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## **Draft** Somalia country strategic plan (2026–2030)

Duration	<del>1–March 2026</del> 1 August 2026–31 December 2030
Total cost to WFP	USD 1 <del>536 332 106</del> 553 455 799
Framework on accountability for results*	2.8

\* The framework on accountability for results is a performance measurement approach that incorporates programme and financial tracking and delivers a results-based approach to people-centred programming.

### **Executive summary**

As Somalia looks to 2030 and beyond, this five-year country strategic plan responds to the rapidly evolving conditions in the country, which are marked by entrenched and rising humanitarian needs, persistent conflict, recurring climate-related shocks and a historic decline in donor resources that together have triggered a major rethink of WFP's strategic positioning in Somalia.

Somalia has received humanitarian assistance for more than 30 years, during which famine has been declared twice. WFP's analysis shows that people have been suffering from emergency levels of acute food insecurity – Integrated Food Security Phase Classification phase 4 – every year since 2010. At least 4.46.5 million Somalis, nearly a quarter third of the population, are facing crisis levels or worse of acute food insecurity, a situation that is expected to continue throughout the period covered by this plan. In response, WFP will sharpen its focus on saving lives, prioritize the people most vulnerable to acute food and nutrition insecurity, advocate for resource partners to address total needs, and explore transformative, private sector-based models aimed at arresting escalating human costs. This strategic shift is grounded in localization and assurance while upholding the highest standards of transparency and accountability, focused on direct, field-level oversight, robust verification of transfers, and transparent reporting.

WFP will harness its comparative advantage to focus on programme quality; conflict-sensitive, vulnerability-based targeting; operational efficiency; digital innovation; and stronger integration

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among interventions, while also facilitating maximum impact from the collective humanitarian response through the provision of expert analysis, logistics and supply chain services.

Building resilience to withstand shocks, and fostering self-reliance underpin this strategy, which links the provision of immediate access to food to long-term investments in resilient food systems and diversified livelihoods, with support for nutrition-sensitive safety nets at its core.

Noting the Federal Government of Somalia's ambitious long-term vision of transforming the fragile state into a "capable and resilient" middle-income country by 2060, WFP will align implementation of the country strategic plan with the national transformation plan for 2025–2029 and the United Nations sustainable development cooperation framework for Somalia for 2026–2030.

Informed by evidence, analysis and insights from experience and evaluations, national plans and priorities, this plan reflects the WFP country office's operational shift from project-based interventions to integrated, people-centred programming, continuing to prioritize life-saving assistance for the most critically food-insecure and malnourished communities while positioning WFP as an enabler of national systems and local actors to provide nutrition-sensitive safety nets such as school meals programmes.

Central to this vision, WFP's leadership in food security analysis, supply chains and service provision becomes a key enabler of programme integration and innovation, while the organization continues to provide strategic information and critical logistics and aviation services to other humanitarian actors.

WFP will strengthen programmatic coordination across United Nations and non-governmental partners to enable common beneficiary services and integrated, cross-sectoral assistance with referral mechanisms that reduce duplication. These efforts are consistent with WFP's leadership role in the humanitarian reset and with the work of the reset and reform task team established under that initiative.

To deliver this programme in line with its strategic plan and corporate results framework, WFP proposes to implement four interlinked country strategic plan outcomes:

- *Outcome 1:* Crisis-affected populations in Somalia have improved access to timely life-saving food and nutrition assistance and are enabled to better anticipate, cope with and recover from shocks during times of crisis.
- *Outcome 2:* Food-insecure and at-risk populations, especially women, in targeted urban, peri-urban and rural communities have improved self-reliance, adequate nutrition and diversified livelihoods, and are more resilient to recurring shocks by 2030.
- *Outcome 3:* Government and partner programmes, platforms and systems are enabled to increase the quality, coverage and sustainability of school-based programmes and shock-responsive, nutrition-sensitive safety nets for the most vulnerable people by 2030.
- *Outcome 4:* The humanitarian community in Somalia is better able to reach vulnerable people and respond to needs and emergencies throughout the year.

Humanitarian access remains severely constrained and costly because of terrorism, the presence of non-state armed groups, and clan-based conflict. With consideration of its duty of care to both employees and beneficiaries uppermost, WFP will apply conflict-sensitive approaches to secure safe access to the people most in need of life-saving assistance. While the shift to cash-based transfers in the country strategic plan for 2022–2025 demonstrated the operational effectiveness of digital delivery and mobile money, WFP maintains contingency plans to prepare for any major shift in the mix of the transfer modalities it uses.

Noting the paradigm shift proposed by the UN80 initiative, WFP will work with other members of the United Nations humanitarian country team, such as the Food and Agriculture Organization of the United Nations and the United Nations Children's Fund, to enhance programmatic coordination on food security, beneficiary data, and health and nutrition interventions in order to achieve greater impact, efficiency, predictability and results at scale. Long-established as the largest humanitarian actor in the country, WFP will integrate and measure results in its cross-cutting priorities such as nutrition, protection, accountability and environmental sustainability, while advancing equality, especially for women and persons with disabilities.

To continue advancing its mandate while "doing better with less", WFP has recalibrated its operational capacity in Somalia to the projected funding outlook with a view to maintaining its capacity for providing relief while streamlining its resilience programming. WFP is ready to "stay and deliver" in Somalia, embracing integrity, quality, impact and readiness to usher in a strategic reset under this country strategic plan. Working towards this goal, WFP will foster innovative partnerships, prioritizing expanded collaboration with Somalia's dynamic private sector to strengthen resource mobilization and programme delivery.

### **Draft decision\***

The Board approves the Somalia country strategic plan (2026–2030) (WFP/EB.A/2026/8-A/4) at a total cost to WFP of USD 1,~~536,332,106~~553,455,799

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

## 1. Country analysis and needs assessment

1. One of the world's most fragile nations, Somalia is a low-income, food-deficit<sup>1</sup> country and a federal parliamentary republic whose development is impeded by structural inequalities, prolonged conflict, environmental shocks, widespread displacement of people, and limited human capital. Inter-clan clashes, and violence on the part of non-state actors disrupt markets, restrict humanitarian access, and drive displacement, food insecurity and malnutrition. Until conflict ends and investment in resilience, social protection and equitable governance increases, large-scale humanitarian needs will persist. Structural barriers and recurrent shocks perpetuate crisis and aid dependency and intensify risks, undermining stability and economic growth.
2. Somalia ranks 192nd of the 193 countries on the 2025 Human Development Index, with a score of 0.404.<sup>2</sup> It ranks 170th of the 172 countries on the 2023 Gender Inequality Index, with a score of 0.675, and is the lowest of the 127 countries on the 2024 Global Hunger Index.<sup>3</sup> The incidence of multidimensional poverty stands at 67 percent,<sup>4</sup> with prevalences ranging from 61.7 percent in urban areas to 74.3 percent in rural areas and 81.5 percent among nomadic people. Life expectancy at birth is 58.8 years and 80 percent of the population is under 35 years of age;<sup>5</sup> Somalia's population of 19.7 million people<sup>6</sup> is projected to double by 2050.
3. The food security outlook is expected to remain precarious throughout the period covered by this country strategic plan (CSP). Reduced humanitarian funding since early 2025 has already disrupted health, nutrition, and water, sanitation and hygiene services, increasing the risk of excess mortality among vulnerable population groups. Anticipated below-average rainfall, high food prices, and ongoing insecurity exacerbate these risks.
4. The latest Integrated Food Security Phase Classification (IPC) report<sup>7</sup> confirms an ongoing deterioration in food security, with at least 4.46.5 million people at crisis-level or worse in terms of acute food insecurity, and 921,0002 million at emergency level (IPC phase 4). Acute malnutrition affects 1.8584 million children aged 6–59 months – including 421483,000 who are severely malnourished – as a result of limited access to health and nutrition, poor child feeding practices, and inadequate water, sanitation and hygiene services. Needs are most acute for the 3.835 million internally displaced persons (IDPs), who face exclusion and gaps in service provision. Crisis-level food insecurity, of IPC phase 3 or above, is more common among IDPs in urban areas, and residents in rural settings.

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<sup>1</sup> Food and Agriculture Organization of the United Nations (FAO). 2023. [Low-Income Food-Deficit Countries \(LIFDCs\)](#).

<sup>2</sup> United Nations Development Programme (UNDP). 2025. [Human Development Index](#). 2024 was only the second year in which Somalia was included in the index, indicating institutional progress in the collection of key data and statistics.

<sup>3</sup> Concern Worldwide, Welthungerhilfe and Institute for International Law of Peace and Armed Conflict. 2025. [Global Hunger Index: Somalia](#).

<sup>4</sup> Somalia National Bureau of Statistics (SNBS) and the Ministry of Labour and Social Affairs, Federal Republic of Somalia. 2024. [Multidimensional Poverty Index \(MPI\) for Somalia Report 2024](#).

<sup>5</sup> UNDP. 2025. [Human Development Index](#).

<sup>6</sup> United Nations Population Fund (UNFPA). 2025. [World Population Dashboard: Somalia](#).

<sup>7</sup> IPC. 2026. [Somalia: Acute Food Insecurity Situation January 2026 and Projections for February to March 2026 and for April to June 2026](#). Under the [IPC system](#), acute hunger is at phase 3 on a scale of 1 to 5, with phase 5 denoting famine and phase 4 severe acute malnutrition.

5. Alternating floods and droughts contribute to land degradation and severely affect agriculture and livestock, key sources of food and income.<sup>8</sup> Somalis are still recovering from the drought of 2020–2023 and the floods that lasted from late 2023 to mid-2024, while another multi-season drought looms. The IPC report highlights how below-average rains during the Gu season, from April to June, are deepening drought, eroding coping capacities, and driving population displacement.
6. Women, children and marginalized groups bear a disproportionate burden, as inequality and social norms restrict their access to resources, decision-making capacity and livelihoods. These factors heighten food insecurity and expose women and girls – especially those who are displaced – to greater risks of violence because of poor lighting, overcrowding and lack of privacy.<sup>9</sup> Persons with disabilities endure systemic exclusion from aid, compounded by physical and communication-related barriers. Conflict, displacement and the erosion of community safety nets amplify protection concerns. Addressing these intersecting vulnerabilities requires integration of the principles of equality, disability inclusion and protection throughout all humanitarian and resilience programmes.
7. Somalia ranks among the lowest in the world in terms of education, with 4.5 million school-aged children – 56 percent of the total – not attending any form of learning. School attendance is only 37 percent among the school-aged children in internally displaced households and 50 percent in host communities, with regular attendance below 50 percent in both groups.<sup>10</sup>
8. The country's data ecosystem is fragmented, with limited disaggregated data on displacement, disability, sex and minority status. This hampers evidence-based policy-making and the monitoring of Somalia's progress in sustainable development.<sup>11</sup>
9. The broader economic outlook remains positive,<sup>12</sup> as 4.0 percent growth in gross domestic product in 2024 continued the economic recovery from the coronavirus disease 2019 pandemic. However, growth is predicted to slow in 2025 as the sharp decline in international foreign assistance increases uncertainty.<sup>13</sup> Food price inflation has eased since the high of 17 percent in 2022, the highest in recent history, driven by external shocks and domestic supply issues. Somalia's ports – Berbera, Mogadishu, Bossaso and Kismayo – are vital to sustaining domestic trade and food supply chains, and over the past decade have gradually recovered from conflict-related disruption and expanded.<sup>14</sup>

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<sup>8</sup> The livestock sector contributes nearly 45 percent of Somalia's gross domestic product and underpins the livelihoods of most rural households, serving as the primary source of income, nutrition and trade. International Livestock Research Institute. 2023. [Exploring investment opportunities for the livestock sector in Somalia](#) (accessed October 2025).

<sup>9</sup> Georgetown Institute for Women, Peace and Security. 2025. [Women, Peace and Security Index 2025 - Somalia](#). Somalia ranks 169th out of the 177 countries on the Women, Peace and Security Index, which monitors the status of women in conflict zones.

<sup>10</sup> Somalia Food Security Cluster. 2024. [Multi-Sector Needs Assessment \(MSNA\) 2024-2025](#).

<sup>11</sup> United Nations Somalia. [United Nations Sustainable Development Cooperation Framework \(2026–2030\)](#) (not yet available online).

<sup>12</sup> World Bank. 2025. [Somalia Economic Update. Boosting Domestic Revenue Mobilization: To Enhance Service Delivery and Strengthen the Social Contract](#).

<sup>13</sup> United Nations Office for the Coordination of Humanitarian Affairs (OCHA). 2025. [Somalia 2025 Humanitarian Funding Overview](#).

<sup>14</sup> World Bank. 2025. [Somalia Economic Update. Boosting Domestic Revenue Mobilization: To Enhance Service Delivery and Strengthen the Social Contract](#).

10. Somalia successfully completed the heavily indebted poor countries<sup>15</sup> initiative in December 2023, resulting in substantial debt relief from the World Bank, the International Monetary Fund and other creditors. This debt cancellation significantly reduced Somalia's external debt burden, from approximately 64 percent of its gross domestic product in 2018 to less than 6 percent by the end of 2023. The debt relief amounted to USD 4.5 billion, with the World Bank and the International Monetary Fund providing a large portion of that total.<sup>16</sup>

## 2. National priorities and collective assistance

11. The [2025-2026](#) humanitarian needs and response plan<sup>17</sup> determined that [9.44.8](#) million Somalis ~~were affected by~~<sup>18</sup> [require](#) humanitarian ~~crisis, with 47 percent of assistance, owing to the population affected by impact of~~ conflict, ~~floods,~~ drought, ~~floods,~~ disease outbreaks and displacement. ~~Insufficient Ongoing~~ funding ~~caused the reprioritization of constraints under the humanitarian reset have led to a highly prioritized response, with the 2026 humanitarian needs and response plan in May 2025,~~<sup>19</sup> [focusing targeting 2.4 million people, and assistance concentrated on the most food-insecure locations where needs are most 1.6 million people in 21 districts facing severe- intersectoral needs.](#)
12. WFP plays a critical operational role in the humanitarian country team, co-chairing the food security cluster with the Food and Agriculture Organization of the United Nations (FAO), the national cash working group with the United Nations Office for the Coordination of Humanitarian Affairs and CARE International, and the humanitarian country team reset and reform task team, which supports the humanitarian country team in implementing recommendations from the inter-agency humanitarian evaluation and the global humanitarian reset, and developing practical, integrated solutions in key areas: accountability, operational response and common enablers. This work includes advancing interoperability through shared approaches to targeting, registration, referrals, community feedback mechanism, monitoring, and joint analysis to support transparent, evidence-based decision-making.<sup>20</sup>
13. Centennial Vision 2060,<sup>21</sup> launched in June 2025, lays out the Government of Somalia's bold 35-year plan for elevating the fragile nation to the status of a "capable and resilient" middle-income country. The vision will be implemented initially through the national transformation plan (NTP) for 2025–2029, and sectoral and regional plans. The NTP sets ambitious targets in various sectors with the aim of fostering private sector development to drive economic growth, with support from the public sector. WFP also supports planning at the state and community levels.

<sup>15</sup> World Bank and International Monetary Fund. 2023. [Enhanced Heavily Indebted Poor Countries Initiative. Completion Point Document and Multilateral Debt Relief Initiative](#). The initiative provides a framework for debt relief for poor, heavily indebted countries and aims to foster debt sustainability and enable economic growth and poverty reduction.

<sup>16</sup> International Monetary Fund. Press release No. 23/438. [IMF and World Bank Announce US\\$4.5 billion in Debt Relief for Somalia](#) (accessed August 2025).

<sup>17</sup> OCHA. 2026. [Somalia HNRP 2026- HNRP](#).

<sup>18</sup> [OCHA. 2026 Somalia HNRP 2026 – Overview](#).

<sup>19</sup> [OCHA. 2025. Somalia HNRP 2025 – Overview](#).

<sup>20</sup> Emphasis is placed on area-based coordination, ensuring geographic complementarity, avoiding duplication and collectively optimizing resources to maximize the coverage and impact of assistance.

<sup>21</sup> National Economic Council, Federal Government of Somalia. 2025. [Centennial Vision 2060: Somalia's Blueprint for a Peaceful, Prosperous and Proud Somalia by 2060](#).

14. Liaising with the Ministry of Planning, Investment and Economic Development,<sup>22</sup> WFP supported the development of the NTP and will align its interventions with the four key pillars of the NTP: 1) transformational governance; 2) sustainable economic transformation; 3) social and human capital transformation; and 4) environment, climate and resilience. WFP also contributed to the formulation of the United Nations sustainable development cooperation framework (UNSDCF) for 2026–2030 which represents the collective response of the United Nations in Somalia, with four strategic priorities<sup>23</sup> that are closely aligned with the NTP pillars and Somalia's international long-term development commitments.
15. In May 2025, Somalia and the United Kingdom of Great Britain and Northern Ireland, as co-chairs, launched the high-level panel on social protection in fragile settings.<sup>24</sup> WFP supports the Government-led shock-responsive social protection programme, Baxnaano, aimed at building resilience and human capital, and the provision of locally sourced school meals. In early 2025, the Ministry of Education finalized the national school meals policy, and home-grown school feeding is cited as key result in the NTP, central to the Government's objectives of enhancing high-quality education and human capital development. Somalia joined the global School Meals Coalition in 2022,<sup>25</sup> committing in 2025 to expanding the Ministry of Education's capacity to provide school meals and ensuring that school meal operations are included in the budget from 2026.<sup>26</sup>
16. Since 2018, the Ministry of Planning, Investment and Economic Development has overseen the implementation of the joint resilience programme of the United Nations Children's Fund (UNICEF) and WFP,<sup>27</sup> which is now in its fourth iteration and targets school-aged children, internally displaced children, vulnerable adolescents, and pregnant and breastfeeding women and girls in Federal Member States. The programme aims to enable households to improve their food security and livelihoods through diversified production and income generation, and to strengthen government systems in order to promote high-quality health, nutrition, education and water, sanitation and hygiene services in schools and health facilities.
17. WFP leads the moderate acute malnutrition (MAM) prevention and management programme, the largest nutrition assistance programme in the country, working with international and national non-governmental organizations (NGOs) for field delivery. Partners handle site-level services like screening and counselling. WFP serves as deputy lead of the nutrition cluster and collaborates with UNICEF, the World Health Organization and health ministries. In areas with moderate acute malnutrition prevention operations, it partners with specialists in social and behaviour change and maternal and child health and nutrition. Capacity-strengthening activities ensure high-quality services and adherence to updated guidelines. Coverage of the targeted supplementary feeding programme has been significantly reduced, with 317 of 600 maternal and child health and nutrition clinics closed across the country since 2024 as a result of funding cuts.

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<sup>22</sup> The Ministry of Planning, Investment and Economic Development in the Federal Government of Somalia jointly coordinates with United Nations partners the development of the UNSDCF, from which the WFP country strategic plan for Somalia for 2026–2030 is derived.

<sup>23</sup> The UNSDCF also defines four strategic priorities with the themes of transformative governance, economic transformation, social and human capital, and climate and resilience.

<sup>24</sup> Foreign and Commonwealth Office of the United Kingdom of Great Britain and Northern Ireland. 2025. [Joint statement on the launch of a High-Level Panel on Social Protection in Fragile and Conflict Settings](#).

<sup>25</sup> School Meals Coalition. [Somalia](#).

<sup>26</sup> School Meals Coalition. 2025. [Somalia Country Progress Review 2025](#).

<sup>27</sup> United Nations Somalia. 2024. [Somalia launches new Joint Resilience Programme to benefit a million people in Puntland and Galmudug states](#) (accessed September 2025).

18. In 2023, FAO and WFP signed a comprehensive data sharing agreement in Mogadishu aimed at improving coordination, ensuring the transparent delivery of assistance, and leveraging collective information for more effective targeting and impact measurement.
19. Under the strategic leadership of the Resident Coordinator in Somalia, WFP and FAO are the joint implementing partners of the World Bank-funded food systems for Somalia project,<sup>28</sup> working with the Government and six federal states to tackle the underlying structural challenges of food insecurity, and reduce vulnerability. WFP also co-chairs the food security cluster with FAO, and the United Nations' results group on environment, climate and resilience with the United Nations Environment Programme.
20. The security situation remains fragile as the Government's offensives against armed non-state actors continue. The NTP document notes that Al-Shabaab destabilizes regions through asymmetric warfare, the control of territory in southern Somalia, and persistent attacks, undermining governance, public trust and essential services. Since January 2025, the African Union Support and Stabilization Mission in Somalia<sup>29</sup> has been supporting Somali-led stabilization efforts, and humanitarians have adapted operating modalities – including by using alternative escorts and reviewing their supply chains – in order to maintain their operations. Strengthened coordination among the Somali national army, regional forces and international partners is essential to countering these threats, protecting civilians and improving humanitarian access.

### **3. WFP's comparative advantage, capacity and ability in Somalia**

21. WFP's comparative advantage in Somalia and around the globe lies in its proven expertise in logistics, early warning, emergency preparedness and service provision, enabling rapid and effective action during crises. With the capacity to deliver at scale in fragile and conflict-affected settings, WFP prioritizes the continuity of life-saving assistance even in the most challenging environments. Its deep field presence and expansive operational footprint in Somalia allow for timely interventions and sustained engagement in diverse geographic and sociopolitical environments.
22. Harnessing these advantages, the strategic shifts under this CSP aim to support the delivery of cash-based transfers at scale for maximum life-saving impact, employing lessons learned to continuously improve targeting, beneficiary identification and assurance, progress towards milestones for Government-led social protection systems, and a genuine transition in WFP's role from that of implementer to enabler through strengthened services, systems and coordination.
23. The CSP draws on a comprehensive evidence base generated from consultations,<sup>30</sup> audits, evaluations and analysis that drive learning and shape programme design and implementation. WFP agrees with and will implement the key recommendations from the independent evaluation of the CSP for 2022–2025, which found that the CSP was relevant but did not meet aspirations owing to underlying factors that included the high level of

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<sup>28</sup> Somalia Food Systems Resilience Project. [About The Project](#).

<sup>29</sup> [United Nations Security Council Resolution 2767 \(2024\)](#) endorsed the African Union Peace and Security Council's decision to replace the African Union Transition Mission in Somalia (ATMIS) with the [African Union Support and Stabilisation Mission in Somalia](#) (AUSSOM) with effect from 1 January 2025.

<sup>30</sup> The country office participated in consultations with the Government to develop the NTP, and with partners in the United Nations system to develop the UNSDCF; a stakeholders' round table attended by the Resident Coordinator and stakeholders in civil society and the private sector opened the CSP formulation workshop; WFP's area offices conducted community consultations among the people WFP serves; and the country office conducted a roadshow presenting the CSP strategy to the Government, development and operational partners, civil society and United Nations partners.

- need, insufficient donor funding, and limitations to WFP's capacity to support implementation.
24. Lessons learned<sup>31</sup> show that while humanitarian assistance in Somalia has been critical in saving lives, it has also produced significant unintended consequences. Limited integration between short-term relief and longer-term resilience programming has hindered long-term impact. Despite substantial investments, community engagement and accountability to affected people have been poorly harmonized among agencies, leaving many stakeholders unaware of the assistance available and response plans. People-centred approaches are well integrated into programme design but fall short in implementation because of entrenched cultural and social norms. Progress has been made in reaching marginalized groups, including minorities, persons with disabilities, and those in hard-to-reach areas, but exclusions persist. The system-wide scale-up in 2022 increased the risk of aid diversion and inadvertently encouraged migration to informal camps for IDPs in urban areas, creating new vulnerabilities and dependency on humanitarian assistance. In 2023, at the height of the crisis, the WFP country office disbursed approximately USD 735 million through its large-scale cash-based transfer programme and averted famine. However, it faced major challenges, including inefficiencies in targeting, identity management issues, and risks of aid diversion.<sup>32</sup>
  25. WFP ~~considers that it~~ has adequate operational capacity and expertise to operationalize the CSP and achieve its objectives.<sup>33</sup> It will be essential to maintain an agile approach in view of evolving challenges and shifting national and donor priorities.
  26. Through the global assurance project,<sup>34</sup> the country office has worked hard to build back trust among donors and continues to be recognized as a partner of choice in driving high-quality programme delivery together with the host Government and partners.
  27. WFP also supports governments in order to design, implement and maintain scalable, efficient and shock-responsive safety nets. Its expertise in advanced digital and geospatial systems,<sup>35</sup> vulnerability analysis, and food security monitoring provides reliable data and evidence to inform policy, guide programming and advocate the ending of hunger. These strengths position WFP as a critical partner in addressing unmet needs, complementing national efforts and advancing collective progress towards food security and nutrition outcomes. WFP's pioneering use of biometrics to identify unique beneficiaries has been

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<sup>31</sup> WFP has taken lessons from studies and evaluations including the *National Integrated Monitoring and Evaluation Framework (NIMEF) for the Implementation of the National Development Plan (NDP-9)*; the *Somalia UNSDCF for 2021–2025*; the *Decentralized Evaluation of Joint Resilience Programme in South-Central Somalia from 2018 to 2022*; the *Inter-agency Humanitarian Evaluation of the Response to the Humanitarian Crisis in Somalia*; and recommendations from the External Auditor and internal audits.

<sup>32</sup> The adjudication limitations of WFP's digital beneficiary information and transfer management platform (SCOPE) resulted in a backlog of more than 1.4 million unresolved duplicate registrations. Weak "know your customer" controls in the mobile money ecosystem further increased vulnerability to fraud and resource misallocation. Post-delivery investigations confirmed substantial gaps in the tracking and verification of aid distribution.

<sup>33</sup> See "[Risk management and mitigation measures](#)" in annex II.

<sup>34</sup> Executive Director's circular, [WFP Global Assurance Framework \(OED2024/004\)](#). The Somalia assurance project, undertaken from 2023 to 2025 as part of the global assurance project, successfully implemented a series of changes to the country office's processes and controls for targeting, identity management, monitoring, community feedback mechanisms, supply chains, third-party partnership management, and risk governance, significantly reducing identified risks, and pre- and post-delivery diversion.

<sup>35</sup> Through tools such as the platform for real-time impact and situation monitoring (PRISM), Dataviz and Seasonal Explorer, WFP integrates near real-time data on rainfall, vegetation and market conditions to anticipate and respond to emerging risks.

embraced by other actors in Somalia, demonstrating the organization's catalytic impact on national and local capacity.<sup>36</sup>

#### 4. Strategic positioning, programme priorities and partnerships

##### Country strategic plan direction and intended impacts

28. Over the five years of the CSP, WFP aims to reach 7.5 million beneficiaries, with women and girls making up 53 percent. Leveraging the country office's comparative advantages and strategic partnerships, the plan applies strategic shifts to deliver four integrated CSP outcomes designed to save lives, with better vulnerability-based targeting; reduce humanitarian needs via pathways to self-reliance; enable the federal and state governments to scale up social protection and school meal programmes; and ensure that humanitarians have access to the systems, information and services they need to reach the people most-affected, and respond to emergencies.
29. The plan prioritizes field-centred assistance for the most acutely food-insecure and malnourished communities, leveraging WFP's strengths in early warning, emergency response, supply chains, and food security analysis. This approach aims to save lives, reduce humanitarian needs, build resilience, strengthen national capacity, and ensure principled humanitarian action. Guided by evidence, evaluations and national priorities, WFP will shift to more integrated, people-centred programming, maintaining life-saving support while enabling government systems and empowering local actors. Programming will be underpinned by common services for partners and locally led, sustainable approaches that enhance efficiency and impact in a resource-constrained environment.
30. Derived from the UNSDCF, this CSP is in line with annual humanitarian needs and response plans, Somalia's NTP and other national and regional strategies. It implements WFP's corporate strategic plan<sup>37</sup> at the country level, and complies with WFP's policies and strategies, especially the [localization policy](#) of 2025, which places local and national actors at the centre while committing to upholding the highest standards of transparency and accountability.
31. Leveraging its convening power and diverse partnerships, WFP will build sustainable government capacity through integrated programming, data-driven targeting, and strengthened community resilience. The strategic use of evidence<sup>38</sup> will support advocacy for zero hunger, while operational agility ensures responsiveness in the face of funding constraints. WFP will pioneer innovative and ethical private sector-based models to help close the humanitarian funding gap.
32. WFP will address the risks and drivers of vulnerability, including climate-related shocks, conflict and displacement, through tailored interventions and coordinated action with the federal and state governments and partners aimed at enhancing efficiency, complementarity, operational performance and programme impact in Somalia. It will embed and measure results in cross-cutting priority areas such as nutrition, protection,

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<sup>36</sup> To manage the unified social registry, WFP works with the Ministry of Labour and Social Affairs, the National Identification and Registration Authority and the Somali Disaster Management Agency.

<sup>37</sup> Under the guidance of global headquarters, the country office has designed this CSP to be implemented under WFP's strategic plan for 2026–2029.

<sup>38</sup> For example, the *Diagnostic Study to Design Mogadishu PSNP for IDP and the Most Vulnerable Host Communities in Banadir*, published in February 2025 by WFP and others, explored a productive safety net model for urban Banadir, gathering data from 1,264 households in Daynile and Kahda districts. Despite challenges – such as disruption by militia, and community resistance – the study provided essential insights for designing public works programmes and livelihood support that reduce poverty, create employment and promote economic growth for IDPs and vulnerable host communities in Mogadishu.

accountability and environmental sustainability, while advancing equality, especially for women and persons with disabilities.

### Programme integration

33. WFP will implement the CSP through integrated, shock-responsive systems that address acute and chronic malnutrition and food insecurity. A context-specific referral pathway will guide people and communities from emergency response programmes to early recovery and structured resilience activities. CSP outcomes 1 on crisis response and 2 on resilience will function as an adaptive hunger safety net,<sup>39</sup> delivering life-saving food and cash assistance, reducing humanitarian needs, while supporting the transition to self-reliance through alternative livelihoods, ~~regenerative agriculture, crop diversification~~, linkages between small businesses and markets, and sustainable water resource management. The cross-programme integration of early warning, anticipatory action and financial solutions will enable rapid, needs-based responses to shocks, “layered” with long-term investments in resilience and social protection. Strategic sequencing and synergy between CSP outcomes 1 and 2 will forge pathways out of crisis, strengthen social cohesion, and contribute to peacebuilding.
34. CSP outcome 3 focuses on system strengthening, particularly in shock-responsive social protection and in the national capacity for scaling up the WFP-supported home-grown school feeding programme, enabling the efficient targeting and delivery of cash-based or early recovery assistance to highly vulnerable people. CSP outcome 4 anchors supply chain innovation, operational integration and safe service delivery – including the United Nations Humanitarian Air Service (UNHAS) and data-driven logistics – which underpin all outcomes and support partners through collaborative solutions. Under all outcomes, WFP invests in evidence generation, system development, and partners’ capacity, progressively shifting from direct service delivery to the provision of technical assistance and support for government ownership, positioning Somalia for nationally led food security and resilience.

### Strategic engagement with partners

35. Under this CSP, WFP will leverage strategic partnerships to prioritize the most vulnerable people and offer pathways to self-reliance. WFP fully engages the federal and state governments, other United Nations and multilateral agencies, NGOs and the private sector, acting as a convener and mapping and coordinating partners’ activities for greater impact and efficiency. Long-standing relationships with civil society and community actors will be leveraged to extend reach, while cooperation with agencies such as FAO and UNICEF will strengthen integrated, cross-sector responses, building synergies along pathways towards resilience and sustainable food systems.<sup>40</sup> Together with the Ministry of Planning, Investment and Economic Development, WFP will jointly review the progress of CSP implementation.
36. The CSP embeds joint work planning across the results groups of the UNSDCF to support aligned, complementary programming. WFP will enhance operational efficiency by integrating digital systems for supply chains, cash transfers, identity management, and feedback mechanisms, along with shared infrastructure and pooled services. Through its

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<sup>39</sup> Complementing the emergency-focused targeting under CSP outcome 1, targeting under CSP outcome 2 will use methodologies such as vulnerability-based targeting and community-based selection to deliver integrated approaches, leveraging multidimensional vulnerability assessments, including livelihood fragility, exposure to shocks, and access to services.

<sup>40</sup> WFP has engaged in broad consultations with all stakeholders to inform the CSP design. Following a strategic review by WFP’s senior management, the country office presented the proposed plan to the Government, operational partners and donors in a series of consultations held in October 2025.

leadership and focus on innovative, multi-actor partnerships, WFP ensures more coordinated, efficient and impactful responses for Somalia's most vulnerable people.

37. Private sector partnerships will focus on optimizing supply chains, logistics, financial services, the local production of fortified foods, and risk-transfer mechanisms. WFP will promote innovation, empower local entrepreneurs, and align its activities with Somalia's food systems and resilience goals. It will also step up advocacy with international financial institutions and private sector foundations to diversify partnerships and sustain implementation of the CSP amid shifting global resources.
38. WFP will build on its streamlined model for the management of cooperating partners<sup>41</sup> to extend localization and improve cost-effectiveness. Enhanced collaboration with civil society will foster inter-peer learning, with the deliberate engagement of organizations led by women, persons with disabilities and people from minority groups. WFP will continue to invest in training and organizational development for cooperating partners, equipping them with skills in operational standards, data protection and community engagement to improve assistance quality and accountability.

### Country strategic plan outcomes and activities

#### ***Country strategic plan outcome 1: Crisis-affected populations in Somalia have improved access to timely life-saving food and nutrition assistance and are enabled to better anticipate, cope with and recover from shocks during times of crisis (focus area: crisis response)***

39. Under this outcome, WFP will deliver a package of enabling and life-saving activities that combines anticipatory action, emergency food and nutrition assistance, and early recovery interventions (*activity 1*).
40. WFP will deliver unconditional and conditional food transfers to the most food-insecure and malnourished people and communities within reach in order to facilitate early recovery in accessible crisis-affected areas. Unconditional transfers target households to meet urgent needs during shocks, while conditional transfers are provided as households stabilize, engaging them in asset creation or training to support recovery and build resilience. Pregnant and breastfeeding women and girls, other girls and young children in vulnerable communities will have access to nutritious food and community-based nutrition education aimed at preventing and managing malnutrition. To empower communities with knowledge of risk, and support local actions for rapid recovery, WFP will work with national, subnational and community actors to anticipate, prepare for, and respond to shocks.<sup>42</sup>
41. WFP's approach will be rooted in the disaster risk management cycle, combining anticipatory action plans,<sup>43</sup> early warning, emergency relief and early recovery in order to save lives and reduce the beneficiary caseloads of emergency responses as much as possible, even when needs are projected to exceed the available resources, and persistent conflict continues to restrict humanitarian access, magnifying the scale of unmet need.

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<sup>41</sup> Operational independence and adherence to humanitarian principles are promoted through strategic and operational partnerships with government institutions, civil society and cooperating partners.

<sup>42</sup> WFP is collaborating with the federal and state governments and humanitarian partners through the [Somalia Preparedness Plan for Food and Nutrition Security Crises](#), which promotes anticipatory action and data-driven crisis response. By aligning its analytical platforms and digital architecture with national systems, WFP supports the development of an integrated framework that links forecasting, risk monitoring and the delivery of social protection, enhancing national capacity to mitigate and respond to food security shocks.

<sup>43</sup> Evidence from the implementation of the country office's anticipatory action plan for floods in 2023 shows that anticipatory action accelerates response, because it triggers the provision of aid before a shock peaks, saving lives and time; reduces costs, by preventing or mitigating impacts, thereby reducing costly response and recovery needs; and is more humane in enabling people to prepare for shocks, strengthening their resilience and dignity.

42. WFP will deploy a three-pronged crisis modifier model consisting of anticipatory action such as early warning and pre-emptive cash transfers that are focused on households led by women and aim to help avoid negative coping strategies and preserve livelihoods ahead of shocks; targeted emergency response for the most food-insecure people – those in IPC phase 4 and above – emphasizing vulnerability-based conditionality; and early recovery support through skills development, asset creation and capacity strengthening for communities and the Government to foster resilience and timely response. Interventions are calibrated to all livelihood zones: agro-pastoral, pastoral, riverine, urban or peri-urban.
43. This approach marks a strategic shift from reactive responses to a model that fosters readiness by injecting capacity into national, state and local government systems, building evidence, and integrating programming for better targeting and community engagement. WFP's comparative advantage lies in the size of its operational footprint, its partnerships and its expertise in vulnerability analysis, logistics, preparedness and coordination – as demonstrated through its leadership roles in the cash working group and food security and nutrition clusters, and its close work with national and international partners in the government, United Nations and NGO sectors.
44. WFP will focus on improving programme quality, seeking to forge an integrated shock-responsive safety net, and moving people from immediate life-saving support under this CSP outcome 1 on to pathways to resilience and self-reliance under CSP outcome 2. Nutrition responses are integrated throughout, focusing on the prevention and management of acute malnutrition in line with best practices and national guidelines, and leveraging early warning, the pre-positioning of supplies, and flexible scale-up. By providing timely support before, during and after crises, WFP ensures that households have the means to withstand shocks and recover, safeguarding both food security and long-term livelihoods. Policy and operational frameworks will also be supported, with a view to enabling timely, adaptive programming for sustained impact.

***Alignment with national priorities***

45. Under this CSP outcome, WFP contributes to reprioritized strategic objective 1 of the humanitarian needs and response plan (prevent loss of life by reducing the prevalence of hunger and acute malnutrition); UNSDCF outcome 2, contributing to sustainable growth, food security and livelihoods, in line with NTP pillar 2; and UNSDCF outcome 4, contributing to early warning and anticipatory actions that build communities' resilience, in line with NTP pillar 4.

***Country strategic plan outcome 2: Food-insecure and at-risk people, especially women, in targeted urban, peri-urban and rural communities have improved self-reliance, adequate nutrition and diversified livelihoods, and are more resilient to recurring shocks by 2030 (focus area: resilience building)***

46. To reduce needs and enhance resilience to withstand shocks, in collaboration with the Government and partners, WFP will deliver integrated nutrition-sensitive livelihood support activities, asset creation initiatives, and financial solutions for targeted food-insecure and at-risk people (*activity 2*). WFP will build on the immediate life-saving support provided under CSP outcome 1, positioning affected people on pathways towards resilience and self-reliance through an integrated, shock-responsive safety net that addresses both urgent and underlying needs.
47. The country office will support resilience and human capital development through improved access to services and adaptive livelihoods. Integrated packages that combine nutrition-sensitive support, asset creation, adaptive capacity, financial services and market access will help vulnerable communities to build assets, diversify incomes and adopt sustainable practices. Nutrition-related goals are embedded throughout, addressing

long-term well-being as well as access to food, and are focused on women's central role in the recovery of households and communities.

48. The strategic shift will move WFP away from fragmented, project-based approaches and towards people-centred, integrated and scalable solutions that empower local actors, value chain participants and the private sector, enabling WFP to support systemic changes that reduce humanitarian needs in the long term and align its support with the Government's frameworks for resilient and sustainable food systems. WFP's field presence, expertise in food systems and safety nets, and strong partnerships with communities and the Government will enable it to lead this integrated approach and deliver at scale and speed in fragile settings.
49. Implementation will be through collaboration, with WFP leading while supporting government ownership, strengthening national systems and building partners' capacity to bring lasting results. Partnerships with government ministries, local and international NGOs, cooperatives, private sector actors, [FAO, the International Fund for Agricultural Development](#) and other United Nations agencies will ensure a breadth of expertise in the areas of livelihoods, markets, nutrition and resilience.
50. All activities under CSP outcome 2 are designed to be catalytic and scalable, unlocking systems change and creating models that can be replicated nationally. In the face of access constraints and resource limitations, WFP will prioritize high-risk areas, work through national systems wherever feasible, maintain essential services, and focus on the scalable, cost-effective models that are best suited to Somalia's evolving needs.
51. Drawing on evidence and continuous learning informed by robust monitoring, WFP will not just meet immediate needs but also invest in the future by equipping vulnerable Somalis to withstand shocks, reduce their dependence on humanitarian aid, and move confidently along the pathway to resilience and self-reliance.

#### ***Alignment with national priorities***

52. CSP outcome 2 contributes to UNSDCF outcome 2, in line with NTP pillar 2, and UNSDCF outcome 4, in line with NTP pillar 4.

#### ***Country strategic plan outcome 3: Government and partner programmes, platforms and systems are enabled to increase the quality, coverage and sustainability of school-based programmes, and shock-responsive, nutrition-sensitive safety nets for the most vulnerable people by 2030 (focus area: resilience building)***

53. To reduce needs and enhance resilience to withstand shocks, WFP will enable the Government and partners to design and deliver strengthened, integrated national school meal programmes and shock-responsive, nutrition-sensitive safety nets that stimulate the local economy (*activity 3*).
54. WFP will help to sustain Somalia's social safety nets by supporting key systems such as the unified social registry, shock-responsive mechanisms, and policy frameworks that link social protection to resilience, nutrition and food security. Through ongoing engagement, especially at subnational levels, WFP will improve the quality of social assistance. At the technical level, it will support conditional cash transfers and help design protocols for scalable shock response, using its expertise in early warning and disaster risk management, and including financial solutions. Operationally, WFP will assist federal and state governments with implementation, reviews and risk management to expand nutrition-sensitive safety nets tailored to conditions in Somalia.

55. Following the provision of critical support under the CSP for 2022–2025,<sup>44</sup> which helped to establish the World Bank-backed safety net for human capital project,<sup>45</sup> or “Baxnaano”, WFP will support the transfer of the project to the Ministry of Labour and Social Affairs and full national ownership.<sup>46</sup> WFP has employees in place for system strengthening, programme implementation,<sup>47</sup> digital delivery and analytics. The transition to direct service delivery by the Government will take place in areas where the Government has access and political acceptance, with WFP providing technical advice and playing a backstopping role. In hard-to-reach areas, WFP can continue to support the Government with outreach.
56. Somalia joined the Global School Meals Coalition in 2022 and has cited school meals programming as a central priority in the NTP, committing to expanding capacity in the Ministry of Education and working to ensure school meals provision is included in the 2026 budget.<sup>48</sup> WFP will prioritize systems strengthening that supports Somalia’s goal of the universal provision of school meals in primary schools by 2030, while continuing to provide meals in vulnerable areas and supporting policy, capacity and financing to advance the Federal Government’s transition road map.
57. WFP’s revised school meals strategy for this CSP responds to the recommendation from the evaluation<sup>49</sup> of the CSP for 2022–2025 to “develop a school feeding programme strategy that includes a long-term scenario-based investment plan that gives donors and the Government clarity on where investments are needed, the resources required and for how long”.
58. WFP’s catalytic strategy will build government capacity to improve programme quality and scale programme coverage while ensuring sustainability, positioning schools as development hubs through initiatives such as school gardens, social and behaviour change and market linkages, and prioritizing the districts with the highest levels of food insecurity and malnutrition and the weakest educational outcomes.
59. As the global leader in school meal programming, WFP serves as the Government’s partner of choice. WFP’s approach emphasizes direct collaboration with federal and state ministries of education, shifting from delivery through NGO cooperating partners to the direct strengthening of government systems. Multi-sectoral engagement will include the ministries of agriculture, health and finance, reflecting the Government’s ambitious objectives for the national home-grown school feeding programme.

### ***Alignment with national priorities***

60. CSP outcome 3 contributes to UNSDCF outcome 3 for social and human capital, supporting sustainable growth, food security and livelihoods, in line with NTP pillar 3 on social and human capital transformation.

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<sup>44</sup> Under the CSP for 2022–2025, in phase 1 of Baxnaano, WFP supported the Government in operationalizing the social protection system, reaching 1.2 million households with predictable cash transfers linked to nutrition activities, and distributing USD 334 million for long-term safety nets and USD 109 million for shock response in the form of emergency cash transfers. Foundational systems were built through the unified social registry and the social protection delivery system, which now covers more than 4 million households.

<sup>45</sup> National Safety Net Programme. [Baxnaano](#).

<sup>46</sup> Somali News Today Live. 2025. [World Bank Applauds Somalia for Launching Phase 2 of Baxnaano Social Protection Program](#).

<sup>47</sup> Programme delivery will entail support for the “last-mile” provision of social assistance through cash and in-kind support, the co-design of new safety nets, and improved accountability through WFP’s extensive systems and on-the-ground presence.

<sup>48</sup> School Meals Coalition. 2025. [Somalia Country Progress Review 2025](#).

<sup>49</sup> Final evaluation report not yet published.

**Country strategic plan outcome 4: The humanitarian community in Somalia is better able to reach vulnerable people and respond to needs and emergencies throughout the year (focus area: crisis response)**

61. WFP will continue to provide critical support to the collective response in Somalia through the provision of services for the humanitarian and development community, and ensure coordination remains focused on clear operational functions, including logistics, aviation, access, and information services that directly enable frontline assistance.
62. Operationalizing the vision of the UN80 initiative<sup>50</sup> for a more streamlined, efficient and impactful United Nations system, WFP will put service provision and supply chains at the centre of programme integration, innovation and CSP implementation, acting as an operational enabler, building data and knowledge management capacities that are integrated into government systems, and supporting system-wide service delivery in Somalia.
63. Under *activity 4*, WFP will continue to provide its long-standing air transport services for 100 humanitarian organizations through its management of UNHAS, facilitating effective emergency response and supporting the development of aviation infrastructure and capacity. UNHAS ensures safe, reliable and secure flights for humanitarian and development partners, urgent medical and security evacuations, and the delivery of light essential cargo.
64. WFP will continue to provide mandated logistics services under *activity 5*, bringing people at risk within reach of assistance, enabling the timely implementation of emergency responses, and disseminating strategic information and analysis through the coordination of the active clusters that it leads. On-demand services for the humanitarian community will be offered on a full-cost recovery basis under *activity 6*.
65. Coordinated, cross-sectoral investments grounded in needs-based approaches that are aligned with humanitarian principles are essential to the achievement of a just and resilient future for Somalia. As the leading logistics organization in the country, WFP will continue to leverage its supply chain systems and digital platforms to enable efficient pre-positioning, targeting, and the effective monitoring of service delivery, including in hard-to-reach areas.
66. Building on its comparative advantages in data, analytics and food security analysis, WFP will focus its communications and advocacy on early warning, ensuring that its high-quality strategic information and real-time, data-driven insights fully inform system-wide decision-making and anticipatory action that save lives and reduce needs and disaster risks.
67. Noting the lessons learned,<sup>51</sup> WFP will utilize its [Building Blocks](#) blockchain technology with a view to enhancing programme integrity and efficiency and generating cost savings in inter-agency processes; providing beneficiaries with verifiable, tamper-proof digital identities; reducing fraud and duplication; expediting assistance delivery; and providing transparency on fund allocations and transfers in real time.

**Alignment with national priorities**

68. Under CSP outcome 4, WFP contributes to strategic objective 1, “prevent loss of life by reducing the prevalence of hunger and acute malnutrition” of the reprioritized

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<sup>50</sup>United Nations. 2025. [UN80 Initiative](#).

<sup>51</sup> Since 2017, [Building Blocks](#) has processed more than USD 555 million in cash-based transfers and provided USD 325 million in assistance to more than 1 million refugees in Bangladesh, Jordan and Ukraine, making it the world's largest humanitarian blockchain system.

humanitarian needs and response plan, and to UNSDCF outcomes 2 and 4, in line with NTP pillars 2 and 4.

## 5. Prioritization and sustainability

### Prioritization approach

69. In response to a sharp decline in humanitarian funding, WFP is recalibrating its approach to its work by prioritizing the emergency needs of people facing acute food insecurity. The strategy focuses on reducing those needs through resilience building and the strengthening of national and partners systems for long-term solutions.
70. WFP's prioritization is guided by the severity of the needs, directing resources so that they save lives and protect livelihoods. Livelihood zones experiencing high prevalence of severe food insecurity (IPC phase 4 and above) and acute malnutrition rates above 10 percent will be fully prioritized. Communities facing moderate levels of acute food insecurity (IPC phase 3) will receive partial support.
71. WFP is moving from status-based to vulnerability-based targeting. Under CSP outcome 2, targeting will leverage multi-dimensional vulnerability assessments, including of livelihood fragility, exposure to shocks and access to services.
72. While shock-prone districts and livelihood zones previously reached during emergencies will remain a priority, the selection of districts based on the humanitarian needs and response plan will drive the layering of activities and the targeting of households within those areas. WFP will build on existing operational footprints and community platforms to sustain progress. Planning tools, and cost-benefit and environmental assessments will guide scalable, adaptive investments aligned with government priorities. Prioritization will also consider cost-efficiency and programme integration, targeting areas where assistance can have the greatest impact and where there are opportunities for joint programming. Vulnerability is assessed at a granular level – urban areas, IDPs in urban areas, or rural communities – and ensuring engagement with local communities rather than relying solely on district-level data.
73. Historical and seasonal trends, combined with a multi-indicator vulnerability analysis that includes the prevalence, frequency, risk of deterioration and levels of malnutrition inform planning. Given the volatile conditions in Somalia, WFP's prioritization follows an adaptive approach, with annual and quarterly reviews incorporating new evidence to inform the response to emerging needs.
74. The Somalia country office's assurance framework is closely linked to localization, in line with WFP's strategic plan for 2026–2029: first, WFP consults affected communities, respecting their privacy and ensuring that their inputs shape the support provided; second, consistent with the country office's assurance project, WFP verifies aid delivery using secure digital registration and post-distribution checks; third, WFP guarantees that in-kind assistance is safe and traceable; and fourth, it maintains operational independence, ensuring that decisions are driven by humanitarian principles and not political or economic interests.

### Sustainability and transition strategies

75. In its interventions, WFP prioritizes national ownership, flexibility and responsiveness to local needs, providing targeted technical support that strengthens systems and facilitates the handover of its programmes to national and subnational institutions.<sup>52</sup> As a design principle, WFP will integrate handover planning from the outset, working with the

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<sup>52</sup> "WFP strategic plan (2026–2029)" (WFP/EB.2/2025/3-B/1/Rev.1).

Government and communities to define transition approaches and timelines that ensure readiness and enable a gradual shift in ownership.

76. The country office's transition strategy emphasizes localization, in line with the Grand Bargain and the humanitarian-development-peace nexus approach. It focuses on delivering principled, high-quality programmes while systematically strengthening local partners, civil society and representative groups. Recognizing challenges such as fragmented governance and limited resources, the country office will apply lessons from the global assurance project and internal audits to enhance compliance and integrity. Operations are paused when government-mandated selection of partners conflicts with WFP's principles of transparency and neutrality.
77. The balancing of institutional capacity strengthening with the principles of localization is complex, especially in Somalia's federal and regional structures. However, the reduction of inter-clan conflict offers new opportunities. Responding to formal requests from the federal and state governments, WFP is committed to scaling up local capacity and mobilizing resources to support accountable, long-term national ownership.
78. Across all strategic outcomes, WFP's operational model is tailored to maintain essential services while promoting national ownership and long-term viability. WFP will embrace people-centred localization of its operations by strengthening the institutional capacities of local organizations.
79. In relief efforts, WFP will prioritize the most vulnerable, scale down non-essential activities, adapt delivery methods, and enable phased handovers to national and local actors where feasible and appropriate. Resilience programmes will use national systems when possible, maintain critical services, and adapt to urban settings, promoting scalable, cost-effective models according to the available resources.
80. Social protection will transition to direct delivery by the Government in areas where there is access and political support, with WFP shifting to advisory roles. In hard-to-reach or sensitive areas, WFP will continue its targeted outreach and act as a partner in risk mitigation. School meal programmes will also transition to Government-led delivery, with WFP providing technical support and maintaining operations in inaccessible areas.
81. Nutrition efforts will prioritize areas with a high burden of malnutrition for continued life-saving supplementation while WFP will support the Government in leading preventive services. Capacity building in Federal Member States FMS will facilitate this transition, guided by enhanced monitoring and coordination with health agencies.
82. WFP coordinates with partners and authorities to ensure conflict-sensitive, cost-effective humanitarian access that reaches the most vulnerable people and communities, guided by an access framework that is embedded in its operations, including supply chains, UNHAS and service delivery.

## ANNEX I

SUMMARY LINE OF SIGHT FOR THE COUNTRY STRATEGIC PLAN FOR SOMALIA (2026–2030) <sup>1</sup>				
Focus area	Crisis response	Resilience building	Resilience building	Crisis response
<b>CSP outcome</b>	<p><b>CSP outcome 1</b></p> <p>Crisis-affected populations in Somalia have improved access to timely life-saving food and nutrition assistance and are enabled to better anticipate, cope with and recover from shocks during times of crisis.</p>	<p><b>CSP outcome 2</b></p> <p>Food-insecure and at-risk populations, especially women, in targeted urban, peri-urban and rural communities have improved self-reliance, nutritional adequacy and diversified livelihoods, and are more resilient to recurring shocks by 2030.</p>	<p><b>CSP outcome 3</b></p> <p>Government and partners programmes, platforms and systems are enabled to increase the quality, coverage and sustainability of school-based programmes and shock-responsive, nutrition-sensitive safety nets for the most vulnerable people by 2030.</p>	<p><b>CSP outcome 4</b></p> <p>The humanitarian community in Somalia is better able to reach vulnerable people and respond to needs and emergencies, throughout the year.</p>
<b>Activities</b>	<p><b>Activity 1</b></p> <p>Provide an integrated, enabling, conflict-sensitive, life-saving package of anticipatory action, food and nutrition assistance, and early recovery actions to crisis-affected people.</p>	<p><b>Activity 2</b></p> <p>Deliver, in collaboration with complementary actors, integrated nutrition-sensitive livelihood support activities, asset creation, and financial solutions to targeted food-insecure and at-risk populations.</p>	<p><b>Activity 3</b></p> <p>Enable governments and partners to design and deliver strengthened, integrated national school-based programmes and shock-responsive, nutrition-sensitive safety nets that stimulate the local economy.</p>	<p><b>Activity 4</b></p> <p>Provide air transport services to the humanitarian community.</p> <p><b>Activity 5</b></p> <p>Provide mandated logistics services and disseminate strategic information and analyses through the coordination of WFP-led active clusters.</p> <p><b>Activity 6</b></p> <p>Provide on-demand services to the humanitarian community.</p>

<sup>1</sup> Line of sight aligned with WFP's strategic plan for 2026–2029.

## ANNEX II

### Monitoring, evaluation, evidence and risk management

#### Monitoring, evaluation and evidence generation arrangements

1. WFP has a multi-layered monitoring, review and evaluation system in place that systematically integrates protection and accountability to affected people into all its operations in Somalia, ensuring that assistance is delivered safely, ethically and with dignity. The aim of the monitoring, review and evaluation plan is to ensure that disaggregated data on the indicators for all processes, outputs, outcomes and cross-cutting priorities are collected and reported in order to facilitate timely decision-making, evidence generation and value for money. Bi-annual monitoring of targeting will be commissioned to assess the effectiveness, precision and adherence to targeting criteria, and to measure exclusion and inclusion errors.
2. WFP will maintain and expand process, outcome and third-party monitoring in hard-to-reach areas, including through joint efforts with the Government, other United Nations agencies and partners, along with community-led monitoring for local insights. Reporting systems will be streamlined for efficiency and clear escalation channels will be established, with an emphasis on monitoring risks such as aid diversion. WFP will enhance the capacity of cooperating partners and third parties through targeted skills assessments and technical training, ensuring that all actors contribute to quality assurance.
3. The country office will commission a mid-term review of the CSP and a decentralized evaluation and other key thematic evaluations and reviews during the CSP period. The country office will support an independent CSP evaluation to be commissioned by the Office of Evaluation, and will contribute to the UNSDCF evaluation and the mid-term review and final evaluation of the Federal Government's NTP. Data from these activities, along with quarterly quality reviews and ongoing feedback, will drive continuous learning and programme adaptation, informing decisions throughout the CSP cycle and into future planning. Evidence will be generated through joint monitoring and evaluation with partners, periodic research and learning exercises, and reviews focused on emergency response, cash, school meals, resilience and nutrition programmes.
4. The country office has a safe, accessible and responsive community feedback mechanism (CFM) that enables affected communities to raise concerns and provide feedback. The CFM operates at the local level, with a full monitoring and reporting process in place. A dedicated call centre has been established to enable safe and confidential reporting of incidents and complaints and to contribute to the inter-agency CFM in Somalia. In developing this CSP, the country office underwent an internal review of its plans to ensure measurable and reportable accountability in relation to action to assure protection, the empowerment of

women and girls, and disability inclusion. Results will be reported in WFP's annual country report on Somalia.<sup>1</sup>

### **Risk management and mitigation measures**

5. Accessible affected populations are assisted through a combination of cash-based transfers and in-kind food assistance. WFP will maintain the operational agility to adapt its transfer modalities to evolving conditions and market functionality, ensuring the continuity of life-saving support while safeguarding accountability and minimizing diversion risks.<sup>2</sup>
6. Drought, flood, and disaster anticipatory action plans and shock response trigger mechanisms are in place, and WFP is part of the risk team for the Somalia food security crisis preparedness plan, ensuring that the crisis plan can be activated at any time, and enabling timely scale-up and readiness in response to acute increases in needs.
7. To mitigate the impact of reduced funding from traditional donors, the country office will advance its engagement with the private sector through World Food Invest,<sup>3</sup> WFP's impact investment fund designed to unlock the potential of small and medium-sized enterprises in fragile settings. By channelling capital into local businesses, the fund helps to strengthen food system supply chains, reduce post-harvest losses, and boost fragile local economies, and the country office will use it to support locally driven solutions to hunger and poverty. Leveraging WFP's extensive field presence and operational expertise, World Food Invest will help to reduce the risks for investments while creating sustainable opportunities for private sector engagement that delivers lasting impact for vulnerable communities. Other funding diversification strategies and approaches such as innovative financing mechanisms, including blended financing and debt swaps, will be explored and further elaborated on in the resource mobilization strategy for this CSP.
8. To mitigate fraud risks and promote programme integrity, the country office will develop a digital innovation strategy that employs new technology such as blockchain to strengthen key controls in supply chain and programme delivery processes. This will include investments in commodity traceability, improved biometric functionalities in identity management processes – registration, deduplication and redemption – augmented anomaly detection capabilities, and financial and data reconciliation tools, building on investments made under the global assurance project during the CSP for 2022–2025. WFP will also leverage technology to seek improvements in data privacy and protection and enhance data interoperability with partners. WFP will continue to work through the Somalia humanitarian country team, aligning its operations with the team's policies on registration,

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<sup>1</sup> Following guidance on the [framework for accountability for results](#), WFP has made the following commitments:

- Under CSP outcome 1, activity 1, WFP will provide accessible early warning actions and systems for persons with disabilities; increase the income of 10 percent of pregnant and breastfeeding women and girls through nutrition programmes; and ensure that 25 percent of participants in its programmes for caregivers are from minority or special needs groups, and that 50 percent of decision-making on child nutrition programmes is carried out jointly with participating households.
- Under CSP outcome 2, activity 2, WFP will improve women's access to value chains and agribusinesses; strengthen systems; and maintain the same targets for incomes, caregiver inclusion and joint decision-making as in activity 1. Under CSP outcome 3, activity 3, WFP will ensure that 30 percent of transfers through Baxnaano go to women; enable beneficiaries to use mobile money independently; increase girls' enrolment in school through conditional cash transfers; and advocate 30 percent female membership in education committees by 2030.

<sup>2</sup> While cash-based transfers have been the preferred modality under CSP 2022–2025 – because of their efficiency, flexibility and capacity to expand WFP's access in hard-to-reach areas – WFP maintains a robust supply chain in Somalia, enabling food transport by sea and through cross-border corridors, in-country road networks, and airlifts where required. WFP regularly reviews the infrastructure and security conditions for in-country road networks to ensure cost containment.

<sup>3</sup> WFP. 2025. [World Food Invest factsheet](#).

targeting and data sharing, and in consultation with the authorities to strengthen national capacity to prevent and respond to fraud incidents.

9. WFP supports the protection from sexual exploitation and abuse (PSEA) by reinforcing institutional safeguards and expanding PSEA-related advocacy and awareness among employees, partners and affected communities. It will remain active in the in-country PSEA network and participate in regional coordination platforms. PSEA focal points are in place in all offices, with strengthened internal reporting and referral systems. WFP will continue to apply the PSEA self-assessment for cooperating partners via the UN Partner Portal and will support capacity-strengthening plans as needed. Community engagement will include sessions on rights and reporting mechanisms, guided by the country office's engagement action plan.
10. WFP continues to monitor strategic challenges and emerging risk areas. In 2024, WFP implemented a comprehensive efficiency review of its operations, followed by a strategic workforce planning exercise to ensure its readiness to deliver on long-term strategic objectives. In 2025, an organizational alignment exercise that streamlined operational and staffing structures was completed. These initiatives eliminated process and staffing redundancies and reduced operating costs, resulting in a leaner and more adaptive operational structure.
11. To ensure a healthy, safe, respectful and inclusive workplace, the duty of care<sup>4</sup> to employees is treated as an integrated risk and governance priority informing CSP design, and embedding staff safety, well-being, ethical practices and continuity into WFP's operational planning.

#### ***Environmental and social safeguards***

12. Somalia's Centennial Vision 2060<sup>5</sup> proposes that federal and state governments collaborate on achieving "inclusive growth, governance reform, human capital development, and environmental sustainability". The NTP affirms environmental sustainability and resilience as integral to the country's economic and social development, "enabling Somalia to thrive in the face of global environmental challenges".
13. To manage the potential for WFP's programme activities and support operations to cause harm to the environment and/or local communities, the country office embeds the standards outlined in WFP's environmental and social sustainability framework<sup>6</sup> into every stage of the programme cycle; for example, in warehouse management contracts, operators are made responsible for the proper disposal of non-food items such as pallets and packaging. Strengthening the capacity of staff, partners and affected communities, and enhancing reporting and referral systems reinforce accountability, improve risk management, and elevate programme quality.

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<sup>4</sup> [Duty of care](#) is a corporate priority and a recognized risk category under WFP's [corporate risk register](#).

<sup>5</sup> National Economic Council, Government of Somalia. 2025. [Centennial Vision 2060: Somalia's Blueprint for a Peaceful, Prosperous and Proud Somalia by 2060](#).

<sup>6</sup> WFP. 2021. [Environmental and Social Sustainability Framework](#).

14. The country office follows the international standard<sup>7</sup> for effective environmental management systems to support operations. The environmental management system enables the systematic identification, management, monitoring and control of environmental impacts – such as those arising from facilities, procurement, information technology and logistics – through a continuous improvement cycle. WFP will prioritize solar energy to power its facilities and will favour local procurement to reduce the environmental footprint of supply chains. Safeguarding tools are applied to identify and manage any risks of harm to biodiversity and ecosystems associated with natural resource management.

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<sup>7</sup> International Organization for Standardization. 2025. [ISO 14001:2015. Environmental management systems: requirements with guidance for use.](#)

## ANNEX III

## Country portfolio needs budget and cost breakdown by country strategic plan outcome

CSP outcome	Activity	2026	2027	2028	2029	2030	Total
1	1	<del>192 628 663</del>	<del>224 636</del>	<del>226 632</del>	<del>228 690</del>	<del>229 684 261</del>	<del>1 402 271</del>
		<u>117 646 344</u>	<u>222 260 997</u>	<u>463 258 025</u>	<u>382 259 546</u>	<u>117 946</u>	<u>848 157 333</u>
			<u>762</u>	<u>806</u>	<u>014</u>		<u>872</u>
2	2	<del>19 833</del>	<del>22 677</del>	<del>23 607</del>	<del>24 020</del>	<del>21 496</del>	<del>111 636</del>
		<u>672 10 231</u>	<u>544 858 778</u>	<u>956 864 913</u>	<u>513 236 221</u>	<u>928 742 009</u>	<u>612 102 933</u>
		<u>461</u>					<u>382</u>
3	3	<del>47 424</del>	<del>53 009</del>	<del>43 436</del>	<del>43 376</del>	<del>43 507</del>	<del>230 754</del>
		<u>993 24 925</u>	<u>274 353 822</u>	<u>567 895 807</u>	<u>393 851 116</u>	<u>589 972 876</u>	<u>807 209 998</u>
		<u>141</u>					<u>761</u>
4	4	<del>8 818 3294</del>	<del>10 497</del>	<del>10 626</del>	<del>10 664</del>	<del>10 634</del>	<del>51 238 77046</del>
		<u>406 838</u>	<u>894 484 999</u>	<u>823 617 088</u>	<u>408 656 249</u>	<u>619 629 336</u>	<u>794 510</u>
	5	<del>4 254 9672</del>	<del>5 067</del>	<del>5 445</del>	<del>5 117 243 074</del>	<del>5 077</del>	<del>24 632 72522</del>
		<u>145 363</u>	<u>484 022 903</u>	<u>473 071 451</u>	<u>939</u>	<u>558 034 473</u>	<u>349 129</u>
	6	<del>3 261 2191</del>	<del>3 123</del>	<del>3 447</del>	<del>3 138 747 112</del>	<del>3 125</del>	<del>15 797 34414</del>
		<u>617 631</u>	<u>993 096 372</u>	<u>885 120 653</u>	<u>656</u>	<u>500 098 832</u>	<u>046 144</u>
Total		<del>276 224</del>	<del>319 012</del>	<del>312 567</del>	<del>315 004</del>	<del>313 526</del>	<del>1 536 332</del>
		<u>843 160 972</u>	<u>409 355 814</u>	<u>468 344 595</u>	<u>386 346 477</u>	<u>304 345 595</u>	<u>1 065 53 455</u>
		<u>779</u>	<u>635</u>	<u>718</u>	<u>195</u>	<u>472</u>	<u>799</u>

	WFP strategic outcome 1	WFP strategic outcome 2	WFP strategic outcome 3	WFP strategic outcome 4	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	
Focus area	Crisis response	Resilience	Resilience	Crisis response	
Transfers	<del>812 744 647874</del>	<del>77 394 23572</del>	<del>166 163 378152</del>	<del>73 421 21967 135</del>	<del>1 129 723 479166</del>
	<u>801 107</u>	<u>436 051</u>	<u>427 949</u>	<u>572</u>	<u>800 679</u>
Implementation	<del>129 943 848123</del>	<del>18 080 64816</del>	<del>31 248 43028 731</del>	<del>5 855 536394 473</del>	<del>185 128 461173</del>
	<u>309 533</u>	<u>332 607</u>	<u>626</u>		<u>768 239</u>
Direct support costs	<del>92 308 54588</del>	<del>9 348 2287 882</del>	<del>19 259 37216 022</del>	<del>7 761 4306 439</del>	<del>128 677 575118</del>
	<u>587 832</u>	<u>404</u>	<u>361</u>	<u>704</u>	<u>932 301</u>
<b>Subtotal</b>	<b>1 034 997 040086 698 472</b>	<b>104 823 11096 651 062</b>	<b>216 671 180197 181 935</b>	<b>87 038 18578 969 749</b>	<b>1 443 529 515459 501 219</b>
Indirect support costs	<del>67 274 80870</del>	<del>6 813 502282</del>	<del>14 083 62712 816</del>	<del>4 630 655220 034</del>	<del>92 802 59193 954</del>
	<u>635 401</u>	<u>319</u>	<u>826</u>		<u>580</u>
<b>Total</b>	<b>1 102 271 848157 333 872</b>	<b>111 636 612102 933 382</b>	<b>230 754 807209 998 761</b>	<b>91 668 83983 189 784</b>	<b>1 536 332 106553 455 799</b>

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## ANNEX IV

TABLE 3: BENEFICIARIES BY YEAR						
	2026	2027	2028	2029	2030	Total
Total beneficiaries (without overlap)	<del>2 359 165</del> 255	<del>2 336 193 422</del> 069	<del>2 336 193 347</del> 069	<del>2 336 193 347</del> 069	<del>2 336 193 347</del> 069	<del>7 581 883 695</del> 798

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## ANNEX V

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY								
CSP outcome 1								
Activity 1								
Beneficiary type	Crisis-affected households		Children 6–59 months (MAM management)	Pregnant and breastfeeding women and girls (MAM management)	Children 6–23 months (prevention)	Pregnant and breastfeeding women and girls (prevention)	Cash for prevention (pregnant and breastfeeding women and girls)	ART/TB-DOT
Modality	Food	CBTs	Food	Food	Food	Food	CBTs	Food
Cereals	400							
Pulses	40							
Oil	22							
Super Cereal Plus				200		100		200
LNS-LQ			100					
LNS-MQ					50			
Micronutrient powder								
High-energy biscuits	300							
Total kcal/day	1 686		510	820	270	820		820
% kcal from protein	13		11	17	10	17		17
CBTs (USD/person/day)		0.3246						
Number of feeding days per month	30	30	30	30	30	30	30	30
Number of feeding days per year	180	180	90	90	180	180	180	180

Abbreviations: ART = antiretroviral therapy; CBTs = cash-based transfers; LNS-LQ = lipid nutrient supplement – large quantity; LNS-MQ = lipid nutrient supplement – medium quantity; TB-DOT = tuberculosis directly observed treatment.

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY													
	CSP outcome 2									CSP outcome 3			
	Activity 2									Activity 3			
Beneficiary type	Crisis-affected households	Children 6-59 months (MAM management)	Pregnant and breastfeeding women and girls (MAM management)	Children 6-23 months (MCHN)	Pregnant and breastfeeding women and girls (MCHN)	Pregnant and breastfeeding women and girls (MCHN delivery incentive) and SC caregivers	Pregnant and breastfeeding women and girls (MCHN e-vegetable)	Cash for prevention (pregnant and breastfeeding women and girls)	Crisis-affected households	School-aged children		Support staff	
Modality	CBTs	Food	Food	Food	Food	Food	CBTs	CBTs	CBTs	CBTs	Food	CBTs	CBTs
Cereals						139					230		
Pulses						56					30		
Oil						29					25		
Super Cereal Plus			200		100								
LNS-LQ		100											
LNS-MQ				50									
Micronutrient powder											1 RNI		
High-energy biscuits													
Total kcal/day		510	820	270	820	918					1 153		
% kcal from protein		11	17	10	17	12					9		
CBTs (USD/person/day)	0.46						0.32	0.5	0.19	0.32		0.33	0.33
Number of feeding days per month	30	30	30	30	30	30	30	30	30	30		23	30
Number of feeding days per year	180	90	90	510	180	30	30	180	180	180	207	207	270

Abbreviations: CBTs = cash-based transfers; MCHN = maternal and child health and nutrition; SC = stabilization centre; RNI = recommended nutrient intake.

## ANNEX VI

### Links to technical and related resources

More operational and budgetary information is available through the [CSP data portal](#).<sup>1</sup>

Specific information will be provided for the full duration of the CSP and will be updated annually, including the following:

- a) the transfer modality for each CSP outcome and activity;
- b) an overview of beneficiaries, broken down by age group, sex and residence status, and data on beneficiaries disaggregated by beneficiary group, sex and transfer modality for each CSP outcome and activity;
- c) the distribution of food rations or transfers for each CSP outcome and activity;
- d) a breakdown of transfers by modality;
- e) quantitative information in US dollar value for each CSP outcome and activity and by tonnage where applicable; and
- f) a prioritization plan calibrating implementation plans to reflect the resource outlook.

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<sup>1</sup> As mandated by the 2016 [Policy on Country Strategic Plans](#).

## Acronyms

CFM	community feedback mechanism
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
IDP	internally displaced person
MAM	moderate acute malnutrition
NGO	non-governmental organization
NTP	national transformation plan
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PSEA	protection from sexual exploitation and abuse
UNHAS	United Nations Humanitarian Air Service
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework

Revision mode