cultural heritage. The country has made notable strides in consolidating the federal system, stabilizing the political and security environment, and advancing institutional reforms. The United Nations Security Council lifted the 31-year-old arms embargo on Somalia in December 2023. The 2024 constitutional amendments marked an important step toward strengthening democratic governance, introducing provisions for direct presidential elections by universal suffrage and transitioning to a multi-party-political system. The government has restored state authority in areas previously held by Al-Shabaab, although the group continues to maintain control and a parallel governance system in some parts of the country. These gains have been achieved despite enduring challenges, including the legacy of conflict, complex clan-based social structures, and vulnerability to climate shocks. Further efforts are needed to clarify the division of powers, resources, and responsibilities among different levels of government.

2. Somalia remains a fragile state, facing interconnected political, security, economic, social, and environmental challenges, including climate vulnerability. The weak presence of state institutions in some regions undermines their effectiveness and credibility and enables non-state actors and extremist groups to fill governance gaps. This undermines economic growth, deters private investment, restricts mobility, and limits delivery of basic public services, especially for marginalized populations, including internally displaced persons (IDPs), women, and pastoralists. While Somalia continues to make progress in strengthening the formal justice system, institutional capacity remains limited, and public perceptions of corruption underscore the need to deepen ongoing reforms. The United Nations Common Country Analysis for Somalia (UNCCA, 2025) stresses that stronger governance is a prerequisite for meaningful progress across all development priorities.

3. Somalia achieved a historic milestone in December 2023 by reaching the Heavily Indebted Poor Countries (HIPC) Initiative Completion Point, resulting in total debt service savings of over $4.5 billion. This, together with Somalia's admission to the East African Community (EAC) in November 2023, is expected to unlock substantial financial resources to boost economic growth and create jobs. Somalia has a market-oriented economy with high levels of entrepreneurship, though it lacks a conducive business environment. The private sector, which drives 95 per cent of job creation, is vital for economic growth. The largest economic sectors are livestock, accounting for 40 per cent of Gross Domestic Product (GDP) and 65 per cent of export earnings, and services, led by telecommunications and fuelled by remittances. GDP growth has been modest, averaging 2 per cent between 2018 and 2023.[2] The country relies heavily on official development assistance, estimated to represent two-thirds of the federal budget, reinforcing its fragile economic base.

4. Around 54 per cent of Somalis live below the national poverty line, and over 67 per cent are multidimensionally poor, lacking access to education, health care, and adequate living conditions.[3] About 3.8 million people (20 per cent of the population) live in IDP camps, including around 2 million displaced near major towns, representing the poorest segment of the population.[4] Marginalization and political, economic, and social exclusion based on identity, class, clan affiliation, geography, gender, disability, and displacement status are

[1] World Bank Development Indicators Online Database.
[2] United Nations Common Country Analysis for Somalia(2025).
[3] Somalia National Bureau of Statistics 2023, Somalia Poverty Report https://nbs.gov.so/wp-content/uploads/2024/08/Somalia-Poverty-Report-2023.pdf.
[4] United Nations Common Country Analysis for Somalia (2025).

systemic and deep-rooted. Conflict and successive humanitarian crises have exposed Somali women and girls to heightened insecurity, including sexual violence and child marriage.

5. Somalia is extremely vulnerable to the impacts of climate change. Climate-induced shocks, such as alternating severe floods and droughts, not only push people into poverty but also lead to further displacement. The 2016 and 2022 droughts caused GDP contractions of 2.5 per cent and 1.7 per cent, respectively. Climate fragility is increasingly seen as a conflict multiplier, heightening tensions over land, water, and resources. National capacity to manage environmental degradation and address climate challenges remains limited, increasing vulnerability and slowing progress toward sustainable development. Nonetheless, Somalia outlined ambitious targets for emissions reduction by 2030 in its updated Nationally Determined Contribution (NDC) of June 2025.[5]

6. The UNDP country programme (2021-2025) is expected to reach a delivery of $242 million by December 2025. UNDP has played a vital role in strengthening the foundations of a functioning federal system, working under the leadership of the Deputy Special Representative of the Secretary-General/Resident Coordinator (DSRSG/RC), and in close collaboration with the United Nations Country Team (UNCT), Somali stakeholders, and development partners. In collaboration with the United Nations Human Settlements Programme (UN-Habitat), the United Nations Children's Fund (UNICEF), and the International Organization for Migration (IOM), UNDP provided technical expertise to strengthen local governance systems, supporting the implementation of public financial management systems, promoting citizen engagement, developing frameworks for infrastructure projects, establishing district councils, and supporting the creation of local governance training institutes. Together with the United Nations Transition Mission in Somalia (UNTMIS), formerly the United Nations Assistance Mission in Somalia (UNSOM), UNDP helped refocus the security sector’s institutional development on a more community-centred approach, enhancing coordination between federal and state authorities and supporting local actors in adopting people-first policing models.

7. UNDP, in partnership with UNTMIS, the United Nations Office on Drugs and Crime (UNODC), Somalia’s Ministry of Justice and Constitutional Affairs, and the Supreme Court of Somalia, facilitated the institutionalization and capacity-building of informal alternative dispute resolution mechanisms, expanding access to justice for women, IDPs, and other marginalized groups, while reducing tensions at the local level. Across Somalia, 17 women’s networks were formed, bringing together over 250 members to facilitate dialogue on gender issues and foster collaboration with justice and security actors. The Peace Working Group, established in 2023 under the leadership of the Government and supported by UNDP, brings together men and women from civil society organizations (CSOs), IDPs, youth, traditional elders, and religious leaders to resolve community-level disputes. These groups, established across the country, address local conflicts, including gender-based violence (GBV) cases, offer legal aid, counselling, and referral services, escalating disputes to relevant legal authorities when necessary.

8. UNDP supported the Somalia National Bureau of Statistics in launching and validating the country’s first Multidimensional Poverty Index (MPI) report, the Voluntary National Review (VNR) report and the Sustainable Development Goals (SDGs) Goal Tracker 2.0. The MPI will support monitoring of the National Transformation Plan 2025-2029 and track progress across key sectors. Alongside the introduction of the Human Development Index (HDI) and Gender Parity Index, these efforts position Somalia to rejoin global reporting frameworks after more than three decades. In response to climate-related fragility, UNDP facilitated access to clean and sustainable energy for more than 20,000 households—95 per cent of them female-led—reducing deforestation and creating employment opportunities in

[5] Ibid.

renewable energy value chains. UNDP partnered with the Ministry of Energy and Water Resources (MoEWR) and the Somali Disaster Management Agency (SoDMA) to establish the National Hydro-Meteorological Service and the National Multi-Hazard Early Warning Centre. These systems deliver critical weather forecasts and early warnings to over 525,000 agro-pastoralists. In collaboration with MoEWR, UNDP also supported the revision of national disaster risk reduction strategies and the launch of Somalia's first master's programme in integrated water resource management (IWRM). Through nature-based solutions and climate-smart infrastructure, UNDP improved water access and resilience for more than 111,000 households and rehabilitated over 6,285 hectares of rangeland. By the end of 2024, nearly 300,000 people (2 per cent of the population) had benefited from enhanced water systems.

9. The Somalia National Transformation Plan (NTP) 2025-2029 aligns with the Somalia Centennial Vision 2060 (CV2060) and envisions a country with stable and inclusive governance, anchored in the rule of law and a thriving, sustainable economy that provides quality services and promotes the well-being of its citizens. The NTP 2025-2029 is structured around four key pillars: 1. Transformational governance; 2. Sustainable economic transformation; 3. Environment and climate resilience; and 4. Social and human capital transformation. In line with the NTP 2025-2029, the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2026-2030 proposes four outcomes that directly address these pillars.

10. The independent country programme evaluation (ICPE) of the country programme document (CPD) for 2021-2025 underscores the need to strike a better balance between demand-driven programming and addressing the root causes of structural challenges to foster systemic transformative and sustainable change. While the current broad programme framework has allowed UNDP to implement a wide range of needed interventions, it has also led to fragmented interventions and outputs and limited outcome-level impact. The evaluation therefore calls for greater focus and strategic selectivity in future interventions.

11. UNDP will leverage the six signature solutions of the UNDP Strategic Plan, 2022-2025, and the 2030 Agenda for Sustainable Development—poverty and inequality, governance, resilience, environment, energy, and gender equality enhanced by three enablers: strategic innovation, digitalization, and development financing. UNDP Somalia will embrace a systems-driven, integrated-portfolio approach to contribute to the UNSDCF outcomes. The country programme will focus on two interconnected pathways: (a) strengthening the social contract and enhancing democratic governance anchored in transparent and accountable systems; and (b) enabling inclusive, climate-resilient, and sustainable economic diversification, and livelihoods generation. These pathways were identified through extensive stakeholder consultations and are fully aligned with Somalia's NTP.

12. In coordination with the Ministry of Planning, Investment and Economic Development (MoPIED), UNDP will work closely with the UNCT, national stakeholders, and development partners to strengthen the social contract and address systemic governance deficits through inclusive governance, equitable service delivery, and civic engagement. UNDP will also support economic diversification and foster private sector growth to enhance livelihoods generation and youth employment. These efforts will help reduce aid dependency, boost economic growth, and foster resilience, stability, and peace. In doing so, UNDP will address the root causes of protracted fragility while responding to immediate needs, shrinking development assistance, and evolving national priorities, in line with the ICPE recommendations. The approach will also enhance UNDP contribution to the UNSDCF outcomes, while maintaining agility in a complex and rapidly changing environment. Furthermore, it will reinforce the role of UNDP as an ecosystem catalyst, leading the integration of humanitarian and development approaches and convening a wide

range of partners across the humanitarian-development-peace nexus to drive collective impact. The CPD is intentionally non-prescriptive, allowing space for new interventions to emerge in response to evolving needs and opportunities, while remaining guided by the overarching strategic direction and pathways to ensure coherence and adaptability.

II. Programme priorities and partnerships

13. The country programme and theory of change are grounded in the UNSDCF, 2026-2030, and were developed jointly with government institutions, civil society, women and youth organizations, and the private sector through a broad consultative and participatory process to ensure that key national priorities are addressed. Extensive consultations included national stakeholders, development partners and United Nations entities.

14. The UNDP strategy is built on six guiding principles:

(i) Balancing upstream and downstream engagements and adopting a people-centred, flexible, agile, and adaptive programming approach to maximize impact and mitigate risks;

(ii) Supporting agents of change to promote human rights, gender equality, transparency, and the rule of law, while transforming institutions and influencing social, political, and economic systems over time;

(iii) Applying inclusive people-centred, participatory approaches that engage all stakeholders and ensure national ownership, leadership, and sustainability;

(iv) Ensuring a human rights-based approach to promote forward-looking programming and compliance with "do no harm" principle;

(v) Integrating South-South and triangular cooperation into policies, programmes, strategies, and other planning instruments, and leveraging the South-South Global Thinkers initiative to maximize knowledge-sharing; and

(vi) Embracing innovation through digital transformation, non-traditional financing mechanisms, flexible and agile delivery mechanisms, new partnership modalities and expanded partner networks.

15. In line with ICPE recommendations, the theory of change of the country programme is based on the premise that targeting key leverage points and system drivers, disrupting negative feedback loops[6] and fostering positive feedback loops[7] will generate lasting, transformative system changes. Such durable shifts will continue to drive the desired outcomes, reducing multidimensional vulnerabilities and enabling sustainable peacebuilding. By adopting a system-driven, portfolio-based approach, UNDP will enhance sustainability beyond the country programme's lifecycle. The programme will focus on two interconnected pathways, identifying key leverage points where UNDP's interventions are not only needed but can also generate the greatest transformational impact, with direct contributions to UNSDCF outcomes 1 and 2 and indirect contributions to outcomes 3 and 4.

Pathway 1: Fostering sustainable peace and reducing governance fragility

16. UNDP will leverage its comparative advantage and expertise, as documented by ICPE and national stakeholders' testimonies, in designing integrated solutions to enhance inclusive participation in decision-making and governance processes, particularly for women, youth, persons with disabilities, IDPs, and other marginalized groups. These efforts will strengthen

[6] E.g., resources-based conflict, recruitment by armed groups and illicit activities due to lack of livelihoods opportunities and the disconnect between federal and local government institutions and citizens.
[7] E.g., local peace agreements, constitutional reform, consensus building, domestic trade and economic interdependence.

platforms for civic engagement and inclusive peacebuilding, thereby reinforcing the social contract. They will also help address longstanding and emerging grievances and support the prevention of violent extremism (output 1.3) through advocacy, capacity-building, and access to global knowledge and best practices. Concurrently, UNDP will scale up efforts to bring the State closer to its citizens by supporting decentralization, SDG localization and enhancing local service delivery, particularly for women, IDPs, persons with disabilities, and marginalized and conflict-affected groups and communities. UNDP will also scale up efforts toward enhancing gender equality and human rights.

17. Building on past results and lessons learnt, UNDP will continue to promote integrated and inclusive security and rule of law systems at all levels to ensure equitable access to justice and protection of human rights for all, particularly women, IDPs, and marginalized groups, and to respond effectively to GBV and other human rights violations (output 1.1). These efforts aim to advance human rights and gender equality and enhance public trust in the judiciary, security, and governance institutions.

18. UNDP will support national, state, and local governance systems to implement inclusive and transparent democratic processes, advance gender equity and drive sustainable, inclusive economic growth (output 1.2). In the short to medium term, this will involve strengthening legal, policy and institutional frameworks through advocacy and functional reviews. Over the longer term, UNDP will promote civic education and democratic principles in school curricula, address hate speech and radicalization, and enhance the capacities of networks of change agents engaged in mediation and conflict resolution. These efforts aim to promote a societal and cultural shift towards valuing freedom, democracy, and the rule of law, while strengthening institutional accountability, transparency, and integrity. To this end, UNDP will:

(i) Leverage its trusted partnerships with national stakeholders, its global peacebuilding expertise, and the experience of UNTMIS in stabilization to enhance democratic governance and political stability. This will include support for negotiations and consensus-building on contested issues, including the electoral process and the finalization and adoption of the revised constitution;

(ii) Partner with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to advance implementation of Security Council resolution 1325 (2000) on Women, Peace, and Security, and the targets under SDGs 5, 10 and 16, through targeted interventions, while supporting the UNTMIS draw-down;

(iii) Strengthen locally owned and led mechanisms for conflict prevention, resolution, and reconciliation to prevent and manage conflicts, violent extremism, and mobilization by armed groups, in collaboration with UNTMIS, UNODC and UN-Women, leveraging their technical expertise and networks;

(iv) Build on partnerships with UNICEF, UNTMIS, UN-Women, IOM, and UNODC to apply innovative solutions to support justice and security sector reform, enhancing access to justice, and promoting community-oriented policing models, including through advocacy, and strengthening of legislative frameworks and institutional capacities;

(v) Prioritize and enhance the participation of youth, women, IDPs, persons with disabilities, and other marginalized groups in governance, economic empowerment, climate resilience, and peacebuilding initiatives; and

(vi) Promote digitalization and a long-term mentoring approach to capacity-building, aligning national systems with international standards to improve accountability and advance human rights and women’s rights principles as well as gender justice.

19. The induced system-wide changes will maximize the overall impact of the programme and strengthen its contribution to UNSDCF outcome 1: *"Somali people actively engage, participate in and benefit from inclusive and accountable governance, a decentralized federal system that upholds the rule of law, ensures safety and peace, delivers services effectively and transparently, and safeguards gender equality and human rights."*

Pathway 2: Addressing economic fragility and climate vulnerability.

20. Pathway 2 will focus on expanding diversified and sustainable economic opportunities and boosting the capacities of youth, women, IDPs, persons with disabilities, and other marginalized groups to participate in economic life (output 2.1). It will include enhancing inclusive and innovative financing mechanisms to improve access to financial services for micro-, small, and medium-sized enterprises (MSMEs), youth, and women entrepreneurs (output 2.2). Beyond reducing poverty and socio-economic exclusion, these efforts will mitigate threats to peace and reconciliation posed by resource-based conflicts and the lack of access to services and livelihood opportunities. At the same time, UNDP will advance the integration of sustainable and resource-efficient policies and practices across key sectors to optimize the use of land, water, and energy, thereby enhancing climate resilience and long-term economic and environmental sustainability (output 2.3). UNDP will pursue these objectives by targeting the following system drivers:

(a) Area-based integrated programming, particularly in conflict-affected and marginalized communities, through a package of sustainable local development and climate-resilient, renewable-energy and nature-based solutions. The package will include critical infrastructure, inclusive essential service delivery, digitalization, capacity strengthening and livelihood-generation support.

(b) Public sector reform and new value-chain development in key sectors, including the green, blue and circular economies, in close collaboration with the World Bank and the African Development Bank (AfDB), to capitalize on the HIPC completion in 2023 and support Somalia in unlocking and effectively utilizing potential resources.

(c) Private sector growth and job creation, particularly for MSMEs led by women, youth, persons with disabilities, IDPs, and other marginalized groups, by creating an enabling environment and incentive structures conducive to private sector growth and improving business and regulatory frameworks.

(d) Entrepreneurship ecosystem development, through enhanced access to innovative digital solutions, mentoring, incubation and regional, South-South and triangular cooperation, alongside support to cooperatives and community-based organizations, IDPs, PWDs, women and youth in business to enhance access to shared resources and livelihood opportunities.

(e) Civil society engagement, by upscaling support for civil society actors to participate in local development and governance processes, and strengthening their organizational capacities, accountability mechanisms, and collaboration with local authorities and stakeholders.

(f) An all-of-society approach to promote behavioural change and accelerate a clean energy transition through increased renewable-energy investments, particularly in vulnerable communities,[8] while supporting the valuation and protection of natural capital, including biodiversity.

(g) Leveraging the role of UNDP as a knowledge-based organization to boost advocacy and awareness through the production and dissemination of policy-oriented analysis.

[8] E.g. mini-grids, rooftop-solar-application and agricultural solar-powered water-pumping.

(h) Strengthening institutional capacities at federal, state and local levels to devise cross-sectoral, risk-informed, evidence-based and gender-responsive economic and social policies that foster inclusive and diversified growth while addressing challenges at the nexus of energy, food security and sustainable natural resource management. Building on prior success, UNDP will continue to strengthen the National Bureau of Statistics to enhance data availability and accessibility.

(i) Climate change adaptation and mitigation, through technical and coordination support, capacity-building and embedding technical expertise in national institutions.

(j) Supporting the Government toward digitalization and e-governance, including public-private partnerships. This will include promoting the use of digital tools, including satellite and geospatial mapping, for improved information sharing and decision-making.

21. To this end, UNDP will capitalize on its expertise in designing multidimensional, integrated solutions, and leveraging global knowledge and best practices, while deepening collaboration with the Green Climate Fund (GCF), the Global Environment Facility (GEF), and the Adaptation Fund. Partnerships will also draw on South-South cooperation providers, IOM for displacement-related interventions, the World Bank and AfDB for economic stabilization, and UNICEF to enhance education quality and statistical capacity (e.g., Multiple Indicator Cluster Survey (MICS)). UNDP will continue to collaborate with the United Nations Volunteers (UNV) programme to advance youth capacities, with the United Nations Capital Development Fund (UNCDF) on financial inclusion, with UN-Women on women's economic and political participation, with the Food and Agriculture Organization of the United Nations (FAO) on sustainable agriculture and livestock development, and UN-Habitat on sustainable settlements and community-based climate resilient solutions.

22. The collective efforts and induced system-level changes will maximize UNDP contribution to UNSDCF outcome 2: *"By 2030, Somalia's economy is transformed through increased productivity and climate resilience in green and blue economy sectors such as agriculture, livestock, and fisheries; enhanced SDG-aligned investments in MSMEs and infrastructure; and equitable access to employment, decent work, entrepreneurship, and future-ready skills for women, youth, and marginalized groups—contributing to inclusive and sustainable agrifood systems, economic growth, food security, and livelihoods."* These efforts will address a wide array of root causes of resource-based conflicts, enhance social cohesion and contribute to the reduction of social and economic exclusion, particularly for women, youth, IDPs, PWDs, and other marginalized groups. They will also expand access to sustainable livelihoods as alternatives to illicit activities and armed mobilization, thereby reinforcing pathway 1 and indirectly contributing to UNSDCF outcome 1.

III. Programme and risk management

23. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels are defined in the Programme and Operations Policies and Procedures and the Internal Control Framework.

24. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme to enable response to force majeure. The Harmonized Approach to Cash Transfer (HACT) will be used in a coordinated fashion with United Nations partners to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the relevant

projects. The programme will be governed by the joint national and United Nations multi-stakeholder steering committee used to monitor the UNSDCF.

25. Six major areas of risk have been identified: (a) deteriorating security, political fragility and delayed transition; (b) perception of bias in the provision of technical support during the anticipated drawdown of UNTMIS; (c) high-risk and high-cost of implementation; (d) shrinking funding base due to donor fatigue and national, regional and global developments; (e) environmental degradation adversely affecting energy, food and water security; and (f) increasing resistance to advancing human rights and gender equality—particularly women's participation and other marginalized groups in political and economic life and in combating GBV—due to political and cultural sensitivities[9]. UNDP will mitigate risks by:

(a) Ensuring balance between upstream and downstream interventions by balancing engagement with local communities, stakeholders, CSOs, and the private sector in relation to national and subnational institutions;

(b) Adopting lean, flexible, and conflict-sensitive programming focused on fewer outcomes, applying systems thinking and the UNDP Portfolio Policy to drive integrated results across multiple UNSDCF outcomes. Risk assessments and mitigation measures will be updated regularly to anticipate and respond to unforeseen developments. Programme delivery will be guided by real-time development intelligence to enable adaptive strategies, scalable financing, and continuous generation of new policy and development options;

(c) Anchoring selected interventions at local and middle-management levels of government, and targeting capacity-strengthening support accordingly;

(d) Diversifying partnerships to include local and international actors such as non-traditional donors, regional and international organizations, non-governmental and community-based organizations;

(e) Diversifying the programme's resource base by increasing government co-financing and enhancing partnership, resource mobilization and communication strategies to engage non-traditional donors and adopt integrated approaches with United Nations and regional entities. UNDP will also explore access to financial resources unlocked following the HIPC completion in 2023;

(f) Strengthening the technical, implementation, and administrative capacities of the UNDP country office through a fit-for-purpose organizational structure;

(g) Leveraging regional and global UNDP capacities to complement country-level capabilities;

(h) Applying the UNDP Enterprise Risk Management Policy to identify, manage, and mitigate risks;

(i) Fostering and engaging agents of change to promote gender equality, and adopting cultural- and conflict-sensitive approaches to facilitate consensus on sensitive laws and policies; and

(j) Implementing the UNDP Social and Environmental Standards and Accountability Mechanism as key tools to manage environmental and socioeconomic risks.

[9] Further context is provided in the UN Country Common Analysis (CCA 2025) for Somalia.

IV. Monitoring and evaluation

26. Country programme indicators and recommendations are aligned with the UNSDCF, the UNDP Strategic Plan, 2022-2025, and the SDGs. UNDP will contribute to the work of the United Nations Programme Monitoring and Evaluation Group to facilitate coordination, promote joint programming, and advance harmonized, results-based management and communications. The monitoring and evaluation plan will track a range of quantitative and qualitative specific, measurable, achievable, relevant, and time-bound (SMART) indicators, disaggregated by relevant criteria (e.g., gender and age), providing implementation evidence and supported by both national and international sources. UNDP will strengthen monitoring and evaluation as well as reporting and communications practices by:

(a) Promoting continuous learning, through stakeholders consultations, data analysis and knowledge products, to identify trends, signals of change, opportunities, and risks, and to generate development insights that ensure relevance and adaptability;

(b) Conducting periodic joint reviews, and midterm and final evaluations, in collaboration with MoPIED. UNDP will emphasize gender-sensitive evaluation, in partnership with national and international actors, and include a gender thematic evaluation to identify best practices, capture lessons learned and generate knowledge to guide the scaling up of effective approaches;

(c) Reviewing results at programme and project levels, allocating a defined percentage of each project budget to dynamic learning, data collection, monitoring and evaluation;

(d) Conducting surveys, independent evaluations, field visits, semi-structured interviews and focus groups, in coordination with MoPIED;

(e) Leveraging accelerator labs to enhance data collection and strengthen results-based monitoring and evaluation;

(f) Utilizing third-party monitoring and impact evaluations through partnerships with local development partners and community-based civil society organizations to collect field-level data. Community-based monitoring will also be used to support results-based monitoring and evaluation, emphasizing the identification of patterns of transformative change—or the lack thereof; and

(g) Implementing a multi-year communications strategy to enhance partner visibility, showcase the results and impact of UNDP programming, and strengthen the strategic positioning of UNDP through joint communications, evidence-based human-centred storytelling, and targeted messaging aligned with core programme priorities.

27. At least 15 per cent of project budgets will be allocated to gender-specific engagements and targeting, beyond gender mainstreaming that is funded through core and project-specific budgets, in line with the UNDP gender equality strategy. These efforts will focus on advancing gender equality and/or women's empowerment (GEN 3), gender mainstreaming (GEN 2), and the Gender Seal initiative for public institutions and the private sector. Communications efforts will highlight the impact of UNDP programming, including long-term transformational results. The monitoring and evaluation plan will capture lessons learned from project implementation and evaluation, emphasizing tracking, assessment, and interpretation of results and their link to interventions. It will also assess the role of UNDP and other actors, identify gaps and guide follow-up, scaling, and adaptive programming.

Annex A: Results and Resources Framework for Somalia (2026-2030)[10]

National priority or goal: NTP 2025-2029: Transformational Governance Sustainable Development Goals: 5, 8, 10, 16				
Cooperation framework outcome involving UNDP #1: Somali people actively engage, participate in and benefit from inclusive and accountable governance, a decentralized federal system that upholds the rule of law, ensures safety and peace, delivers services effectively and transparently, and safeguards human rights.				
Related strategic plan outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and development.				
Cooperation Framework outcome indicator(s), baselines, target(s)	**Data source and frequency of data collection, and responsibilities**	**Indicative country programme outputs (including indicators, baselines, targets)**	**Major partners/partnerships/ frameworks**	**Estimated cost by outcome ($)**
Indicator 1.1. Public Service Delivery Baseline (2024): 9.6 Target (2030): 4.0 **Indicator 1.2.** Women's Political Participation Representation Baseline (2024): 12.33% Target (2030): 30% **Indicator 1.3.** State Legitimacy Index Baseline (2024): 9.6	Data source: Federal Government of Somalia Frequency: Annual Data source: Federal Government of Somalia Frequency: Annual Data source: Federal Government of Somalia	**Output 1.1: Integrated and inclusive security and rule of law systems are operational at the national, local and community levels, ensuring access to justice and protection of human rights, especially for women, IDPs, persons with disabilities, and marginalized groups.** **Indicator 1.1.1.** Number of gender-sensitive legal frameworks screened and revised/developed in alignment with national and international human rights standards. Baseline (2025): 1 Target (2030): 5 Data source/frequency: UNDP, Third Party Monitoring (TPM)/annual **Indicator 1.1.2.** Proportion of positions in national and local institutions, including (a) the legislatures and (b) the public service, compared to national	Federal Government of Somalia Federal Member States International Financial Institutions, UNICEF UNTMIS UN-Women IOM UNODC CSOs Religious/Traditional Leaders	Regular: 25,000,000 Other: 162,991,578.30 Subtotal: 187,991,578.30

[10] The CPD development predates the endorsement of the Strategic Plan, 2026-2029. The results and resources framework will be aligned subsequently.

Target (2030): 8.1	Frequency: Annual	distributions, by sex, age, persons with disabilities and population groups. (integrated results and resources framework (IRRF 1.3). Baseline (2025): (a) 21% women in Somali Federal Parliament, 20% in House of the People, 26% in Upper House (b) 8% of cabinet ministers are women. Target (2030): (a) 30% (b) 30% Data source/frequency: UNDP, TPM, Somalia National Parliament/annual. **Indicator 1.1.3.** Number of people supported with access to justice: (a) male, (b) female, (c) persons with disabilities, (d) IDPs. (IRRF 2.2.3). Baseline (2025): total: 3,045 (a) 1,322 (b) 1,723 (c) NA (d) NA Target (2030): 10,000 (a) 4,000 (b) 6,000 (c) 2,000 (d) 3,000 Data source/frequency: Ministry of Justice and Constitutional Affairs / annual **Output 1.2: Governance systems strengthened to implement inclusive and transparent democratic processes, advance gender equity, enhance climate-resilience and drive sustainable and inclusive growth.** **Indicator 1.2.2.** Number of measures (e.g., policies, plans and programmes) implemented to: (a) eliminate gender-based discrimination and segregation in labour market; (b) increase women's access to and use of digital technologies, digital finance, e-commerce and digital value chains; (c) ensure women's economic security and empowerment in crisis contexts, including through economic recovery plans (IRRF 6.1.1). Baseline (2025):0 (a) 0 (b) 0 (c) 0 Target (2030):15 (a) 5 (b) 5 (c) 5 Data source/frequency: UNDP, TPM/annual		

		Indicator 1.2.3. Number of key legal, constitutional and policy documents adopted by government through formal mechanisms to enhance service delivery. Baseline (2025): 4 Target (2030): 10 Data source/frequency: UNDP, TPM/annual **Output 1.3: Platforms for citizens' engagement in inclusive peacebuilding and governance processes to facilitate resolving longstanding and emerging grievances, countering violent extremism, and enhancing social contract, strengthened.** **Indicator 1.3.1.** Number of inclusive community-based dispute-resolutions-mechanisms established and capacitated. Baseline (2025): 8 Target (2030): 20 Data source/frequency: UNDP, TPM/annual **Indicator 1.3.2.** Number of measures to strengthen accountability (including social accountability), prevent and mitigate corruption risks, and integrate anti-corruption in the management of public funds, service delivery and other sectors at: (a) national level, (b) regional level, (c) Sectoral level, (d) sub-national level (states) (IRRF 2.1.1). Baseline (2025): 16 (a) 4 (b) 4 (c) 4 (d) 4 Target (2030): 20 (a) 5 (b) 5 (c) 5 (d) 5 Data source/frequency: UNDP, TPM /annual **Indicator 1.3.3.** Number of cross-border, regional, national, and sub-national policies, strategies, and action plans for conflict prevention and peacebuilding: (a) Prevention of violent extremism (b) Reconciliation, (c) Reintegration, (d) Conflict-		

		sensitive and peace-positive climate adaptation and mitigation (IRRF 3.2.1). Baseline (2025): 6 (a) 1 (b) 3 (c) 1 (d) 2 Target (2030): 45 (a) 30 (b) 5 (c) 5 (d) 5 Data source/frequency: UNDP, TPM /annual		
National priority or goal: NTP 2025-2029: Sustainable Economic Transformation Sustainable Development Goals 1, 2, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15				
Cooperation framework outcome involving UNDP #2: By 2030, Somalia's economy is transformed through increased productivity and climate resilience in green and blue economy sectors such as agriculture, livestock, and fisheries; enhanced SDG-aligned investments in MSMEs and infrastructure; and equitable access to employment, decent work, entrepreneurship, and future-ready skills for women, youth, and marginalized groups—contributing to inclusive and sustainable agrifood systems, economic growth, food security, and livelihoods.				
Related strategic plan outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and development.				
Cooperation Framework outcome indicator(s), baselines, target(s)	**Data source and frequency of data collection, and responsibilities**	**Indicative country programme outputs (including indicators, baselines, targets)**	**Major partners/partnerships/ frameworks**	**Estimated cost by outcome ($)**
Indicator 2.1 Unemployment rate (by sex, age, persons with disabilities) Baseline (2024): 21.7% Target (2030): 15% **Indicator 2.2.** Sustainable fisheries as a proportion of GDP in small island developing States,	Data source: National Bureau of Statistics, ILO, World Bank Frequency: Annual Data source: National Bureau of Statistics Frequency: Annual	**Output 2.1: Diversified and sustainable economic opportunities are expanded through public sector reform and strengthened private sector development, MSMEs support, and value-chains enhancement, fostering job creation.** **Indicator 2.1.1.** Number of people benefitting from jobs and improved livelihoods in crisis or post-crisis settings: (a) Female, (b) Male, (c) Youth, (d) persons with disabilities, (e) IDPs, (f) Refugees (IRRF 3.3.1) Baseline (2025): 19,504 (a) 15,000 (b) 4,504 (c) 12,000 (d) 0 (e) 0 (f) 0 Target (2030): 50,000 (a) 30,000 (b) 20,000 (c) 30,000 (d) 500 (e) 20,000 (f) 4,500 Data source/frequency: UNDP, TPM /annual	Federal Government of Somalia Federal Member States International Financial Institutions UNCDF UNICEF UN-Women IOM UN-Habitat World Bank AfDB UNV Private Sector	Regular: 12,393,000 Other: 106,350,421.70 Subtotal: 118,743,421.70

least developed countries, and all countries (SDG indicator 14.7.1) Baseline (2024): 2% Target (2030): 5%		**Indicator 2.1.2:** Number of people, who gained access to clean, affordable, and sustainable energy: (a) male, (b) female, (c) urban, (d) rural (IRRF 5.1.1) Baseline (2025): 500,000 (a) 200,000 (b) 300,000 (c) 200,000 (d) 300,000 Target (2030): 600,000 (a) 250,000 (b) 350,000 (c) 250,000 (d) 350,000 Data source/frequency: UNDP, TPM /Annual **Indicator 2.1.3:** Number of small and medium-sized enterprises (SMEs) led by: (a) male, (b) female, (c) persons with disabilities, which benefited from UNDP support and capacity development. Baseline (2025): 196 (a) 150 (b) 46 (c) 36 Target (2030): 500 (a) 350 (b) 150 (c) 100 Data source/frequency: UNDP, TPM /Annual **Output 2.2: Inclusive and innovative financing mechanisms are enhanced to improve access to finance and financial services for MSMEs, youth, persons with disabilities, and women entrepreneurs.** **Indicator 2.2.1.** Number of MSMEs led by (a) women, (b) youth, (c) persons with disabilities accessing finance through new innovative financing mechanisms Baseline (2025): 4,000 (a) 1,800 (b) 2,200 (c) NA Target (2030): 10,000 a) 4,000 b) 6,000 c) 3,000 Data source/frequency: Ministry of Commerce and Industry, National SME registry, Salaam Bank/annual **Indicator 2.2.2.** Number of people accessing financial services: (a) male, (b) female, (c) youth, (d) persons with disabilities, (IRRF 1.3.2) Baseline (2025): (a)1,000,000 (b) 1,000,000 (c) 1,000,000 d) 150,000		

		Target (2030): (a) 2,000,000 (b)2,000,000 (c) 2,000,000 (d) 300,000 Data Source/frequency: Somali Bankers Association, Central Bank of Somalia/Annual. **Output 2.3: Sustainable climate-resilience, and resource-efficiency enhancement measures are integrated across key sectors and capacities for sustainable ecosystem and risk management enhanced.** **Indicator 2.3.1.** Number of key sectors implementing sustainable and resource-efficient policies to optimize land, water, and energy use. Baseline (2025): 0 Target (2030): 6 Data source/frequency: UNDP, TPM /annual **Indicator 2.3.2.** Number of climate risk-informed development strategies and plans in place at a) national level, b) sub-national level, c) sectoral level (IRRF 3.1.1) Baseline (2025):7 (a) 6 (b) 1 (c) 0 Target (2030): 35 (a) 20 (b) 10 (c) 5 Data source/frequency: SoDMA, Ministry of Environment and Climate Change (MoECC)/annual **Indicator 2.3.3.** Number of people directly benefitting from initiatives to protect nature and promote sustainable use of resources a) male, b) female (IRRF 4.1.1) Baseline (2025): 78,900 a) 31,900 b) 47,000 Target (2030): 150,000 a) 50,000; b) 100,000 Data source/frequency: National Bureau of Statistics/annual		