



Federal Republic of Somalia
Ministry of Planning, Investment and
Economic Development



The Somalia
We Want

NATIONAL TRANSFORMATION PLAN (NTP)

2025 - 2029

Shaping the Somalia we want through the road less taken



National Transformation
Plan (NTP) 2025 - 2029

Ministry of Planning
Hussein Elabe Fahie Building
Afgoye Road-Km5
Mogadishu-Somalia
Website: www.mop.gov.so



Federal Republic of Somalia

National Transformation Plan

NTP-I; 2025 – 2029

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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:

- 1. Transformational Governance**
- 2. Sustainable Economic Transformation**
- 3. Social and Human Capital Transformation**
- 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 infrastructure for sustainable development, including roads, 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 recognized 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 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 utilizing platforms like TV, radio, and social media to maximize 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 utilized 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 organizations; 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 organizations; 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 synthesized 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 Inclusive Politics pillar is a cornerstone of Somalia's state-building journey. It aligns with the Capable State pillar of Somalia's Centennial Vision 2060, which aims to address state fragility and foster a peaceful, democratic Somalia. The Inclusive Politics pillar consists of four key initiatives: Political Stability, National Cohesion, Local Government Development, and strengthening International Cooperation and Diplomacy.

The Political Stability Initiative tackles key challenges in federalism, including the completion of the constitution, the unbundling of functional assignments, and the development of an effective Intergovernmental Relations (IGR) framework. Additionally, it promotes democratization by advancing free and fair elections at all levels of government, ensuring the 30% women's quota, and enhancing the political participation of marginalized groups, including youth and people with disabilities.

The adoption of the 2012 Provisional Constitution introduced federalism as Somalia's governance model, providing a framework for decentralization, state-building, and the formation of Federal Member States (FMSs). To establish a robust and inclusive federal structure, the Federal Government of Somalia (FGS) has undertaken key reforms, including the unbundling of government functions, finalization of the constitution, recognition of local governance structures, and strengthening of intergovernmental relations (IGR).

A significant milestone in Somalia's constitutional reform process was reached in March 2024, when Parliament approved amendments to the first four chapters of the Provisional Constitution. This review process emphasizes national dialogue, inclusivity, and consensus-building, with the goal of finalizing the constitution by 2026.

As Somalia transitions towards democratization and good governance, electoral reforms remain a priority. In November 2024, Parliament approved critical legislation, including the Political Parties Act, Electoral System Act, and the National Independent Electoral and Boundaries Commission (NIEBC) Act. Efforts are also underway to increase women's representation in Parliament from 12.33% to 30% and ensure the political inclusion of internally displaced persons (IDPs) and persons with disabilities.

The second initiative under Inclusive Politics focuses on strengthening local governance to ensure efficient service delivery. While local governments are tasked with providing healthcare, education, and infrastructure, they often face public distrust and inadequate capacity and resources to deliver services. The National Transformation Plan (NTP) underscores the importance of devolving fiscal and administrative powers alongside capacity-building measures to enable local governments to function effectively. To address the capacity gaps, institutions such as the National Institute of Local Government (NILG) play a crucial role in equipping local authorities with the skills and knowledge needed to manage their responsibilities. By strengthening local governance, Somalia can enhance public trust, accountability, and equitable access to services, ensuring that decentralization benefits all communities.

The third initiative under Inclusive Politics is National Cohesion, which focuses on fostering unity through grassroots reconciliation efforts and inclusive dialogues that engage diverse stakeholders, including marginalized groups and communities of newly liberated areas. This initiative seeks to address both social and political reconciliation, ensuring that historical grievances are acknowledged and resolved through structured and participatory processes.

Guided by the National Reconciliation Framework (NRF), this initiative outlines key interventions to strengthen social harmony, trust and national unity. By fostering dialogue and inclusive engagement, Somalia can build a more cohesive and resilient society.

The fourth and final initiative covers the diplomatic and international cooperation front, which Somalia has made significant progress in strengthening regional and international engagements to advance its national interests. As a member of key organizations such as the United Nations (UN), the African Union (AU), the Arab League, and the East African Community (EAC), Somalia has access to platforms that enable it to expand its political, economic, and social influence.

By fulfilling its financial and regulatory obligations, Somalia will be able to fully capitalize on the membership opportunities available. This ensures active participation, access to funding, and technical support. Additionally, completing the EAC Roadmap for regional integration is essential for strengthening economic and political ties with East African nations, facilitating trade, mobility, and cross-border cooperation.

A crucial aspect of Somalia's diplomatic strategy is diaspora inclusion, leveraging the contributions of Somali communities abroad. By harnessing remittances, investment potential, and cultural diplomacy, Somalia can strengthen its ties with host countries while boosting economic growth.

Additionally, enhancing institutional capacity is vital to these efforts, which requires expanding the curriculum of the Diplomatic Institute and improving its infrastructure to ensure Somalia's foreign service is well-equipped to navigate global diplomacy effectively.

Through these four key initiatives, the Inclusive Politics pillar plays a fundamental role in Somalia's state-building efforts, fostering political stability, social cohesion, effective governance, and international engagement.

Security

Developing Somalia security sector focuses on enhancing the capacity and professionalism of federal and state security institutions, including the Somali National Armed Forces (SNAF), Somali Police Force (SPF), custodial corps, and the National Intelligence and Security Agency (NISA). The Ministry of Defense plays a central role in strengthening the SNAF, improving recruitment, training, and operational effectiveness. The Ministry of Internal Security oversees law enforcement, counterterrorism, and internal stability, ensuring police, intelligence services, immigration and border control can effectively prevent and respond to threats.

Security sector development is a top priority for the government, focusing on legal frameworks, capabilities development, institutional restructuring, and sustainable funding mechanisms.

Counterterrorism efforts so far target Al-Shabaab and ISIS, while border security, arms control, and maritime security are key to safeguarding Somalia's territorial integrity. Regional and international partnerships are vital for the government's efforts, including in finances, capacity building and intelligence-sharing.

The National Security Architecture (NSArch), adopted in 2023, aligns federal and state security efforts, emphasizing collaboration, integration of Somali Security Forces (SSF), and transitioning to a Somali-led security framework. The Somali Security Sector Development Plan (SSDP), launched in December 2023, identifies capability gaps and outlines a framework for achieving sustainable security prioritized in phased approach. The ultimate goal is for SSF to assume full responsibility for Somalia's security by the end of the current mandate of African Union Support and Stabilization Mission (AUSSOM).

Underlying these national documents are several interrelated policies and strategies, including the national counter-terrorism strategy with six key pillars addressing the threat posed by terrorist groups. Each of the pillars is led by mandated institutions and implemented through a multi-agency, whole of a government approach. (as enshrined in the counter terrorism policy)

The national threat assessment guides prioritization and response to existing threats. Strengthening monitoring and control of transnational crimes and contributing to the effectiveness of UN Security Council Resolutions is crucial. This will be accomplished through the Central Monitoring Department (CMD), which oversees research, monitoring, and control efforts, particularly in preparation for transitioning the UN Panel of Experts to a Somali-led mechanism.

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 emphasize expanding access to justice, restoring and strengthening the core functions of rule of law institutions, and strengthening accountability mechanisms.

To address these challenges, the ministry of justice has initiated comprehensive reforms aimed at strengthening the judiciary, expanding access to justice, modernizing correctional services, and enhancing human rights protections). The Ministry of Justice plays a central role in this process, overseeing the development and harmonization of Somalia's justice system to ensure fairness, accessibility, and efficiency.

A key priority under the NTP is the establishment and strengthening of core judicial functions to build a more independent and effective judiciary. This includes setting up a fully functional High Judicial Council, constitutional courts, and operationalizing the National Anti-Corruption Commission to improve accountability and transparency. Additionally, the plan emphasizes the modernization of corrections services, the establishment of a Law Reform Commission to ensure legal consistency and standardization. The digitization of justice services, along with the automation of case management systems, is expected to enhance efficiency and accessibility, particularly in a country where judicial infrastructure remains weak. Furthermore, expanding the reach of formal courts, legal aid services, and mobile courts in newly recovered areas is essential to ensuring that justice is not only available but also equitable, particularly for displaced populations and vulnerable communities.

The NTP also prioritizes reforms in the correctional sector to align Somalia's prison system with international standards, focusing on improving the treatment of detainees, especially women, juveniles, and radicalized individuals. Key initiatives include rehabilitating correctional facilities, ensuring humane living conditions, and establishing comprehensive rehabilitation programs that integrate vocational training, education, and mental health services. Strengthening oversight mechanisms through regular monitoring and evaluation is crucial to maintaining transparency and accountability. Additionally, ongoing efforts to define the Custodial Corps as a civilian service provider rather than a security force will play a vital role in professionalizing prison services and shifting the focus from static security to rehabilitation and reintegration.

Finally, the protection and promotion of human rights remain integral to the justice sector reforms. Establishing institutions such as the Human Rights Commission and Truth Commission will help address historical grievances and conflict-related land and property disputes. National mechanisms for human rights implementation, reporting, and follow-up will be strengthened to ensure compliance with international obligations. Capacity-building programs for law enforcement, human rights activists, and judicial personnel will enhance Somalia's ability to uphold justice and human rights effectively. Furthermore, public awareness campaigns and transitional justice mechanisms will foster societal engagement and reconciliation, ensuring that legal reforms are not only institutional but also deeply embedded in the social fabric of the nation. These reforms, collectively, aim to create a robust, fair, and modern justice system that supports Somalia's long-term stability and development.

Public Sector Reform

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 Key Result Areas:

Improving Public Service & Civil Servant Management

Reforming civil service management is crucial for professionalizing the workforce and establishing a merit-based civil service capable of delivering efficient and equitable services. According to the World Bank's 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 (2022). This score places Somalia significantly behind both the East African region and global benchmarks, highlighting the urgency of comprehensive public sector reforms.

This Key Result Area focuses the following priority initiatives: (i) organizational re-structuring and modernization of HR Business Process (ii) civil service capacity development through training program aligned with the required competences and (iii) establishment of facilities and institutional infrastructures for a Civil Service Training Institute and for NCSC. Together, these initiatives drive

efficiency, accountability, and equitable service delivery, fostering a competent, motivated workforce aligned with national development goals.

Institutional Integrity and Accountability

Strengthening governance structures and fostering a culture of transparency lie at the heart of efforts to restore institutional integrity. However, institutional fragility, weak enforcement mechanisms, and systemic corruption undermine progress. Many public institutions struggle to effectively execute and maintain reforms, with legal frameworks often outdated and inadequate for addressing contemporary governance challenges. Additionally, limited collaboration among integrity institutions and inadequate whistle-blower protections perpetuates a culture of impunity and erodes public trust.

Corruption in Somalia remains a critical challenge, as 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 highlights severe issues in public sector corruption, including a lack of accountability and barriers to justice.

This Key Result Area focuses the following priority initiatives: (i) establish independent integrity institutions, (ii) enhance Citizen-Centric Governance through Transparency & Accountability and (iii) Strengthen the Capacity of Integrity Institutions and Promote Professionalism. Together, foster accountability, combat corruption, and enhance public trust through empowered institutions and participatory governance.

Digital Transformation and E-Government

E-governance presents a transformative opportunity to improve service delivery in Somalia. However, Somalia's current digital landscape remains underdeveloped, characterized by nascent digital infrastructure, limited e-government services, and a fragmented approach to digital transformation. The country scores 0.14677 ranking low, 191 out of 192 countries (2024) 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 reveals significant gaps in digital capacity and service provision, emphasizing the urgent need for a cohesive national digital strategy to bridge these gaps.

As Somalia continues to build its public sector infrastructure, e-governance presents an opportunity to modernize and streamline government processes. In many African countries, such as Rwanda and Kenya, digital platforms for service delivery have significantly enhanced efficiency and accessibility, particularly for remote and underserved populations. However, Somalia's limited digital infrastructure and low internet penetration pose substantial challenges to the widespread adoption of e-governance. Addressing these challenges requires targeted investments in ICT infrastructure, capacity building, and policy frameworks to create a robust foundation for digital transformation.

This Key Result Area focuses the following priority initiatives: (i) development of an e-Government One-Stop-Shop System (aims to streamline service delivery by consolidating government portals into a unified digital platform, enabling citizens and businesses to access critical services seamlessly, (ii) Expansion of Somali National ID System seeks to enhance citizen identification, foster inclusivity in

service access, and strengthen governance frameworks by establishing a secure, centralized database, and (iii) Establishment of a Security Operations Centre (SOC) will bolster cybersecurity defences, monitor threats in real-time, and protect sensitive citizen data and government infrastructure. Together, these initiatives drive Somalia's public sector modernization, promoting transparency, security, and equitable access to government services while building public trust in digital governance.

Sustainable Economic Development Pillar

The Sustainable Economic Development Pillar of Somalia's National Transformation Plan (NTP; 2025-2029) is crucial for revitalizing key sectors, including agriculture, livestock, fisheries, infrastructure, and private businesses through targeted reforms and macroeconomic strategies.

Driving productivity in agriculture and livestock

The National Transformation Plan (NTP I) prioritizes modernizing agriculture and livestock production to enhance food security, market competitiveness, and export diversification. Over the next five years, the focus will be on irrigation expansion, climate-smart farming, value chain development, and post-harvest infrastructure to drive higher yields and sustainable productivity. By 2029, key agricultural targets include:

- Cereal production increasing by 127.3 kg/ha, with 300 farmers trained in modern techniques.
- Seed production expanding by 68%, reaching 250 MT in annual sales.
- Fodder production achieving 270 tonnes annually to enhance feed security.
- High-value crops, fruits, and vegetables reaching 375 tonnes annually to boost exports.
- Poultry production scaling up to 86 million eggs per year, reducing import dependency.

For livestock, Somalia aims to:

- Increase meat exports, processing 921,300 animals annually through modernized facilities.
- Expand dairy production, reaching 7,900 liters of fresh milk daily through value-added processing.
- Enhance animal health and genetics, improving treatment and breeding for 1.77 million animals.

To strengthen climate resilience, investments in irrigation, drought mitigation, and sustainable land management will benefit 2 million people across 15+ regions. New agricultural marketplaces in Afgoye and Balad will improve trade efficiency, reducing post-harvest losses and enhancing farmer incomes.

Somalia is also investing in research, pest management, and regulatory services to drive innovation and ensure long-term agricultural sustainability, positioning the sector for higher productivity, export growth, and economic resilience.

Fisheries Sector

Somalia's fisheries sector is a key pillar of economic growth, food security, and job creation. The National Transformation Plan (NTP I) prioritizes expanding fishing ports, enhancing processing and cold-chain infrastructure, and strengthening monitoring systems to combat illegal fishing and boost sustainable production.

By 2029, fish production is set to double from 120,000 to 240,000 metric tons (MT), creating over 23,800 new jobs. Investments in modern fishing fleets, sustainable gear, mariculture, and cold storage will improve efficiency and reduce post-harvest losses. Upgrading ports in Mogadishu, Berbera, and Kismayo will facilitate industry growth and increase exports by 40%.

To increase household fish consumption from 3 kg to 5 kg per capita, the government is strengthening fish processing, expanding distribution networks, and establishing a Fishery & Marine Resource Institute to develop expertise. Public-private partnerships will drive value-added processing and fish oil production, contributing \$98.8M in investments and generating 5,630 additional jobs.

Major initiatives include Secure Economic Zones (SEZs) by 2027, Project Badmaal (\$45M investment) to modernize fishing communities and enhanced surveillance systems targeting 30 vessel detentions by 2029. These efforts will diversify fish supply, stabilize production, and reinforce Somalia's position as a regional leader in sustainable fisheries.

Tourism Sector

Revitalizing Somalia's Tourism Sector: Somalia is prioritizing security, infrastructure, and international marketing to position itself as a cultural and eco-tourism destination. The goal is to attract 50,000–75,000 visitors annually by 2029, driving economic growth and global recognition.

To achieve this, Somalia is enhancing tourism security and policies, establishing visitor tracking systems and centralized tourism databases to improve safety and market analysis. Cultural and eco-tourism development is a key focus, with efforts to rehabilitate heritage sites, foster public-private partnerships, and position Somalia as a regional tourism hub.

Investments in workforce development and infrastructure will equip 10,000 hospitality professionals annually while improving critical tourism facilities and research programs. Eco-tourism hubs, marine conservation projects, and national branding campaigns like "The Beauty of Africa" will showcase Somalia's rich cultural and natural heritage.

Somalia's Energy and Extractive Industries

have long suffered from civil unrest, outdated infrastructure, and weak governance. However, recent reforms and private investment are driving revitalization. Heavy reliance on imported diesel and limited electricity access highlights the need for alternative energy solutions, stronger regulations, and efficient resource extraction.

The National Transformation Plan (NTP I) focuses on expanding energy access, reducing costs, unlocking natural resources, and strengthening governance. By 2029, these efforts aim to attract \$5.3 billion in private investment, create 15,000 jobs, cut electricity tariffs by 50%, and add \$1.45 billion to GDP, while advancing renewable energy and climate resilience.

Key priorities include developing oil and gas, expanding affordable energy, promoting clean energy security, and strengthening mining. Streamlined licensing, geological surveys, and foreign investment will boost government revenue, while the National Oil Company will enhance domestic fuel production. Renewable energy projects, decentralized electricity solutions, and infrastructure upgrades will improve rural electrification and lower dependency on expensive imports.

Investing in local refining, gas processing, and bulk fuel procurement will reduce costs and enhance energy self-sufficiency. Revitalizing mining operations through geological mapping, private investment, and quality control will position Somalia as a competitive player in global mineral markets.

Institutional enablers like SONOC (oil) and SONEC (electricity) will strengthen governance, data management, and investment coordination. Aligned with NTP I, these reforms will drive sustainable development, industrialization, and long-term economic resilience.

Macroeconomic Stability

Focuses on delivering public finance reforms and enhancing financial services. Somalia is advancing fiscal sustainability and economic resilience through public finance reforms, revenue mobilization, and financial sector modernization. The National Transformation Plan (NTP I) prioritizes strengthening fiscal management, fostering financial inclusion, and enabling private-sector growth to reduce donor dependence and attract investment.

To achieve this, the government is enhancing Public Finance Management (PFM) by improving budget planning, expenditure control, and debt management to ensure post-HIPC fiscal stability. Expanding the tax base through digital revenue collection and modernized tariffs will boost domestic resources, while National Zakat & Waqf Systems will support self-sufficiency.

Public-private partnerships (PPPs) will drive infrastructure investment, while improved aid management and financial inclusion initiatives will optimize resource allocation. Modernizing financial markets through the reintroduction of the Somali Shilling, digital banking, and regulatory reforms will enhance monetary stability and investor confidence.

Infrastructure And Logistics Sectors

Covering roads, seaports, aviation, and ICT—are key to economic growth, trade competitiveness, and regional integration. Years of conflict and limited investment have left these sectors underdeveloped, but by 2029, Somalia aims to modernize transport networks, enhance trade efficiency, and improve digital connectivity.

Key targets include Rehabilitating 3,825 km of roads and constructing 1,963 km of new trade corridors to strengthen economic linkages. Seaport capacity will expand to handle from 390,000 TEU to 1,520,000 TEU of cargo by 2029 with three new deep-water ports in Mogadishu, Barawe, and Hobyo, alongside upgrades to Kismayo, Gara'ad, and Bosaso.

Aviation development focuses on **Air Navigation Upgrades and Airport Expansions** In Kismayo, Baidoa, Beledweyne, Galkayo, Las'anod, And Dhuusamareeb, increasing passenger capacity by 30%. A new Mogadishu International Airport with a 4 km runway and 5 million tons of advanced cargo facilities will support 5 million passengers annually and strengthen Somalia's role in regional air transport.

In the ICT sector, broadband penetration will rise from 9.8% to 15%, expanding fiber-optic networks and 4G/5G connectivity to underserved areas, supporting digital trade, e-commerce, and financial inclusion.

These initiatives will attract \$16.1 billion in private investment and create over 35,000 jobs. Through public-private partnerships, trade policy reforms, and investment incentives, Somalia aims to reduce logistics costs, enhance connectivity, and position itself as a regional trade hub.

Micro, Small, and Medium Enterprises (MSME)

are vital to Somalia's economic growth, job creation, and poverty reduction, yet they face significant barriers such as limited access to finance, weak infrastructure, and regulatory inefficiencies. The National Transformation Plan (NTP I) prioritizes strengthening MSMEs by formalizing businesses, enhancing financial inclusion, expanding market access, and fostering innovation-driven private sector growth.

To achieve this, Somalia is focusing on creating a supportive business environment, improving access to finance, building capacity for innovation, expanding market reach, and advancing policy reforms. Strengthening regulatory frameworks, digitalizing business registration, and enhancing infrastructure will improve MSME competitiveness, while targeted financial products, credit guarantees, and digital finance solutions will unlock capital for growth. Capacity-building initiatives will equip entrepreneurs with skills in digital transformation, e-commerce, and innovation, ensuring long-term sustainability.

Expanding market access through e-commerce, modernized customs, and industrial clusters will enable MSMEs to compete globally, while legal and institutional reforms will formalize businesses, strengthen trade policies, and integrate MSMEs into regional and global value chains.

By aligning these efforts with NTP I priorities, Somalia aims to remove structural barriers, accelerate private sector-led growth, and position MSMEs as key drivers of economic transformation and resilience.

Employment And Labour Development in Somalia

Somalia's labour market faces high unemployment rates, particularly among youth (30.1%) and women (40.8%), with limited formal job opportunities, skill mismatches, and weak regulatory frameworks. To address these challenges, the National Transformation Plan (NTP I) prioritizes employment creation, skills development, and labour market reforms to drive inclusive and sustainable job growth.

To bridge employment gaps and create decent work, efforts will focus on establishing Employment Service Centres, launching youth employment funds, and fostering private-sector partnerships to expand job opportunities. Strengthening labour regulations will ensure fair wages and worker protections.

Skills development and employment matching will be enhanced through the development of a Labour Market Information System (LMIS) to track demand trends, align vocational training with market needs—particularly in digital and green skills—and reinforce technical schools and workforce training programs.

Labour market institutions will be strengthened through the implementation of worker protection laws, expanded social protection measures, and initiatives to increase youth and women's participation in formal employment. These reforms aim to build a resilient, fair, and dynamic labour market, supporting Somalia's economic growth and national transformation agenda.

Enhancing Regional Integration

Trade development and global inclusion. The focus areas under this dimension include modernizing trade infrastructure, reducing barriers, and aligning policies with international standards to attract investment and expand market access. Strategic initiatives focus on digitalizing customs systems, rehabilitating ports and transport corridors, establishing Special Economic Zones (SEZs) for export-oriented industries, and harmonizing trade regulations with regional frameworks. These efforts aim to diversify exports—particularly in agriculture, fisheries, and renewable energy—and integrate Somalia into regional value chains, supported by enhanced trade facilitation services for SMEs and streamlined cross-border procedures. Accelerating WTO accession, ratifying AfCFTA protocols, and strengthening institutional capacity for trade governance will be the starting point in promoting regional integration and accessing global markets.

The Social and Human Capital Transformation Pillar

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

Education

The government has set ambitious targets to increase access to basic education from 35% to 75%, which includes building 3,784 schools, rehabilitating 419 schools, constructing 1,065 labs, deploying 50,220 new teachers and digitizing education. Additionally, efforts to increase technical vocational education and training (TVET) and higher education enrollment by 86% will be supported by the construction of 3 new Somali National University campuses, the rehabilitation of Somali National University (Mogadishu), and the establishment of 12 new TVET centers. The government also aims

to increase the literacy rate from 53.7% to 75% by enrolling 770,600 learners in adult education and vocational classes and conducting massive literacy and numeracy campaigns to reach 1,000,000 adults.

To improve the quality of education, Somalia plans to raise the Form 4 (Grade 12) mean score to 80% by providing in-service continuous professional development programs to 43,065 teachers to enhance their pedagogical skills and subject matter knowledge, developing, reviewing, and implementing standardized curricula across all education levels, conducting continuous learning assessments and establishing National Examination Board, Teachers' Service Commission and National Curriculum Board. To ensure equitable access to education, Somalia aims to increase the enrollment of vulnerable groups to 30% with a gender parity index of 1 by improving the enrollment and retention of girls, while also integrating learners with disabilities by providing 65,978 assistive devices. These efforts will contribute to creating an inclusive and high-quality education system for all Somalis.

Health care

The Somali government is committed to transforming healthcare under National Transformation Plan I (NTP I) to ensure quality, equitable, and resilient health services. A key priority is reducing maternal, infant, and child mortality by 50% by 2029 through expanded RMNCAH services, immunization, and nutrition programs.

To strengthen the health workforce, 30,506 professionals will be recruited, including 5,000 female community health workers (FCHW), while specialized training programs in emergency medicine, oncology, hematology, and cardiology will be introduced. The National Health Professionals Council (NHPC) will regulate professional licensing, accreditation, and facility standards. Health system resilience will be enhanced by upgrading 18 regional hospitals, establishing 8 state referral hospitals, and fostering public-private partnerships to reduce reliance on pharmaceutical imports. Sustainable healthcare financing will be achieved by increasing health insurance coverage to 35% by 2029, reducing out-of-pocket costs, and leveraging private sector investments.

Digital health solutions, including a national electronic health records (EHR) system and telemedicine services, strengthened monitoring and evaluation (M&E) frameworks will support data-driven decision-making.

The National Medicine Regulatory Authority (NMRA) will be reinforced to ensure the safety, efficacy, and quality of medicines and health products, while the National Health Institute will be strengthened for emergency preparedness and public health response.

Through these strategic initiatives, Somalia is on course to achieve Universal Health Coverage (UHC) by 2029, ensuring 40% of citizens access affordable, high-quality healthcare.

Housing and urbanization

The government targets 250,000 affordable housing units annually through public-private partnerships, efficient land use, and infrastructure development. Key projects include 410 apartment blocks, 1,000 villas, 2,000 low-cost civil servant units, and 20,000 IDP shelters.

Slum upgrading and urban renewal will enhance infrastructure, sanitation, and security, resettling slum dwellers into planned housing with essential services. Urban reforms, including land zoning, cadastral mapping, and 35 km of new roads and drainage, will improve living conditions and mitigate flooding.

Affordable housing finance will expand through mortgage schemes and rent-to-own programs, backed by a strengthened Housing Fund and private sector investments. Digital platforms will improve transparency and streamline loan access.

Land governance reforms will digitize records, accelerate land titling, and promote equitable land access through public land banks. Strengthened legal frameworks and a National Housing Authority will ensure sustainable development.

By 2029, Somalia aims to increase quality housing access from 10% to 30% and improve urban conditions from 25% to 45%, fostering sustainable development, social inclusion, and economic prosperity.

Water Resource Management

Access to clean and affordable water is vital for Somalia's stability and economic growth, yet the country faces severe constraints, with only 500 out of 8,305 water sources functional. Challenges such as seasonal variability, high costs, and inadequate infrastructure further exacerbate water scarcity. In response, the government aims to rehabilitate 2,000 water sources, expand solar-powered water systems, and enhance irrigation networks to ensure sustainable and equitable access. Under National Transformation Plan I (NTP I), water coverage is set to increase from 71% to 91% by 2029, benefiting 5 million people through upgraded urban supply systems, climate-resilient rural infrastructure, and groundwater monitoring.

To improve water quality, Somalia will establish a National Central Water Laboratory, introduce small-scale treatment and desalination plants, and strengthen water monitoring systems to meet international standards and reduce waterborne diseases. Integrated Water Resource Management (IWRM) will be reinforced through regulatory reforms, deep groundwater exploration, and riverine restoration projects to mitigate floods and support agriculture. Modern telemetry systems will enhance monitoring and data-driven decision-making. The success of these initiatives relies on strong governance, sustainable financing, public-private partnerships, community participation, and regional water cooperation. By 2029, these efforts will transform Somalia's water sector, ensuring equitable access, improved quality, and long-term resilience, ultimately supporting climate adaptation, economic development, and national stability.

Strengthening Social Protection Systems

Strengthening Somalia's social protection system by expanding social assistance, establishing social security, improving labor market access, enhancing social care services, improving Child Rights infrastructure, and strengthening government capacity for social protection programmes, with the

strategic objective of creating a comprehensive, inclusive, sustainable, and government-led social protection system by 2029.

Women Empowerment

Empowering Somali's women by enhancing representation, fostering resilience, ensuring safety and dignity and providing economic opportunities by ensuring safety and dignity of women, empowering women through opportunity, childcare and education support, by 2029.

Youth Empowerment

Empowering youth by reducing unemployment from 30.1% in 2024 to 25% and providing adequate sports infrastructure through equipping 50,000 youth with sector-specific skills, empowering young graduates through internships , increasing youth employment and entrepreneurship, implementing youth peace and security, protect youth against drug abuse, illegal immigration and radicalization , establish sports and youth-friendly centers, increasing domestic revenue by 5% through sports , rehabilitation of Mogadishu Stadium, construction of five new stadiums, by 2029.

Empower Persons with Disabilities

Empowering and protecting people with disabilities to achieve full inclusion and participation in the society through promoting disability rights, access to information for persons with disability , nationwide campaigns for public awareness on disability inclusion, employment, and livelihoods for persons with disabilities, social protection for persons with disabilities, improve humanitarian response access for persons with disabilities, ease physical accessibility for people with disability by 2029.

Providing Durable Solutions for IDPs, Refugees and Returnees

Fostering sustainable solutions for 1 million displaced persons by improving access to basic services, access to employment and livelihood opportunities, legal documentation, housing, property and access to justice, government commitment and leadership, generating reliable data, financing strategy, addressing climate change and building resilience, integrating security and technology for durable solutions, fostering gender equity and leadership, enabling inclusive infrastructure for persons with disabilities, safeguarding the rights and wellbeing of children by 2029.

Advancing Religious Affairs

Enhancing awareness of the Somali People live in peace and harmony guided by the principles of the Islamic religion by establishing Zakat Committee and fund, develop the Endowment Sector, Peace building, security and dialog, enhancing Quran Madrasa and Systematizing Quran learning by 2029.

Cultural preservation and development

Preserving Somalia's artistic legacy, promote economic growth through cultural tourism and media, and foster a shared sense of national pride and identity by reviewing and developing Somali cultural hubs, renovating Mogadishu National Theatre, establishing the National Institute for Culture and Arts,

construction of theaters in the seven states, increasing government supports for culture and heritage, expand international partnerships, enabling greater diaspora contributions by 2029.

Environment and Climate Resilience

The Environment and Climate Resilience Pillar of Somalia's NTP I serves as a key framework for addressing the country's pressing environmental and climate-related challenges. It comprises two main components: Green Growth and Disaster Risk Reduction.

Green Growth

The Green Growth chapter outlines Somalia's transformative journey toward sustainable development, emphasizing environmental stewardship while balancing economic progress. Key strategic priorities include ecosystem restoration and biodiversity conservation, such as restoring 15,000 hectares of degraded land, planting 10 million drought-resistant trees, and sequestering 200,000 metric tons of CO₂. Additional efforts will revitalize three national parks, 10 protected areas, and five wildlife sanctuaries, creating 500 jobs and enhancing biodiversity. The Charcoal Reduction Program will support reforestation and environmental regeneration.

Climate adaptation and resource management initiatives will promote sustainable resource use, reduce environmental vulnerabilities, and facilitate alternative livelihoods by supporting 50,000 families in transitioning to sustainable income sources over the next five years, with a 20% increase in alternative energy adoption. Wildlife conservation efforts aim to reduce wildlife crimes by 30% and increase ecotourism revenue by 2%.

Pollution control and monitoring will be strengthened through the establishment of 10 air quality monitoring stations to reduce air pollution levels by 20%. Additionally, an integrated waste management system in Mogadishu will target 50% waste recycling, a 35% reduction in pollutants, and the creation of 1,000 green jobs. These priorities provide a clear framework to advance Somalia's green growth agenda, enhance climate resilience, and achieve sustainable development goals by 2029.

Disaster Risk Reduction

The Disaster Risk Reduction chapter prioritizes climate adaptation, improved disaster governance, and risk mitigation. Guided by national policies such as the National Climate Change Policy, National Environmental Policy, and National Adaptation Plan, Somalia's approach aligns with global frameworks like the Paris Agreement and the Sendai Framework for Disaster Risk Reduction. Through strategic investments and policy implementation, Somalia aims to enhance climate resilience, promote sustainable development, and safeguard natural resources for future generations.

The focus is on strengthening resilience through proactive measures and reducing the number of people affected by disasters by 50% by 2029. Key priorities include preventive and mitigation strategies, such as transitioning to renewable energy sources like solar and wind power and modernizing water resource management with advanced technologies, including solar-powered systems and GIS mapping to address water scarcity and support climate adaptation.

Strengthening disaster risk governance and knowledge is essential, focusing on improving disaster prevention, mitigation, and risk assessment. Enhancing institutional coordination, data collection, and informed decision-making will ensure that disaster risk reduction efforts are effectively integrated into national policies.

Investing in disaster risk financing is critical for resilience-building. Innovative funding approaches and disaster insurance policies will enable rapid resource mobilization and sustainable recovery. Enhancing community preparedness through early warning systems and anticipatory action is also a priority.

Additional measures, such as establishing disaster management hubs, strengthening food security monitoring, and improving risk preparedness, will contribute to long-term resilience and effective disaster response. These efforts lay a strong foundation for reducing disaster risks and advancing sustainable development.

Green Growth

Somalia is embarking on a transformative journey toward green growth, embracing opportunities for sustainable development and environmental stewardship while balancing economic progress with environmental sustainability. Key strategic priorities focus on ecosystem restoration and biodiversity conservation, including the restoration of 15,000 hectares of degraded land, planting 10 million drought-resistant trees, and sequestering 200,000 metric tons of CO₂. Additionally, efforts will revitalize three national parks, 10 protected areas, and five wildlife sanctuaries, creating 500 jobs and enhancing biodiversity. The Charcoal Reduction Program will support reforestation and environmental regeneration. Climate adaptation and resource management initiatives will promote sustainable resource use, reduce environmental vulnerabilities, and facilitate alternative livelihoods by supporting 50,000 families in transitioning to sustainable income sources over the next five years, with a 20% increase in alternative energy adoption. Wildlife conservation efforts aim to reduce wildlife crimes by 30% and increase ecotourism revenue by 2%. Pollution control and monitoring will be strengthened through the establishment of 10 air quality monitoring stations to reduce air pollution levels by 20%, alongside the implementation of an integrated waste management system in Mogadishu, targeting 50% waste recycling, a 35% reduction in pollutants, and the creation of 1,000 green jobs. These priorities provide a clear framework to advance Somalia's green growth agenda, enhance climate resilience, and achieve sustainable development goals by 2029.

Disaster Risk Reduction

A comprehensive approach to disaster risk reduction and climate resilience is underway, aiming to minimize vulnerabilities and enhance long-term disaster management. The focus is on strengthening resilience through proactive measures and reducing the number of people affected by disasters by 50% by 2029. Key priorities include preventive and mitigation strategies, such as transitioning to renewable energy sources like solar and wind power and modernizing water resource management with advanced technologies like solar-powered systems and GIS mapping to address water scarcity and support climate adaptation. Strengthening disaster risk governance and knowledge is essential,

focusing on improving disaster prevention, mitigation, and risk assessment. Enhancing institutional coordination, data collection, and informed decision-making ensures disaster risk reduction efforts are effectively integrated into national policies. Investing in disaster risk financing is critical to resilience-building. Innovative funding approaches and disaster insurance policies will enable rapid resource mobilization and sustainable recovery. Enhancing community preparedness through early warning systems and anticipatory action is also a priority. Establishing disaster management hubs, strengthening food security monitoring, and improving risk preparedness contributes to long-term resilience and effective disaster response. These efforts lay a strong foundation for reducing disaster risks and advancing sustainable development.