



Federal Republic of Somalia

HIIGSIGA QARNI-JIRKA CENTENNIAL VISION

Building a Peaceful, Prosperous, and Proud Somalia by 2060



JUNE 2025



National Economic Council
Office Of The President

CENTENNIAL VISION





***“Ceel Biyo Lihi ma
Foga”***

Contents

List of Figures	V
List of Tables	Vi
Foreword by The President	Vii
Acronyms	Viii
Acknowledgements	X
Executive Summary	Xi

CHAPTER 1: INTRODUCTION	2
1.1 Background	2
1.2 Shared Goals for Transformation	3
1.3 The Development of Centennial Vision 2060	4
1.4 Analytical Framework for the CV2060	5
1.5 Setting the Context for Centennial Vision 2060	7

CHAPTER 2: THE SOMALIA WE WANT BY 2060	12
2.1 The CV2060 Core Principles	12
2.2 The Aspirations, Image and Core Principles	13
2.3 Targets of Centennial Vision 2060	13
2.4 Case for High Long-Term Growth Trajectory	14
2.5 Managed Growth through Strategic Interventions	16

CHAPTER 3: PILLARS OF CENTENNIAL VISION 2060	18
3.1 Pillar 1: Inclusive Governance	19
3.2 Pillar 2: Capable State	26
3.3 Pillar 3: Human Capital Development	33
3.4 Pillar 4: Harnessing Productive Sector and Natural Resources	50
3.5 Pillar 5: Infrastructure Development	71
3.6 Pillar 6: Regional and Economic Integration	82

CHAPTER 4: CROSS CUTTING ENABLERS	92
Linking the Pillars and Enablers	92
4.1 Enabler 1: Private Sector-Led Economy	93
4.2 Enabler 2: Digital Transformation and Innovation	98
4.3 Enabler 3: Gender Mainstreaming and Social Inclusion	100
4.4 Enabler 4: Youth Demographic Dividends	101
4.5 Enabler 5: Climate Change and Environmental Sustainability	103
<hr/>	
CHAPTER 5: TURNING CENTENNIAL VISION 2060 INTO REALITY	114
5.1. The Strategic Framework for Centennial Vision 2060	114
5.2. Framework Critical Components	115
<hr/>	
CHAPTER 6: IMPLEMENTATION MECHANISM	118
6.1 Institutional Framework	118
6.2 Sequence of Delivery	120
6.3 Resource Mobilization	125
<hr/>	
CHAPTER 7: MONITORING AND EVALUATION	128
7.1 A Results Framework for the Centennial Vision 2060	128
7.2 Data Management for the Centennial Vision 2060	129
7.3 Monitoring and Evaluation Cycle of the Centennial Vision 2060	129
7.4 Risks and Mitigation Aspects	132
7.5 A Call to Action	135
<hr/>	
ANNEX 1: Theory of Change of the Centennial Vision 2060	138
ANNEX 2: Results Framework for the Centennial Vision 2060	140
ANNEX 3: Centennial Vision 2060 Projections	143

List of Figures

Figure 1: Aspirations of Somalia’s Centennial Vision 2060	4
Figure 2: Flagship Initiatives for Capable State	31
Figure 3: Human Capital Development Initiatives	39
Figure 4: Technical and Vocational Education and Training Initiatives	41
Figure 5: Flagships for Improved Health Services	47
Figure 6: Manufacturing Sector Initiatives	58
Figure 7: Agriculture Sector Initiatives	59
Figure 8: Livestock Product Value Addition	62
Figure 9: Livestock Sub-Sector Initiatives	63
Figure 10: Fisheries Activities	64
Figure 11: Strategies for Rural Economy	66
Figure 12: Rural Economic Development Strategies	67
Figure 13: Flagship Projects in Rural Economic Development	67
Figure 14: Investment Possibilities in Energy Sector	74
Figure 15: Transport Sector Initiatives	75
Figure 16: Actions in Water Sector	76
Figure 17: ICT Sector Initiatives	77
Figure 18: Building Clean Cities	78
Figure 19: Somalia Centennial Vision 2060 Pillars, Drivers and Enablers	92
Figure 20: Strategic framework of the Centennial Vision 2060	114
Figure 21: Governance framework for delivery of the Centennial Vision 2060	119
Figure 22: Sequence of Delivering the Centennial Vision 2060	123
Figure 23: Monitoring and Evaluation Cycle for Centennial Vision 2060	130

List of Tables

Table 1: Headline Targets of Centennial Vision 2060	14
Table 2: Flagship Initiatives for Inclusive Governance	24
Table 3: Institutions of Innovation Indicators (2024-2060)	30
Table 4: Main Education Indicators	38
Table 5: Culture Indicators (2024-2060)	43
Table 6: Health Sector Targets	47
Table 7: Additional Indicators	56
Table 8: GDP Sector Contribution (2024-2060)	69
Table 9: Energy Sector Targets	74
Table 10: Transport Interconnectivity Targets (2024-2060)	76
Table 11: Youth Employment Targets (2019-2060)	103
Table 12: Environment Targets (2024-2060)	107

FOREWORD BY THE PRESIDENT



It is with immense pride and a deep sense of responsibility that I present to you the *Centennial Vision 2060 (CV2060)*, a strategic framework to guide Somalia through a transformative journey over the next 35 years. This Vision is more than a document; it is a blueprint for change and a beacon to lead us toward a future free from the burdens of poverty, instability, and division. It represents our collective commitment to building a prosperous, unified, and resilient nation for generations to come.

As a lifelong citizen of this country, I have witnessed both the hardships and the triumphs that have shaped our national journey. Having lived through times of peace and periods of civil war, I have often reflected on the kind of Somalia we aspire to become by 2060, the centenary of our independence.

How can we change the fate and fortunes of future generations? What bold, transformative steps must we take to build a peaceful, inclusive society and a regionally competitive economy? These are questions I have carried with me for years—questions that, through my engagement with fellow Somalis, I know are shared by many.

Today, as we stand at the threshold of this ambitious journey, I invite every Somali, both at home and across the diaspora, to become an architect and a stakeholder in shaping our shared future. Together, we possess the power to define our nation's destiny and build a tomorrow that reflects our collective hopes and dreams.

The *CV2060* is built on three fundamental principles: promoting core national values, fostering home-grown solutions, and remaining unwaveringly committed to our national interests. By upholding unity, integrity, and pride in our heritage, we lay the foundation for a stronger and more cohesive Somalia. The Vision calls for solutions rooted in our own realities and resources, ensuring that our growth and development are sustainable. Above all, it insists on putting the national interest first, ensuring that every decision and policy is designed to serve the greater good.

This Vision embodies the aspirations of our people. I firmly believe that with the resilience, creativity, and determination of Somalis, at home and abroad, we will rise to meet the challenges that lie ahead. The path will not be easy, but it is one we must walk together, guided by purpose and resolve.

As we move forward, I encourage each of you to embrace this Vision as your own. Let it guide our actions, shape our decisions, and serve as the benchmark of our progress. The success of this Vision lies in our collective hands, and it is through our shared effort that we will bring it to fruition.

With unity, dedication, and an unwavering commitment to building a better Somalia, we will create a nation that stands as a beacon of hope, opportunity, and pride for generations to come.

H.E. Hassan Sheikh Mohamud,
The President of the Federal Republic of Somalia

ACRONYMS

AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AI	Artificial Intelligence
AU	Africa Union
COMESA	Common Market for Eastern and Southern Africa
CSOs	Civil Society Organizations
CV2060	Centennial Vision 2060
EAC	East African Community
EEZ	Exclusive Economic Zone
EIA	Environmental Impact Assessments
ESPs	Energy Service Providers
FAO	Food and Agriculture Organization
FDI	Foreign Direct Investment
FGM	Female Genital Mutilation
FGS	Federal Government of Somalia
FMSs	Federal Member States
GDP	Gross Domestic Product
HIPC	Heavily Indebted Poor Countries
ICT	Information, Communication and Technology
IDP	Internally Displaced Persons
IGAD	Inter-Governmental Authority on Development
IoT	Internet of Things
IPR	Intellectual Property Rights
IUU	Illegal, Unreported, and Unregulated
MoPIED	Ministry of Planning, Investment and Economic Development
MoU	Memorandum of Understanding
MTE	Mid-Term Evaluation
MTP	Medium-Term Plan
MTRs	Mid-Term Reviews
M&E	Monitoring and Evaluation
NDPs	National Development Plans
NEAs	The National Economic Advisors
NEC	National Economic Council
NEET	Not in Education Employment or Training

NGOs	Non-Governmental Organizations
NRC	National Reconciliation Commission
NTP	National Transformation Plan
PBL	Project-Based Learning
PFM	Public Financial Management
PPP	Public-Private Partnership
RDS	Regional Development Strategies
RF	Results Framework
R&D	Research and Development
SCCI	Somalia Chamber of Commerce and Industry
SDGs	Sustainable Development Goals
SMEs	Small and Medium-Sized Enterprises
SOMINVEST	The Somalia Investment Promotion Agency
SSPs	Sector Strategic Plans
STEM	Science, Technology, Engineering and Mathematics
STI	Science Technology and Innovation
TRIPS	Trade-Related Aspects of Intellectual Property Rights
TVET	Technical and Vocational Education Training
UNECA	United Nations Economic Commission for Africa
VDO	Vision Delivery Office
WASH	Water, Sanitation, and Hygiene
WTO	World Trade Organization

ACKNOWLEDGEMENTS

The Centennial Vision 2060 (CV2060) is Somalia’s bold commitment to achieving upper middle-income status by 2060, coinciding with the centenary of its independence. Built on extensive analysis and a nationwide consultative process, it reflects the historical hopes and aspirations of the Somali people. The National Economic Council (NEC) extends its profound appreciation to H.E Hassan Sheikh Mohamud, the President of the Federal Republic of Somalia, for his visionary leadership and unwavering commitment throughout the development of CV2060. We are equally grateful to H.E Prime Minister Hamza Abdi Barre, for his steadfast leadership, strong support, and guidance to the Inter-Ministerial Taskforce.

The core team, under the leadership of Hassan A. Hosow, included Abdilahi Ali, Vision Development Lead; Mustafe Abdi Mohamed, Deputy Vision Lead; Mohamed Abdurrahman Mohamed, Vision Coordinator; along with Abdul Aziz Iddrisu, Aues Scek, and Hussein Haji Mao. Together, they led efforts across all phases from foundational assessments to final development ensuring the Vision’s alignment with Somalia’s national context and global best practices.

We are extremely grateful to the National Economic Advisors (NEAs) of NEC—Kamal Ahmed Sheik, Mahad Mohamed Hassan, Maluka Dheere Abdulkadir, Abdisalam Abdirahman Mohamed, Mohamed Osman Mohamoud, Nimo Ahmed Mohamoud, Adam Hussein Roble and Abdinur Ali Mohamed—as well as technical staff members Mohamed Nur Sharif, Mustaf Ishak Ali, Kamal Mohamed Abdulkarim, Hussein Abdilahi Suleiman, and Abdisalan Yusuf Artan for their vital contributions in refining and enhancing the clarity, coherence, and relevance of CV2060. We gratefully acknowledge the NEC administration team, particularly Burhan Said Salah, Abdullahi Haji Abdi Nur, and all support staff whose unwavering coordination and behind the scenes efforts were key to the successful development and delivery of this Vision.

We are deeply indebted to our international partners for their invaluable support throughout the envisioning process. We extend our gratitude to the United Nations Economic Commission for Africa for its critical role finalizing this document, providing technical expertise and ensuring alignment with international development standards. We sincerely appreciate the World Bank and the United Nations Country Team for their steadfast support, particularly their advisory and technical contributions—throughout the development of the CV2060.

We also extend heartfelt thanks to the institutions of the Federal Government of Somalia, Federal Member States, civil society organizations, youth and women’s groups, the private sector, and academia. Their engagement and insights gathered through consultations at various stages of the process were invaluable in shaping a Vision rooted in national priorities and truly reflective of the collective aspirations of the Somali people.

As Somalia charts its path toward 2060, the CV2060 stands as a national call to action. It urges all Somalis, across generations and regions, at home and in the diaspora, to unite in pursuit of a prosperous, resilient, and inclusive future. Through shared commitment, determination, and a renewed sense of purpose, Somalia can realize the promise of a brighter tomorrow.

Hassan Adam Hosow

Chief Economic Advisor to the President of the Federal Republic of Somalia and Executive Director of the National Economic Council

EXECUTIVE SUMMARY



Introduction and Overview

Somalia's *Centennial Vision 2060* presents a transformative and forward-looking blueprint for guiding the country toward a future of peace, inclusive prosperity, and sustainability. The Vision aims to build a nation that is politically stable, economically robust, and socially inclusive by the year 2060, aligning with Somalia's centennial celebration of independence. The document provides a comprehensive blueprint that outlines the pathways to overcome Somalia's historical challenges and achieve long-term national goals.

The Vision stems from the recognition that Somalia has faced decades of political instability, social fragmentation, and economic stagnation. However, these challenges also present opportunities for radical transformation. Somalia's *Centennial Vision 2060* lays out an ambitious plan to elevate Somalia from its current status as a fragile country to a middle-income nation. By focusing on inclusive growth, governance reform, human capital development, and environmental sustainability, Somalia aims to become a resilient and competitive nation on the regional and global stages.

At the heart of Vision 2060 is the aspiration to build a peaceful, well-governed, and equitable society that offers a high quality of life for all of its citizens. This is eminently attainable, and one of the foreign journalists who has worked extensively in the country sees great promise in its people. "Somalis have their own identity and history, and a powerful will," wrote the veteran BBC correspondent Mary Harper in her 2012 book *Getting Somalia Wrong? Faith, War and Hope in a Shattered State*. "The modern history of Somalia is one of a proud people resisting and outwitting the strongest forces of the day."

The key overarching goals set for 2060 include a peaceful and capable state, sustainable economic growth and prosperity, high standards of living; environmental sustainability, and national unity and social cohesion.

SOMALIA'S VISION FOR CV2060



The key overarching goals set for 2060 include

a peaceful and capable state, sustainable economic growth and prosperity, high standards of living; environmental sustainability, and national unity and social cohesion.



Economic Growth and Prosperity

A cornerstone of Somalia's *Centennial Vision 2060* is to uplift the country to the ranks of middle-income nations. Achieving sustainable and inclusive economic growth is key to improving the living standards of all Somalis and reducing poverty. Vision 2060 lays out a framework for broad-based, sustained and inclusive economic growth that emphasizes industrialization, diversification, and equitable development across all regions of the country.

Somalia sets as its goal a resilient economy that will have a per capita income of **USD 6,163** (in 2025 dollars) by 2060. This ambitious target reflects Somalia's commitment to lifting its people from

poverty through sustained economic growth. This ambition envisages fostering inclusive growth; ensuring economic diversification that supersedes traditional sectors such as agriculture with growth driven by sectors like manufacturing, services, fisheries, and technology; and supporting industrialization.

Somalia's economic growth rate is projected to increase steadily, averaging 6.8% annually by 2060. This rate is expected to hover between 5.9% and 7.7% over time as the 35-year vision implementation period approaches 2060. Achieving such growth averages will require major investments in infrastructure, education, and technology, along with strategic reforms to improve the business climate and attract investment. This steady growth trajectory will be underpinned by targeted policies aimed at expanding key sectors, including manufacturing, infrastructure, agriculture, and the blue economy (i.e. marine resources).



Human Capital Development

Human capital—the skills, health, and education of a country's workforce—is essential to sustainable economic growth and social progress. Recognizing this, Somalia's *Centennial Vision 2060* places human capital development at the heart of its strategy. The goal is to build a competitive, innovative, and well-educated population that can drive the nation's transformation. By investing in education, health care, and skilled workforce development, Somalia aims to ensure that every citizen has the opportunity to contribute to the country's growth.

Education is the foundation for any successful society, and Vision 2060 sets ambitious goals for improving the quality and accessibility of education across all levels—from early childhood to tertiary education. The goal is to achieve Universal Primary and Secondary Education and expand access to higher education by increasing the number of universities and technical institutions.

By 2060, Somalia aims to raise its tertiary enrolment rates and improve the global competitiveness of its universities by creating a robust technical and vocational education and training (TVET) system that equips young people with the practical skills needed in industries like manufacturing, construction, and information technology. TVET programs will be tailored to meet the specific needs of the job market, ensuring that graduates have employable skills, improving literacy rates, and promoting a healthy population that is essential for productivity and long-term economic growth.



Governance and Inclusive Institutions

Somalia's *Centennial Vision 2060* emphasizes the creation of strong, transparent, and inclusive institutions that ensure good governance, uphold the rule of law, and foster accountability. Establishing capable and inclusive institutions is essential to maintaining peace, promoting sustainable development, and ensuring all citizens have a voice in the country's future. This section focuses on building a state that is competent, transparent, and responsive to the needs of its people.

The foundation of the *Centennial Vision 2060* is a state that can effectively govern, provide services, and maintain stability. Somalia aims to develop a capable state through institutional reforms, capacity-building, and improved governance structures. By 2060, Somalia seeks to become a well-governed, transparent, and inclusive state where citizens have a voice in decision-making, institutions function efficiently, and the rule of law prevails.

Governance reforms will give rise to a capable state that provides services equitably, promotes human rights, and fosters national unity. *Centennial Vision 2060's* commitment to good governance will ensure that Somalia's progress is sustained and that all Somalis benefit from the nation's development.



Environmental Sustainability and Climate Resilience

As Somalia looks to the future, environmental sustainability and climate resilience are indispensable components of *Centennial Vision 2060*. With its geographical location and reliance on natural resources, Somalia is highly vulnerable to the effects of climate change, such as droughts, floods, desertification, and rising sea levels. *Centennial Vision 2060* prioritizes sustainable development, resource management, and resilience-building to ensure that economic growth does not come at the expense of the environment and that the nation can adapt to the challenges posed by climate change.

Somalia's economic sectors, including agriculture, livestock, and fisheries, are heavily dependent on the country's natural resources. *Centennial Vision 2060* outlines a comprehensive approach to managing these resources sustainably to make them viable for future generations. By 2060, Somalia will have achieved a more sustainable and climate-resilient economy. Renewable energy will power homes and industries, sustainable farming practices will guarantee food security, and Somalia's rich biodiversity will be preserved for future generations. Environmental sustainability and climate resilience will be integral to the country's economic and social development, enabling Somalia to thrive in the face of global environmental challenges.



Regional and Global Integration

In an increasingly interconnected world, Somalia's *Centennial Vision 2060* seeks to position the country as a significant player in both regional and global arenas. Taking advantage of its strategic location and economic potential, Somalia aims to strengthen ties with neighbouring countries, expand its participation in regional organizations, and enhance its role in continental and global trade and diplomacy. *Centennial Vision 2060* outlines a comprehensive strategy for deepening economic, political, and social integration within the Horn of Africa, the East African Community (EAC), and beyond.

Somalia's membership in regional organizations such as the African Union (AU), the Intergovernmental Authority on Development (IGAD), and the EAC provides a foundation for increased regional collaboration. *Centennial Vision 2060* emphasizes the need for Somalia's greater engagement with these organizations to promote economic development, security, and social cohesion across the region.

By 2060, Somalia will be an integral part of regional and global economic systems and will benefit from increased trade, investment, and diplomatic engagement. Somalia's position in the EAC, combined with its strategic location along international shipping routes, will enable the country to become an important hub for regional trade and logistics. *Centennial Vision 2060's* focus on regional and global integration will help Somalia to exploit fully emerging opportunities in the global economy while contributing to peace and stability in the region.



Monitoring and Implementation

A comprehensive and well-executed implementation strategy is crucial to the success of Somalia's *Centennial Vision 2060*. To ensure that its ambitious goals are achieved, a robust framework for monitoring, evaluation, and implementation is necessary.

Centennial Vision 2060 emphasizes accountability, transparency, and coordination across all levels of government and among private sector stakeholders, civil society, and international partners.

Centennial Vision 2060 will be implemented through a structured and phased approach, integrating long-term national strategies with short- and medium-term plans. The implementation framework will include Medium-Term Plans (MTPs). The Vision will be aligned with five-year MTPs, which will set specific goals, budgets, and timelines for achieving key objectives. These MTPs will serve as operational roadmaps for executing the long-term vision while allowing for periodic adjustments based on progress.

Each key sector (e.g. education, health care, environment, infrastructure) will have its detailed implementation plan that outlines the specific actions, resources, and timelines required to meet Vision 2060 targets. A national coordinating body will oversee the implementation of Vision 2060. This body will ensure coordination among government ministries, regional authorities, and the private sector to avoid duplication and encourage efficiency.

CHAPTER

1

INTRODUCTION



CENTENNIAL VISION

CHAPTER 1:

INTRODUCTION

1.1 Background

Somalia stands at the dawn of a transformative journey, a nation with a grand dream to reclaim its place as a potential beacon of prosperity and innovation. With the longest coastline on the African mainland, Somalia’s shores whisper of untapped potential as a maritime logistics hub, connecting the world through vital sea routes. Its strategic location is more than geography—it is an invitation to global trade and opportunity. Yet its true strength lies in its people: resilient, entrepreneurial and bold, with a diaspora whose talent and tenacity span continents. The *Centennial Vision 2060* ignites this collective potential, envisioning a Somalia that soars to middle-income country status by the centenary of its independence—a future where ambition meets achievement, and dreams shape destiny.



“Its true strength lies in its people: resilient, entrepreneurial and bold.”

Somalia’s resilience over the years has been phenomenal, with the collective will of its people fuelling the quest for a prosperous and inclusive future. Despite decades of conflict, economic and social destruction, and extreme weather, Somalia has made significant strides towards rebuilding its political, social, and economic identity. During the country’s early years of independence, its pluralism and commitment to democracy earned the admiration of the respected Kenyan political scientist Ali Mazrui, who praised Somalia as a nation that came “close to being the most open society in post-colonial Africa.” The Provisional Constitution of 2012 paved the way for the establishment of the Federal Government of Somalia (FGS) and its federal member states (FMSs), thereby laying the foundation for a capable state.

The launch of National Development Plans (NDPs), including NDP8 (2017-2019) and NDP9 (2020-2024), has addressed developmental challenges and laid the groundwork for rebuilding efforts. Serving as a poverty reduction strategy and anchor for the Heavily Indebted Poor Countries (HIPC) program, NDP9 secured substantial debt relief for Somalia in December 2023. However, these plans have been short-to medium-term in duration and lacked a long-term vision.

As a guide to future development, Somalia’s *Centennial Vision 2060* (CV2060) outlines a transformative journey from 2025 to 2060. This vision aspires to a unified, democratic, prosperous, and self-sufficient Somalia, where the rule of law is upheld and all citizens have equal rights and opportunities for growth. CV2060 emphasizes peacebuilding, political stability, and economic prosperity that will help Somalia to become a capable and resilient state.

Somalia is committed to federalism. The three-tier structure of government—federal, state, and district levels—is a work in progress, particularly in the areas of defining roles and responsibilities at

each level. CV2060 promotes collaboration and coherence among Ministries, Departments, Agencies, the FGS, and member states that will foster a sustainable, democratic, and inclusive future.

1.2 Shared Goals for Transformation

Somalia has made significant strides towards stability after decades of conflict that destroyed state institutions, exacerbated macroeconomic instability, and isolated its economy from the global space. Notable achievements include the adoption of the 2012 Provisional Constitution, the establishment of the FGS and its member states, improved macroeconomic stability, the securing of debt relief under the HIPC program, and the liberation of many areas from Al-Shabaab. The country has witnessed three peaceful transfers of presidential power under the Provisional Constitution. Somalia's accession to the East African Community as its eighth member marks another significant milestone.

The CV2060 aims to create a prosperous, secure, democratic, inclusive, and competitive country with a high quality of life for all its citizens. This Vision will transform Somalia into a vibrant nation that pursues prosperity and well-being in a peaceful and secure environment. CV2060 is designed as a comprehensive political construct focused on achieving long-term stability and resilience. It integrates various planning tools, strategic initiatives, and policy reforms to encourage development across multiple sectors.

Economic initiatives under CV2060 will focus on diversifying Somalia's economy, enhancing infrastructure, and promoting investment. Social strategies aim to improve education, health care, and social inclusion, ensuring equitable opportunities for all of its citizens. Environmental policies prioritize sustainable resource management and climate resilience. The Vision promotes peace, security, reconciliation, justice, and the rule of law, laying the groundwork for macroeconomic stability, improved infrastructure, a dynamic private sector, and reduced food insecurity and aid dependence.

Key goals for 2060 include: a) a peaceful, well-governed, and capable state; b) sustainable, inclusive economic growth and prosperity that benefit both people and the environment; c) achieving middle-income country status that will deliver higher standards of living and more equitable wealth distribution by 2060.

CV2060 emphasizes robust governance frameworks, transparency, and the rule of law to create a democratic and accountable state. Security measures aim to establish peace, combat terrorism, and ensure citizen safety. The FGS will adopt a comprehensive approach, stressing integrity and the rule of law, with institutional reforms, security, and defence playing significant roles. Equal access to justice and strengthened oversight mechanisms are crucial for balanced state-building efforts.

In essence, CV2060 combines political will, strategic planning, and policy innovation to build a stable, sustainable, and prosperous future for Somalia. It integrates various planning tools, strategic initiatives, and policy reforms to foster development across multiple sectors, including economic diversification, infrastructure enhancement, education, healthcare, social inclusion, and environmental sustainability.

Figure 1: Aspirations of Somalia’s Centennial Vision 2060

The Centennial Vision	The Somalia We Want: A Middle-Income Country with High Quality Standards of Life for All Citizens		
The Mission	Develop and Sustain a United, Stable and Prosperous Somalia		
The Goals	<ol style="list-style-type: none"> 1. Establish and sustain an inclusive and democratic governance system that engages citizens in decision-making to promote development, peace, and unity. 2. Establish efficient and accountable state institutions that are transparent, respect the rule of law, promote human rights, and are capable of delivering resilient socio-economic transformation. 	<ol style="list-style-type: none"> 3. Ensure equitable access to quality, rights-based education, health, social protection, and WASH systems, aligned with Sharia, Somali culture, and international commitments. 	<ol style="list-style-type: none"> 4. Improve the livelihoods of all people in Somalia through competitive, diversified and resilient economic growth that promotes sustainable production and consumption. 5. Increase modern and resilient economic infrastructure to catalyse and sustain inclusive economic growth. 6. Strengthen regional, continental and global partnerships to sustain Somalia’s socio-economic development.

1.3 The Development of Centennial Vision 2060

The development of Somalia’s CV2060 was announced by H.E President Dr. Hassan Sheikh Mohamud in January 2023 as a bold step to steer Somalia towards a brighter future, where citizens enjoy a high standard of living in a united and peaceful country. Recognizing the capabilities of the National Economic Council (NEC), the President tasked the NEC with leading the development of a blueprint for the country’s envisioned future. The process was divided into three phases:

Phase I: Development of Comprehensive Framework for the Vision

Phase I involved various activities, studies, and engagements, culminating in a comprehensive framework document for CV2060. Activities included study tours and reviews of economic development models and visions in other countries. Key milestones included internal consultations, a learning tour of Rwanda and Kenya, and consultations with international partners. The framework received approval from the NEC and the National Consultative Council and was endorsed by the cabinet in August 2023.

Phase II: National Sectoral Assessments

Phase II commissioned studies on core pillars and cross-cutting issues, conducting thorough analyses of Somalia’s past and present to establish a baseline and outline future possibilities. These studies were validated through policy forums and consultations involving stakeholders and experts. This phase ensured the integration of evidence-based insights through a comprehensive, participatory process.

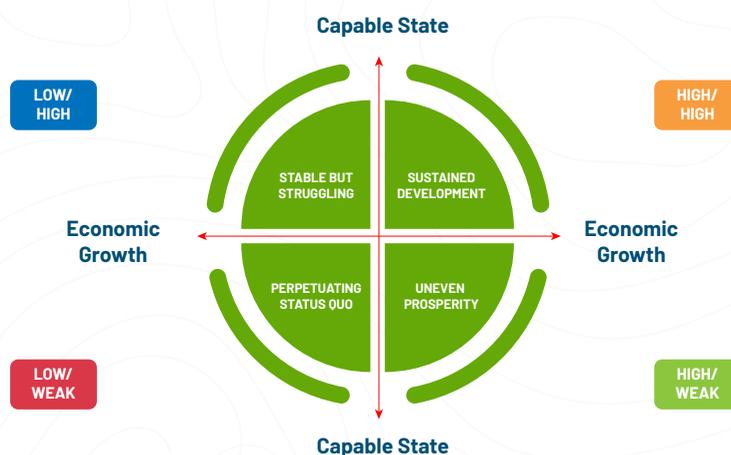
Phase III: CV2060 Development

Phase III involved a participatory and inclusive process with Somali and international experts working closely with stakeholders from all regions. This phase aimed to design the vital pillars of the Vision, leading to a national consensus and shared understanding. Validation workshops ensured the accuracy of information and alignment with the aspirations of Somalis.

The formulation of CV2060 followed a participatory approach to reflect the aspirations and needs of all Somali society segments. This approach engaged a broad range of stakeholders, including federal and state governments, civil society, the private sector, academia, development partners, and the Somali diaspora. The Vision builds on existing resources and future opportunities, providing an anchor for Somalia's medium- and long-term development goals. It will be implemented through the country's National Transformation Plan (NTP 2025-2029), subsequent MTPs, and sectoral and regional plans, which will map out strategic initiatives to achieve the Vision's goals and aspirations.

1.4 Analytical Framework for the CV2060

The CV2060 assesses four different scenarios based on the capacity of the state and the level of economic growth. It identifies key strategic actions necessary to drive substantial national progress. The CV2060 focuses on areas such as governance and institutions, human capital development diversification in key sectors, infrastructure improvement fostering private sector growth, promoting regional cooperation and engaging in international partnerships. Each aspect plays a role in promoting development, stability and societal unity.



Exploring Potential Futures: Envisioning Somalia's Progress

In this analysis, we consider four scenarios for Somalia's development, examining how the country's state capacity and economic growth could shape its path forward. These scenarios offer a lens for understanding the influences affecting Somalia's trajectory towards the year 2060. By contemplating these futures, policymakers, stakeholders, and citizens can better equip themselves to anticipate and shape Somalia's journey.

Scenario 1: Capable State with Significant Economic Growth

Sustained Development

In this scenario, Somalia emerges as a state experiencing economic growth. The government successfully implements reforms to enhance governance, combat corruption, and establish strong institutions. Infrastructure, education, and health care investments yield outcomes fostering a productive economy. Foreign direct investment notably rises in the technology, agriculture, and energy sectors. Effective social inclusion policies contribute to diminishing inequality and enhancing unity. Drawing on its heritage and strategic location, Somalia becomes a pivotal hub for trade and tourism.

Scenario 2: Competent State with Low Economic Growth

Stable but Struggling

Somalia has evolved into a state with effective governance structures but encounters hurdles in achieving rapid economic expansion. Spurred by stability and efficient public services, the economy is growing. However, external factors like global downturns, commodity prices volatility, and restricted access to international markets hinder rapid economic growth. The government's focus on ensuring stability and enhancing living standards has not yet resulted in advancements. Social policies are in place to sustain a better quality of life. But challenges like high unemployment and underemployment persist.

Scenario 3: Weak State with High Economic Growth

Uneven Prosperity

In this scenario where Somalia is grappling with a weak state but experiencing economic growth, the private sector is fuelling this growth, especially in urban regions, through investments in technology, agriculture and natural resources. Nonetheless, this progress is unevenly distributed among rural areas due to poor governance, which fosters corruption and inefficiencies that hinder sustainable development. The widening wealth gap triggers tensions, while the absence of regulatory frameworks contributes to environmental degradation and unchecked exploitation of natural resources.

Scenario 4: Weak State with Low Economic Growth

Perpetuating Status Quo

Somalia remains hindered by fragile governance and limited investment. Governance is plagued by corruption, inefficiency, and a lack of institutional capacity. The economy remains stagnant in the face of high unemployment rates, low productivity levels and minimal foreign investment. Social services in the country remain inadequate, resulting in poor health, education, and living standards for much of the population. The ongoing political unrest and frequent armed conflicts only worsen the situation, fuelling a cycle of poverty and lack of progress. The country has not fully tapped into its abundant natural resources, thus missing out on the opportunity to become a significant player in the region.

1.5 Setting the Context for Centennial Vision 2060

The Regional and Global Context

The envisioned future for Somalia in 2060 represents a transformed and enhanced state of the country's developmental realities. The economic, political, social, environmental, and cultural dynamics of Somalia's past and present are crucial guiding levers for shaping the future Somalis desire by 2060. This centennial vision aims to position Somalia as a major regional player, aligning its developmental targets and trajectories with the future direction of regional and global development paradigms and priorities. The current realities and the regional and global development dynamics inform the various scenarios and targets set out in this vision.

SOMALIA'S ECONOMIC RENAISSANCE



CV2060 lays the foundation for an economic renaissance, aiming to reclaim Somalia's lost status and become a major player in Africa by 2060.

Globally, the rapid deployment of artificial intelligence and other technological breakthroughs is changing the environment faster than ever. Production, manufacturing technologies, and service delivery channels are evolving rapidly, a trend accelerated by the disruptions caused by the COVID-19 pandemic. Institutions worldwide are leveraging technology to redefine their operations, making it essential for Somalia to acquire an impressive reputation in technological advancements to remain competitive and prosperous.

The Sustainable Development Goals (SDGs) for 2030 are central to the development plans of almost every country, including Somalia. The CV2060 aligns with the SDGs to place Somalia on the right path towards building a prosperous nation for all of its citizens. The targets set for the SDGs are integral to the developmental axes outlined in the pillars of CV2060.

Environmental sustainability is another critical global priority, with significant efforts directed towards climate action to protect the environment and foster a green global ecosystem. CV2060 includes these environmental paradigms to ensure sustainable development.

Geopolitical tensions are also impacting the global economy, causing disruptions in supply chains, price hikes, and high inflation levels. Central banks worldwide have responded with a tightening of monetary policy, resulting in high interest rates that particularly affect low-income and marginalized economies. These rising interest rates have limited the ability of developing nations to service public debt. Building resilient economies to withstand such shocks is crucial, and CV2060 aims to establish a robust economy with significant shock absorbers to weather global economic uncertainties.

Regarded as a regional beacon of stability in the 1960s, Somalia experienced economic decline due to decades of civil strife. The conflicts led to economic, institutional, and infrastructural setbacks, diminishing Somalia's prominence in Africa. CV2060 lays the foundation for an economic renaissance, aiming to reclaim Somalia's lost status and become a major player in Africa by 2060. The vision aligns with the future aspirations of the continent, integrating the Africa Union's Agenda 2063, the East African Community Vision 2050, and IGAD's Vision 2050.

Somalia's recent accession to the EAC as its eighth member aims to enhance collaboration in economics, politics, social dynamics, and cultural affairs with the EAC's other member states. The development targets and strategies in CV2060 are informed by the need for Somalia to exploit opportunities within the bloc such as increased market access, regional infrastructure, mobility of goods and human resources, potential for foreign direct investment, collaborative security efforts, and shared knowledge and resources.

USD 6,163



Somalia sets as its goal a resilient economy that will have a per capita income of USD 6,163 (in 2025 dollars) by 2060.

The Somali Context and Demographics

Somalia has recently made progress on many fronts including macroeconomic stability and the successful implementation of the HIPC program, which culminated in the reduction of the country's debt to levels below 6% of its annual gross domestic product (GDP).

Centennial Vision 2060 has been developed during a period of progress in several areas within Somalia. These include reduced maternal and child mortality rates, increased primary school enrolment, decreased malnutrition, improved life expectancy, and accelerated technology adoption, particularly in mobile communications.

Economic projections suggest that average GDP growth will average between 5.9% and 7.7% annually from 2025 until 2060. The increase reflects a high-level growth scenario with a target of per capita income of **USD 6,163** (in 2025 dollars) by 2060. This will be achieved through steadfast economic policies and positive global trends. It is projected that there will be governance stability, improved security, increased industrialization, a skilled workforce for value addition, inter-regional trade and healthy population, if the development pathway laid out by the Centennial Vision 2060 is followed.

The CV2060 takes the current economic structure into consideration and lays the necessary foundation for structural change and economic transformation. The country has equally made progress on the political front, having held peaceful elections in 2022.

Poverty Challenges and Population Dynamics

Poverty remains a major challenge for Somalia, with 54% of Somalis living below the poverty line. The Federal Government of Somalia has worked to reform the agricultural sector, which employs a large portion of the labour force, to increase output. However, the sector continues to suffer adverse climate change impacts and a lack of preparedness to enhance food security. Somalia is currently confronted with environmental challenges such as recurrent droughts, land degradation, and water scarcity. Addressing these issues requires sustainable policies, effective resource management, and international cooperation.

Somalia's demographic profile is characterized by a predominantly young population, with the current population estimated at 17 million. This figure is projected to increase to approximately 37 million by the year 2060. Unemployment remains a significant socio-economic challenge, particularly among the youth. The overall unemployment rate for individuals aged 15 and above

stands at 21.36%, while youth unemployment is markedly higher at 37.4%. The issue is especially pronounced in urban areas, where youth unemployment reaches 35.6%, compared to 21.8% in rural settings and 5.5% among nomadic populations.

Lessons from Case Studies

Evidence from countries that have transitioned from low-income to middle- and high-income status underscores the necessity of sound long-term strategic planning for sustainable social and economic transformation. A well-designed vision supports policy coherence, enabling governments and stakeholders to align their efforts towards common development goals. Therefore, developing a clear and coherent long-term vision accelerates the achievement of desired development outcomes.

Extensive benchmarking has reviewed the strategic visions of several countries, including Djibouti, Kenya, Ethiopia, Uganda, South Sudan, Rwanda, Ghana, and South Korea. Experiences from countries like South Korea, Malaysia, Rwanda, and Botswana demonstrate that investments in long-term strategic visions have led to the creation of strong institutions capable of converting these visions into reality. Even when these nations fall short of achieving their national targets, they often come close to fulfilling their objectives and make significant progress toward their long-term goals. Thus, a national vision is crucial for bridging the gap between a country's long- and short-term priorities. Somalia's recovery and transformational agenda will greatly benefit from integrating short-term remedies with long-term strategies to promote sustainable and inclusive socioeconomic development.

CHAPTER 2

THE SOMALIA WE WANT BY 2060



CENTENNIAL VISION

CHAPTER 2:

THE SOMALIA WE WANT BY 2060

2.1 The CV2060 Core Principles

CV2060 is an ambitious effort to design a better future for Somalia by fostering core national values, home-grown solutions, and a shared commitment to the national interest. It is based on the principle that development starts and ends with the people, a recognition upheld throughout the consultation processes.

Somalis have demonstrated their willingness and readiness to work together to build a secure, stable, and prosperous nation open to the world for trade, commerce, and cooperation. They aim to build a country where citizens actively participate in managing national and local affairs, creating a vibrant society progressing on all fronts.

They aspire to a nation that can stand on its own feet, compete favourably with other nations, and utilize natural resources to transform lives while maintaining a sound ecology and environment. They seek to build a nation based on democratic principles, the rule of law, and justice for all, ultimately creating a dynamic, open, free, and truly integrated society.

To guide the country's development, Somalis call for a new kind of leadership radically different from the past. They need leaders who are **bold, responsible, responsive, effective, and accountable, as well as strong, creative, knowledgeable, humane, and willing to make necessary sacrifices for the people**. Above all, they want leaders with the Vision to inspire people to greater heights while being enlightened citizens themselves. These expectations shaped the development of the Vision, providing a sense of purpose and direction for all national actions.

Achieving the aspirations of CV2060 requires strategic thinking and concerted efforts. The development process identified gaps between the national Vision and the current situation. Stakeholders play a crucial role, with the government coordinating key actors and placing the private sector at the heart of efforts to achieve sustained growth and equity.

The formulation of CV2060 is based on nationwide -broad-based stakeholder engagements that have provided a roadmap for its development. These consultative engagements identified a commonly held view that a long-term vision will inspire both leaders and citizens, galvanizing all stakeholders toward a common development trajectory.

The overarching development philosophy of the Vision aims to deploy the country's engines of economic growth for achieving targets such as promoting Somalia as a maritime state with a world-class transshipment hub, fostering private sector-led growth, and effectively utilizing natural resources. By 2060, it is envisaged that the real per capita income will exceed **USD 6,163**, with an average annual economic growth rate fluctuating between 5.9% and 7.7%.

2.2 The Aspirations, Image and Core Principles

The aspirations of the CV2060 for Somalia are centered on creating a peaceful, well-governed, and capable state, achieving sustainable and inclusive economic growth, attaining upper middle-income country status by 2060, and ensuring high quality and standards of life for all its citizens. Somalia aims to build on recent progress in reducing poverty, with the goal of eliminating it altogether by 2060 through inclusive growth.

This involves increasing opportunities for all segments of society to contribute to national development, investing in human capital, and ensuring universal access to social services and security. The Vision emphasizes that everyone, including older people, persons with disabilities, women, and youth, will participate in sustainable development, thereby ensuring that no one is left behind. Growth and development will follow a sustainable path, managing natural resources wisely and building resistance to climate change impacts.

The CV2060 is guided by three core principles: **fostering core national values, home-grown solutions, and a shared national commitment to national interest.** These principles ensure that development starts and ends with the Somali people. Strategic interventions will promote unity, patriotism, ethical standards, and national pride, building on Somali values such as generosity, hospitality, and kinship. By integrating modern statehood tenets with traditional values, Somalia strives to attain greater heights and transform itself into a nation of shared prosperity.

Somalia, through the CV2060, aims to build a resilient and thriving economy for its citizens. The outlined objectives and aspirations of the Vision are intended to present an inspiring image of Somalia that will see it become by 2060 a leading economy in East Africa. By 2060, Somalia seeks to be recognized as a preferred trade route in Africa and a country with a secure and investment-friendly environment.

With a dedicated pillar focused on developing a capable state, Somalia seeks to foster a peaceful, stable environment conducive to trade and investment, anchored in the principle of being “at peace with itself and with the rest of the world”.

2.3 Targets of Centennial Vision 2060

A long-term outlook of the desired future for Somalis is crucial. Achieving the envisioned future requires short-, medium-, and long-term targets, which inform the strategies of the subsequent midterm plans. To this end, CV2060 provides targets for the various segments of the Somali economy and its political and social dimensions. Table 1 summarizes the headline targets for key elements of the pillars, with detailed targets available in Annex 3.

CV2060 GUIDING PRINCIPLES



The CV2060 is guided by three core principles: fostering core national values, home-grown solutions, and a shared national commitment to national interest.

Table 1: Headline Targets of Centennial Vision 2060

Social and Economic Indicators	Baselines 2024	2034	2044	2060
Population (millions)	17.4	23.10	29.31	37.1
Population Growth Rate (%)	2.9	2.5	2.2	1.4
GDP Per Capita Income (US\$ 2024 prices)	695	2,013	4,709	6,163
Average GDP Economic Growth (%)	4.2	7.7	6.8	5.9
Tax-to-GDP Ratio (%)	3.0	9.45	12.9	15.7
Gross Domestic Product (billion \$)	10.9	47.6	136.1	228.0
Government Effectiveness Index (-2.5 to 2.5)	-2.0	-1.50	-0.65	0.23
Control of Corruption Index (-2.5 to 2.5)	-1.79	-1.31	-0.75	0.15
Poverty Rate Headcount (%)	54.4	40.9	30.7	12.3
Extreme Poverty Rate (%)	20.9	12.49	6.8	2
Overall Literacy Rate (%)	55	73.27	85.37	95
Youth Literacy Rate (15-24, %)	72	81.59	87.57	99

2.4 Case for High Long-Term Growth Trajectory

Somalia’s current GDP growth rate has been modest, hovering in the range of 3 - 4% annually in recent years, although there have been periods of stronger growth generated by key sectors such as agriculture, telecommunications, and remittances. The average GDP growth rate for African economies varies, but many have achieved growth rates in the range of 5 - 7% during periods of significant economic transformation. For instance:

- ★ Ethiopia experienced annual GDP growth rates of 8 - 10% for nearly two decades due to large-scale infrastructure projects and sectoral reforms.
- ★ Rwanda maintained 7 - 8% growth by investing in infrastructure, tourism, and governance reforms.

To reach a GDP per capita of USD 6,163 by 2060, on average over the 2025 - 2060 period, Somalia will need an annual sustained growth rate of 6.8%. This is significantly higher than Somalia’s current growth trends and beyond what most economies typically achieve in the long term.

The CV2060 explicitly argues for Somalia to seek the higher growth trajectory. This can be backed by many perspectives that include: historical precedents of high growth; structural reforms and policy measures; potential for sectoral transformations; creating a business-friendly environment; and inclusive growth to reduce poverty.

For instance, the historical precedents of high growth perspective can be expanded to understand the quest facing Somalia:

- ★ While achieving sustained growth rates of higher than 10% is challenging, there have been examples of countries experiencing high growth rates for short periods.
- ★ China grew at an average rate of 9 - 10% annually for nearly four decades, achieving rapid industrialization and becoming the world's second-largest economy. China's transformation was driven by:
 - Massive investment in infrastructure
 - Industrialization
 - Reforms in governance
 - Opening to foreign investment
- ★ Over two decades, Vietnam achieved 7 - 8% sustained growth after liberalizing its economy and focusing on export-led growth. These examples show that with the right policies, high growth is possible, particularly when driven by structural reforms, industrialization, and targeted investments.

With its strategic location, vast natural resources, entrepreneurial culture and youthful population, Somalia has the potential to achieve a similar level of economic growth and prosperity. Realizing this vision requires a shared commitment from the country's leadership, citizens, and development partners.

Risks and Challenges

While the goal of achieving a GDP per capita income of USD 6,163 is a worthy cause, there are significant risks that must carefully be addressed:

- ★ **Political stability:** Continued stability is a precondition for long-term economic growth.
- ★ **Security:** Progress on security is essential to create a stable environment that fosters investor confidence, ensures the safety of citizens, and supports sustained economic development.
- ★ **Governance:** Providing transparent and effective governance is critical to attracting foreign investment and maintaining growth.
- ★ **Macroeconomic stability and inflation management:** High growth rates can lead to inflationary pressures, which would need to be managed through sound monetary policies.
- ★ **Environmental degradation and climate change:** Climate change poses a major risk, particularly for a country that depends heavily on agriculture and natural resources. Droughts, floods, and other climate-related events can drastically impact economic output and increase food insecurity.

To address the potential risks and challenges, the government will need to establish mitigation strategies, including strengthening institutions that focus on building robust and independent institutions that uphold the rule of law, enforce contracts, and minimize political interference.

This will build investor confidence and ensure long-term stability. The adoption of inclusive political processes will promote democratic governance that represents all segments of society, thus reducing the likelihood of conflict.

Creating an environment where all groups have a stake in governance can reduce political risks. Implementing effective anti-corruption frameworks with independent auditing bodies will be crucial in ensuring public funds are used effectively and foreign investors can trust the system. In fragile states, collaboration with international organizations for peacebuilding and mediation efforts can help ensure long-term stability.

2.5 Managed Growth through Strategic Interventions

The growth trajectory for Vision 2060 reflects a consistent and managed approach to economic transformation. This involves:

- ★ **Governance and Inclusivity:** Ensuring political stability and good governance necessary for attracting and maintaining foreign and domestic investor confidence and fostering a conducive environment for economic activities.
- ★ **Human Capital Development:** Investing in education, health, and skills development to improve productivity and drive innovation.
- ★ **Diversifying the Economy:** Expanding key sectors like manufacturing, services, and the blue economy (i.e. marine resources) to drive economic growth.
- ★ **Infrastructure Development:** Building robust, climate-resilient infrastructure to support industrialization, trade, and connectivity for accelerated economic growth.

Somalia's *Centennial Vision 2060* is built upon six strategic pillars designed to drive the nation's development and progress over the next three and a half decades. Each pillar represents a fundamental area of focus that is essential for Somalia to realize its aspirations of becoming a prosperous, stable, peaceful and inclusive middle-income country by 2060. These pillars will ensure that development is holistic, addressing issues of governance, economic growth, human capital development and societal resilience.

CHAPTER 3

PILLARS OF CENTENNIAL VISION 2060



CENTENNIAL VISION

1

Inclusive Governance



CONTENNIAL VISION

3.1 Pillar 1: Inclusive Governance

Background

To foster a culture of sustainable peace and development, Somalia must undergo fundamental cultural and value shifts in order to embark on economic transformation. Culture and values are vital development factors that underpin formal institutions and the underlying prerequisites for successful institutional performance and the building of social contracts.

Curbing the influence wielded by certain groups that exploit their closeness to political power requires strengthening institutions to promote transparency, accountability and integrity. The Centennial Vision 2060 provides the pathway for strengthening governance institutions that oversee the use of public resources and combat corruption. Additionally, it emphasizes the crucial role of institutionalizing citizen participation in public policy debates, a crucial element of democratic and inclusive governance.



“Inclusive governance is the cornerstone of a society where every individual feels valued and connected.”

The inclusive governance pillar envisions Somalia as a democratic system that mirrors the aspirations and expectations of all citizens. Active engagement requires the consideration of the perspectives, needs, and rights of all segments of society, particularly marginalized and underrepresented groups. By promoting inclusive governance and establishing effective and robust institutions, we can significantly contribute to achieving the vision’s objectives. This endeavour primarily aims to promote social equity, ensure responsive policies, and enhance trust, a key factor that will help strengthen the foundations for sustainable peace, security, and stability.

The Context, Challenges and Opportunities

Several undesirable political cultures and practices must be addressed to achieve the success of the goals and aspirations of the Vision. These include illicit enrichment, a culture of impunity, and an entitlement mentality based on clan affiliation. CV2060 promotes accountability, transparency, integrity, and institutionalization of power, especially in public appointments. The overall recruitment process in all government entities would replace patronage as the main consideration for hiring with a merit-based system. In this respect, integrity institutions would play a key role and set an example by becoming role models of good governance.

To ensure effective structural change, the Centennial Vision 2060 will rigorously address the following critical challenges:

- ★ **Clan-based tensions and grievances:** CV2060 recognizes the aspirations of all Somalis regardless of clan affiliations. It fosters unity in diversity and would progressively mend fences to bring Somalis together for regular engagements on common national issues to help promote understanding, reconciliation, and collaboration between different groups.

- ★ **Political disputes and power struggles:** To create a stable and effective government, all political factions would engage in constructive dialogue to overcome divisiveness. Establishing mechanisms for collaboration and accountability will be crucial for building a cohesive governance structure that can effectively respond to the populace’s needs.
- ★ **Economic inequalities and insecurity:** Addressing the disparities in wealth and unequal access to resources is paramount for fostering social cohesion. This will involve implementing policies that promote equitable economic growth, improve access to education and employment opportunities, and create social safety nets that support vulnerable populations.

Strategic Goal

Centennial Vision 2060 aims to “**establish and sustain an inclusive and democratic governance system that engages citizens in decision-making to sustain development, peace, and unity**”.

Inclusive governance is the cornerstone of a society where every individual feels valued and connected, fostering strong social cohesion and unity among diverse communities. By embracing the rich tapestry of its people’s diverse backgrounds, Somalia aims to establish and strengthen a resilient national identity that celebrates our differences while uniting us through commonly shared values and goals. This inclusive identity is the foundation upon which we can face challenges and seize opportunities together.

Also, political stability is achieved through an inclusive democratic dispensation that values diversity and encourages citizen participation, ensuring that all voices are heard and represented. This approach leads to more effective and legitimate governance that reflects the needs and aspirations of the entire population.

Lastly, sustainable peace is attained by prioritizing dialogue, collaboration, and equitable representation, addressing the root causes of conflict, and building lasting solutions.

PROFILE

Amina Jamaa Hussein fled the town of Las Anod in May 2023 when fighting erupted between security forces and local clan militias. She brought her four children and five grandchildren to an IDP camp in Garowe. “We ran with only the clothes on our backs and left the house open,” said Amina. “We didn’t even lock the door.”

Without the fortune of having friends or relatives to stay within Garowe, their only choice was to settle in a camp for displaced people. Such camps have dotted the suburbs of Garowe for decades, populated by people who have fled conflict and violence in other parts of the country or by those whose livestock have died in the worsening drought. Another camp resident from Las Anod explained his decision to leave the town in simple terms. “You hear the sound of shelling,” said shopkeeper Asha Awad Jama, “you leave everything behind and run.”

Every Saturday, Amina lines up with other women in front of an improvised calling station set up by Somali Red Crescent volunteers. She makes a free phone call so she can hear from the rest of her family still in Las Anod.

“When I manage to speak to them, I feel reassured,” says Amina. “But then the night comes again, and I worry myself sick.” (Al Jazeera, May 31, 2023)

Ultimately, through inclusive governance, Somalia is committed to building a stronger, more cohesive, and peaceful society.

Strategic Actions and Flagship Programs

Various strategic actions and flagship programs will be implemented to guide the realization of the intermediate outcomes that will lead to delivering the Centennial Vision 2060 aspirations. The strategic actions under the inclusive governance pillar will primarily focus on building national unity, fostering reconciliation, and entrenching democratic governance across all levels.

I. National Unity and Reconciliation Programs

Mediation and dialogue: Somalia’s *Centennial Vision 2060* acknowledges that social and economic transformation relies on enduring national cohesion among all citizens, regardless of background. The country’s long history of conflict and division has left deep social fractures that must be resolved to achieve true inclusivity. Social cohesion and reconciliation are essential for building a united Somalia where every citizen, irrespective of clan background, feels a sense of belonging and ownership over the country’s future. Therefore, the Centennial Vision 2060 prioritizes national reconciliation efforts to heal past wounds and build trust among different groups. Flagship initiatives include a National Reconciliation Commission (NRC). This commission will facilitate mediation and dialogue between various clans and ethnic groups, addressing historical grievances and encouraging forgiveness and unity. Grassroots reconciliation initiatives will also be supported, focusing on community-level dialogue and conflict resolution. Clan elders, religious leaders, and civil society organizations will play a vital role in these efforts, helping to bridge divides and foster a sense of national identity.

Conflict resolution mechanisms: Transitional justice mechanisms will be introduced to address past human rights abuses and ensure that victims receive justice. These mechanisms will be designed to promote accountability and prevent future conflict. Somalia can move towards a more just and peaceful society through truth-telling, reparations, and institutional reforms. Conflict, together with the systematic onset of recurring natural disasters that perpetuate competition over resources, has spawned a complex, protracted crisis in Somalia, creating widespread displacement, poverty, and vulnerability. To address these complex dynamics, conflict resolution

CENTENNIAL VISION 2060 CYCLE



Centennial Vision 2060 aims to “establish and sustain an

inclusive and democratic governance system that engages citizens in decision-making to sustain development, peace, and unity”.

initiatives will be tied to economic recovery and resilience programs as a mechanism for integrated solutions to systemic and structural challenges that cannot be solely resolved through dialogue and mediation.

Peacebuilding education and awareness: Widespread conflicts and grievances are often intergenerational. Creating a culture of peace and addressing issues of this nature require solutions that cut across different age groups to promote understanding, tolerance, forgiveness, and conflict resolution at individual and community levels. Peacebuilding education and awareness is a priority for Somalia's Centennial Vision 2060. Peace education will start within the formal education system, where peace education content will be developed and integrated into the national curriculum and complemented with community engagement based on tested and proven peacebuilding tools and approaches. The Government will promote and build strategic partnerships with civil society to leverage expertise.

Civic engagement: Building a national identity is a priority of the Centennial Vision 2060. Shared values will define Somalis in 2060. Unity and Somali identity will be fostered through comprehensive national civic engagement initiatives that will promote common national values. These initiatives will have target-specific programs focusing on youth and adults in all segments of the population and regions of Somalia.

II. Deepening Democratic Governance Programs

Strengthening government oversight: The key to attaining transparent and accountable governance is the existence and implementation of structures and systems for checks and balances. This will require a sound parliament, an independent judiciary, a vibrant media, and engagement with civil society in governance. The Centennial Vision 2060 lays the foundations for strengthening legislative oversight mechanisms that will hold elected officials accountable for their actions and endorse government policies that reflect the interests of the people they represent. The government will encourage the emergence of an active civil society that operates in a free and democratic environment. Similarly, legislative and regulatory reforms will support a vibrant media that operates freely and independently while holding public officials accountable for the interest of national development. Relevant public institutions will be trained and encouraged to respect the rights and freedoms of civil society and the media, thereby protecting such entities from harassment or undue government interference.

Inclusive citizen participation: At the heart of inclusive governance is the idea that all citizens should be able to participate in decision-making processes that affect their lives. Somalia's *Centennial Vision 2060* creates a political environment where democracy thrives, and governance structures respond to the voices of all citizens, and not just a select few. To achieve that, this pillar emphasizes strengthening democratic institutions, ensuring free and fair elections through universal suffrage in which every citizen can participate, and promoting political inclusivity. Inclusive citizen participation will also be deepened by creating platforms for public consultations that allow citizens to provide input on critical government decisions. This will promote transparency, ensure that development projects meet local needs, and empower citizens to

play an active role in shaping the future of Somalia. Ultimately, such engagement will promote inclusivity in decision-making, protect the rights of all citizens, foster political and social equity, and ensure that governance structures reflect the diversity of Somali society.

Strengthening citizen-centric leadership: The concepts of inclusive governance and community-led or citizen-centric development are often less familiar to local government structures in Somalia. To address this awareness gap and meet the capacity needs required to achieve effective citizen participation, the Government of Somalia will work with stakeholders to enhance the capacities of local leaders in community engagement approaches and institutionalize tools and methods to improve civic engagement and citizen participation in governance and community development. Centennial Vision 2060 also focuses on identifying and developing home-grown solutions to local challenges as a mechanism to foster social cohesion and build community resilience and sustainable peace.

Fostering political pluralism: Through the implementation of the Centennial Vision 2060, Somalia will encourage the coexistence of diverse interests, viewpoints, and groups within the society. Legislation, policies, and regulatory frameworks will emphasize the importance of acknowledging multiple perspectives and fostering an environment where various political parties, interest groups, and social movements can participate in the political process. Promoting a culture of multi-party democracy and ensuring that elections are regular, transparent, and relevant to the people's needs will be a priority for the Government of Somalia. Electoral reforms will be introduced to bolster electoral integrity and ensure that every vote counts. Voter education programs will raise awareness among citizens about their political rights and responsibilities and encourage all eligible citizens to participate in the electoral process. Inclusive democratic governance will ensure that power, as expressed through the people's will, is shared equitably between different regions and clans in ways that promote national identity and unity and prevent political marginalization.

III. Gender Mainstreaming and Empowering Marginalised Groups

Promoting gender equality: Achieving gender equity is critical to inclusive governance in Somalia's *Centennial Vision 2060*. The Vision recognizes that for true inclusivity to be achieved, women must have their grievances addressed and participate in all spheres of public life, including politics, public services, the economy, and society. Despite significant progress, women in Somalia still face numerous challenges, including underrepresentation in leadership positions, limited access to education and employment opportunities, and systemic discrimination. By 2060, Somalia will address these disparities through policy reforms and strategies that increase women's representation in parliament, local councils, and other decision-making bodies. Gender quotas will be adopted to ensure that women hold a significant proportion of leadership positions at both the national and regional levels. Legal reforms will be introduced to protect women's rights, particularly in the areas of inheritance, property ownership, and access to justice. Grassroots efforts will be made to change socio-economic conditions for women.

Women's economic empowerment will be crucial. National programs will be introduced to give women access to financial services and support for entrepreneurship. The access of women and

girls to high-quality education will be prioritized, particularly at the secondary and tertiary levels, to equip them with the skills they need to participate fully in the economy. Additionally, initiatives will be launched to address gender-based violence, including strengthening legal protections for survivors and ensuring that perpetrators are brought to justice.

Empowering women to participate fully in the governance process is not just a matter of equity; it is also essential for national development. Research shows that when women are empowered, societies are more stable, and economies are more resilient. Somalia’s *Centennial Vision 2060* seeks to create a culture where women are protected from discrimination and empowered to lead.

Marginalized groups will be supported through innovative initiatives to promote a truly inclusive society. By 2060, Somalia will have a state that is responsive to the needs of all citizens.

Table 2: Flagship Initiatives for Inclusive Governance

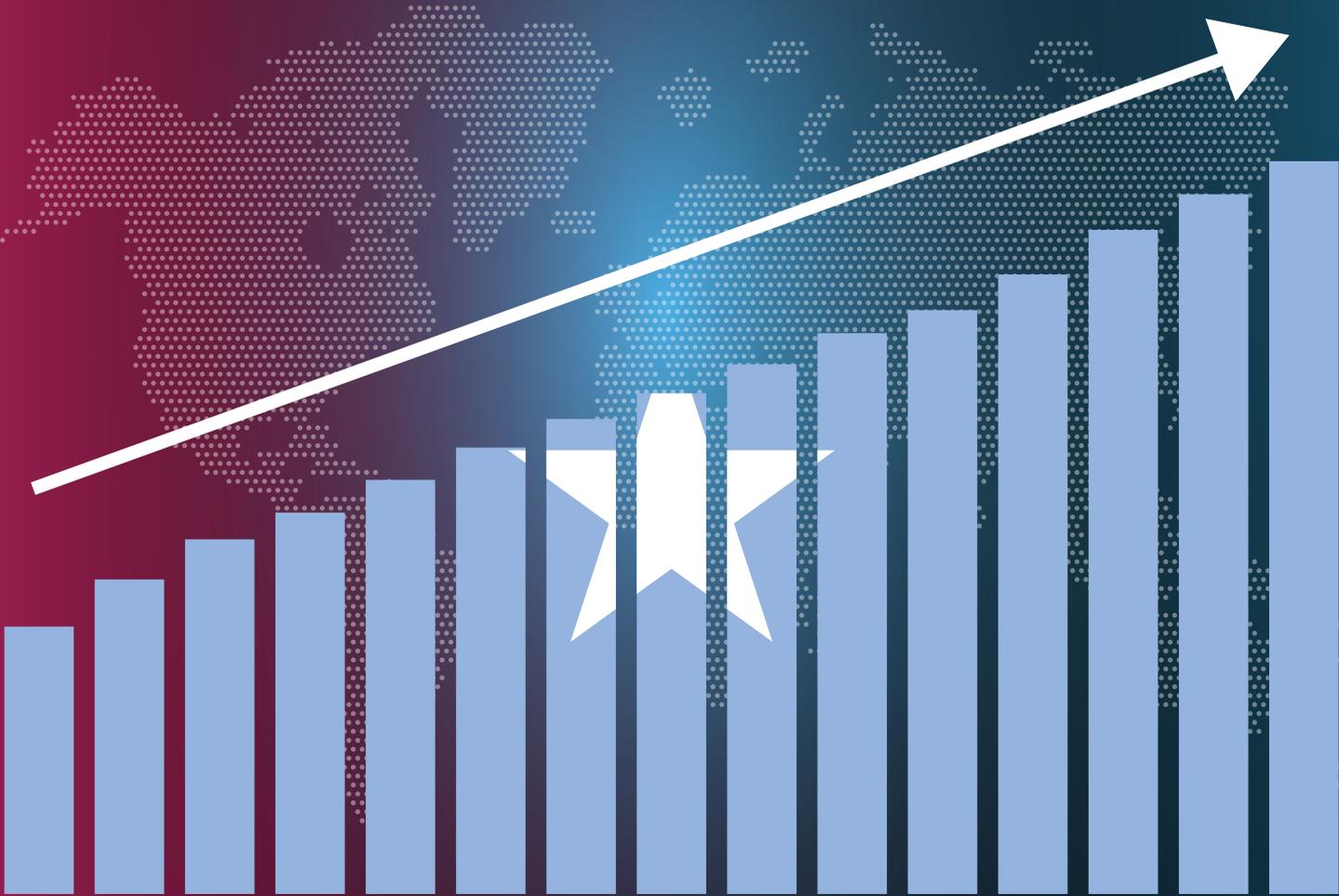
Flagship Programs	Strategic Actions
a) National Unity and Reconciliation Programs	<ul style="list-style-type: none"> ★ Mediation and dialogue ★ Conflict resolution mechanisms ★ Peacebuilding education and awareness ★ Civic engagement initiative
b) Deepening Democratic Governance Programs	<ul style="list-style-type: none"> ★ Government oversight strengthening ★ Inclusive citizen participation ★ Local community leadership strengthening ★ Fostering political pluralism
c) Gender Mainstreaming and Empowerment of Marginalized groups	<ul style="list-style-type: none"> ★ Promoting gender equality ★ Women’s economic empowerment ★ Supporting marginalized groups

Intermediate and long-term outcomes

Through the four phases of delivering the Centennial Vision 2060 aspirations, the inclusive governance pillar aims to achieve three intermediate outcomes that will be monitored throughout Somalia’s journey toward becoming a middle-income country. The intermediate outcomes include:

- ★ Strong social cohesion and unity among diverse communities, promoting a resilient national identity that embraces various cultural, regional backgrounds.
- ★ Political stability through an inclusive democratic dispensation that espouses diversity and encourages citizen participation.
- ★ Sustainable peace through inclusive governance, prioritizing dialogue, collaboration, and equitable representation.

2 Capable State



CONTENNIAL VISION

3.2 Pillar 2: Capable State

Background

At the heart of Somalia's *Centennial Vision 2060* is the transformation of the State into a capable one which guarantees its citizens' security, well-being, and prosperity. Somalia's institutions must be effective, accountable, and inclusive to fulfil the Centennial Vision aspirations. This will require the Government of Somalia to develop governance systems that are robust, transparent, and responsive to both domestic needs and global challenges. It also requires building institutional frameworks that promote the rule of law, deliver essential public services, manage resources efficiently, and uphold democratic values.



"Somalia's institutions must be effective, accountable, and inclusive"

The Context, Challenges and Opportunities

The 2012 Provisional Constitution establishes a clear separation of powers and duties between the Federal Government of Somalia (FGS) and Federal Member States (FMS) institutions, including the security and judiciary sectors and resource sharing. The loss of so many lives and the economic devastation during the military regime and subsequent civil war demonstrates why robust institutional relationships are critical. These historical events serve as compelling evidence for the need to establish clear, systematic cooperation between government institutions to prevent power consolidation and conflict. The threats to Somalia's national security are overwhelming, presenting direct and indirect obstacles to sustainable development and state function. Moreover, this structural instability has left little opportunity to build and sustain efficient and transparent state institutions. To this end, the Centennial Vision 2060 focuses on overcoming the following structural and systemic challenges standing in the way of building a state that will be capable of achieving Somalia's aspirations:

- ★ Overlapping mandates among public institutions encourage fragmented planning and delivery processes.
- ★ Heavy reliance on external financing restricts the alignment and coherence of national priorities.
- ★ Fragmented and inadequate revenue collection hampers public financing and constrains national development.
- ★ Limited financial and human resources impede the capacity for public service delivery.
- ★ Insufficient fiscal accountability and transparency undermine service delivery and diminish public trust.
- ★ Ongoing insecurity hinders long-term planning and sustainable development.

Strategic Goal

The primary goal of the capable state pillar of the Centennial Vision 2060 is to **“develop efficient and accountable state institutions that are transparent, respect the rule of law, promote human rights, and capable of delivering resilient socio-economic transformation”**.

A capable state is fundamental to achieving resilient socio-economic transformation. By establishing efficient and accountable state institutions that are transparent, respect the rule of law, and promote transparency and accountability, we lay the groundwork for a society where trust and integrity within public institutions become a reality. This system of effective and accountable governance fosters confidence among citizens, ensuring that public institutions operate with the highest standards of integrity.

Strengthening the capacities and capabilities of public institutions is essential for efficiently delivering inclusive services to all citizens. By enhancing the skills, resources, and operational frameworks of these institutions, we can ensure that every individual has access to the services they need, regardless of their background or circumstances. This inclusive approach not only improves service delivery but also reinforces the legitimacy and effectiveness of public institutions.

More importantly, equitable access to justice and the rule of law is a cornerstone of a secure and fair society. By safeguarding the rights and freedoms of all citizens, we create an environment where justice is accessible to everyone and the rule of law is upheld without bias. This commitment to justice ensures that all citizens can live in a secure environment, confident that their rights are protected and their voices heard.

Strategic Actions and Flagship Programs

Various strategic actions and key programs will be implemented to achieve the intermediate outcomes that contribute to fulfilling our vision. The strategic actions under this pillar focus primarily on constitutional and legal reforms, promoting decentralization, and public sector reforms.

I. Constitutional Reform

Strong constitution: A constitution created through a participatory and inclusive process can lay the foundation for a stable, well-functioning state capable of promoting prosperity, human rights, social justice and accountable governance. For Somalia, this means establishing legal frameworks and institutions that uphold all citizens’ rights, regardless of gender, ethnicity, clan, or social status. This pillar emphasizes the importance of constitutional reforms that protect civil liberties, freedom of expression, and the right to assembly. The constitution’s ratification for this structural and legislative reform will take precedence in the initial years of the Vision. Public consultation

FOUNDATIONS OF A CAPABLE STATE



The primary goal of the capable state pillar of the Centennial

Vision 2060 is to “develop efficient and accountable state institutions that are transparent, respect the rule of law, promote human rights, and capable of delivering resilient socio-economic transformation”.

across FMSs, parliamentary endorsement, and promulgation will be a priority to enable Somalia to evolve from its Provisional Constitution.

Legislative reforms and protections: A vital focus of this pillar is the development of robust legal frameworks that will endow the country with a well-functioning state. Special focus will be given to marginalized and vulnerable groups, including internally displaced persons (IDPs), minority clans, children and individuals with disabilities, to provide them with equal access to government services and economic opportunities.

Legal reforms will be implemented to protect the rights of these groups, and social programs will be established to address their specific needs. This will involve updating legal frameworks to comply with international standards and best practices, including the revision of outdated laws to ensure consistency with the constitution and national commitments undertaken through ratification of international conventions and treaties.

Security and rule of law reforms: Somalia's *Centennial Vision 2060* aims to establish a secure environment where individuals and businesses feel confident about investing, innovating, and contributing to the country's growth. This will entail strengthening the country's defence and police forces and ensuring the judiciary is independent, impartial, and accessible to all.

The rule of law will be prioritized through legal reforms to modernize outdated laws, enhance the judiciary's efficiency, and strengthen the enforcement of contracts and property rights. The security apparatus will focus on improving border control, addressing internal insurgencies, and combating organized crime and terrorism. In addition, Somalia will work on introducing comprehensive reforms in the justice sector to ensure that all citizens have access to fair and timely legal remedies, regardless of their background.

Security sector reforms will establish professional, well-trained, and adequately equipped police and military forces. In addition, efforts will promote community policing models that encourage cooperation between the police and local communities and prioritize the recruitment of women and their appointment to decision-making roles in security and justice institutions. This approach will help build trust and ensure that security measures are tailored to meet the specific needs of different regions.

II. Federalism Strengthening Programs

Reforms to the legal and institutional framework: Decentralization is essential for creating a government that is more responsive to the diverse needs of its population. In Somalia, decentralization involves the transfer of specific powers and responsibilities from the central government to regional and local authorities.

The goal is to empower local governments to deliver services more effectively and actively involve communities in decision-making processes that directly impact their lives. To achieve this, reforms to legislative guidelines and institutional frameworks are prioritized. This will enable effective fiscal and sectoral decentralization, benefiting all citizens and promoting local economic development alongside high-quality service delivery.

Local government capacity development: Under Centennial Vision 2060, the decentralization/federalism policy focuses on strengthening local governance structures, enhancing the skills of local officials, and providing them with the necessary resources to address community needs. This process will involve developing frameworks for regional autonomy while ensuring that the central government maintains overall coordination and control over national policies and development objectives.

Public infrastructure development: This is crucial for local governments to provide essential public services at decentralized levels effectively. Having the necessary physical infrastructure in place is vital. Modern public infrastructure helps create a suitable working environment within the civil service and lays the foundation for the digitization of service delivery, including improved connectivity and electrification. This development will significantly enhance the quality, efficiency, and transparency of services, contributing to the development of a capable state.

Fiscal decentralization enhancement: Decentralization will facilitate better management of Somalia's natural resources by allowing regions to play a more active role in overseeing the use and commercialization of local resources, such as agriculture, fisheries, and minerals. It will also **spur innovation and economic growth by enabling local governments to experiment with context-specific solutions.** This, in turn, will encourage more sustainable and locally driven development strategies tailored to the specific needs of different regions. Moreover, decentralization will help mitigate regional inequalities, thereby fostering a more equitable distribution of national wealth.

Citizen participation in local governance: Increasing citizen participation in local governance is crucial for fostering democracy, enhancing accountability, and ensuring that public services meet the community's needs. To promote citizen participation, concerted efforts will focus on inclusive policies, participatory planning and budgeting, and the introduction of feedback mechanisms.

III. Public Sector Reforms

Institutional functional review and restructuring: Building a capable state requires solid, well-functioning institutions that effectively deliver public services. These institutions include the civil service, judiciary, police, and regulatory and oversight bodies. A comprehensive review of the public service architecture will be conducted to assess the institutional framework's fitness for purpose in line with the Centennial Vision 2060 aspirations. Based on this preliminary review, the public sector at the national and regional levels will be restructured to ensure complete alignment with Somalia's vision and strategic goals.

Human and institutional capacity development: Somalia's *Centennial Vision 2060* prioritizes targeted investments in capacity development programs to improve public servants' skills and competencies. This will ensure that government institutions operate efficiently and fairly, delivering essential services such as health care, education, infrastructure, and social welfare to the population. Key initiatives include modernizing government operations through digital transformation, streamlining processes to reduce bureaucracy, and creating merit-based recruitment and promotion systems.

Table 3: Institutions of Innovation Indicators (2024-2060)

	2024	2034	2044	2060
Research & Innovation Centers (% of Edu Budget)	TBD	0.7	1.8	2.8
Industrial Development Institutions (Count)	5	27	46	63
Medicine & Human Health (Projects/Units)	2	13	23	37
Veterinary Medicine (Projects/Units)	2	8	14	16
Technology for Development (Projects)	5	11	26	42
TVET Enrolment (%)	2	6	9	15
TVET Enrolment (Thousands)	2.5	58	141	220
Digital Media Literacy (%)	25	47	81	96

E-government: Technology will be applied in service delivery to facilitate communication and scale-up access. Tools and processes will be automated to improve the efficiency, accessibility, and quality of services provided to citizens and businesses. For e-Government to be realized, strategic investments will be made in upgrading and establishing information communication and technology (ICT) infrastructure, integrating services, creating user-friendly platforms, and building capacity for service providers and citizens, especially the most marginalized, to ensure that the ambitious digital transformation leaves no one behind.

Policy and regulatory framework reforms: Key policies, processes, and regulatory frameworks will be reformed to ensure the state’s functions match Vision aspirations. Priority will be given to safeguarding national assets, transforming national procurement systems, protecting land ownership, and reforming the management systems. Transparency of processes and oversight mechanisms will help combat corruption and ensure that public resources are allocated efficiently and fairly.

Public financial management (PFM): This is a critical component of a capable state. This involves reforming and strengthening budgeting, revenue collection, and expenditure management systems for Somalia. Effective PFM will ensure that the government can allocate resources in ways that support its development goals while maintaining fiscal responsibility. This strategic area will continue to complement ongoing initiatives to improve tax administration, broaden the revenue base, and enhance transparency in the management of public funds. CV2060 places emphasis on a system where public expenditures align with national priorities and accountability mechanisms are in place to monitor how funds are spent. This will improve service delivery and build trust between the government and its citizens.

Anti-corruption and accountability: Centennial Vision 2060 emphasizes the need for a robust anti-corruption framework that not only institutes punitive measures for acts of corruption but also deters corruption through institutional reforms, transparency initiatives, and public awareness campaigns. This will involve establishing independent oversight bodies, like an anti-corruption commission, and open government initiatives, such as the publication of budgets, government contracts, and audits that increase transparency and public scrutiny.

Somalia's strategy for reducing corruption will also involve the active participation of civil society and the media, encouraging them to hold the government accountable. Capacity development for journalists and advocacy organizations will enable them to effectively monitor government actions and demand transparency. Public engagements in governance will also be encouraged through participatory budgeting and community consultations, ensuring that citizens have a direct say in public resources.

Figure 2: Flagship Initiatives for Capable State

Flagship Programmes	Strategic Actions
a) Constitutional Reforms	<ul style="list-style-type: none"> ★ Constitution ratification ★ Legislative reforms ★ Security and rule of law reforms
b) Federalism Strengthening Programs	<ul style="list-style-type: none"> ★ Legal and institutional framework reforms ★ Local government capacity development ★ Public Infrastructure development ★ Fiscal decentralisation enhancement ★ Citizen participation in local governance
c) Public Sector Reforms	<ul style="list-style-type: none"> ★ Institutional functional review and restructuring ★ Human and institutional capacity development ★ E-Government initiatives ★ Policy and regulatory framework reforms ★ Public Financial Management reforms ★ Domestic Revenue Mobilization ★ Anti-corruption and accountability reforms
d) Justice Reform	<ul style="list-style-type: none"> ★ Modern legal and institutional setup ★ Promotion of the independence of the judiciary ★ Sustainable financing to strengthen Justice Sector resources

Intermediate and long-term outcomes

Through the four phases of delivering the Centennial Vision 2060 aspirations, the capable state pillar aims to provide three intermediate outcomes monitored throughout Somalia's journey to a middle-income state. The intermediate outcomes include:

- ★ A transparent and accountable governance system that fosters trust and integrity within public institutions.
- ★ Strengthened capacities of public institutions that deliver inclusive services to all citizens efficiently.

Equitable access to justice and the rule of law that safeguards people's rights and freedoms in a secure environment.

3

Human Capital Development



CONTENNIAL VISION

3.3 Pillar 3: Human Capital Development

Background

Somalia's greatest asset is its people, and at the heart of every development plan are human resources. Over three decades of civil conflict, Somalia's human capital base has been understandably devalued through loss of human lives and brain drain. As a result, Somalia lacks the requisite workforce to generate the needed growth or compete with the skill base within the region or international markets.



"At the heart of every development plan are human resources."

Vision 2060 provides a clear roadmap for investments in skills development to ensure a future workforce is productive and plays an effective and competitive role. Enhancing productive capacity, especially for youth, will focus on learning marketable skills and preparing the labour force for the job market's requirements of today and tomorrow. Hence, the educational system will be refocused towards Science, Technology, Engineering and Mathematics (STEM) education as well as Technical and Vocational Education and Training (TVET), anchored in critical thinking and practical training to meet the needs for vocational skills and demands for the construction, engineering, and manufacturing sectors.

The primary objective of this pillar is to cultivate a skilled, competitive, efficient, and productive human capital base that can consistently deliver context-specific development solutions. This pillar serves as the foundation for shaping a highly sought-after workforce essential for Somalia's transformation. Consequently, the key priority areas for the human capital development pillar include education, health and well-being, and the development of a skilled and productive workforce.

The Context, Challenges and Opportunities

With about 75% of its population under the age of 30, Somalia's greatest developmental asset is its people. Unleashing the potential of this youthful population requires developing their capacities through transformational education by moving beyond the reproduction of knowledge and towards critical thinking. CV2060 provides the foundation for a transformational educational system in Somalia, designed to build future generations along the STEM and TVET paradigms. The global workplace is progressively becoming more technological and largely gravitating towards STEM and technical education. CV2060 recognizes and contextualizes these paradigms. In transforming Somalia's educational system, the CV2060 emphasizes inclusiveness by making quality education accessible to all Somalis, particularly the previously underserved segments of the population.

By producing a globally competitive and nationally relevant workforce through transformational education, Somalia would not only fill the human capital deficit and enhance productivity but also accelerate the fulfilment of the middle-income country agenda. Education provides enormous

opportunities for the less privileged and bridges the rich-poor dichotomy. Producing a competent human resource base also helps reduce poverty, engender economic transformation, and enhance productivity.

Strategic Goal

The primary goal of the human capital development pillar of the Centennial Vision 2060 is to **“ensure Somalia’s productive population equitably accesses inclusive rights-based quality education, health, social welfare and water, sanitation and hygiene systems adhering to Islam and Somali culture”**.

In Somalia, the commitment to expanding universal access to quality education is vital. This initiative aims to ensure that every child, regardless of their background, can receive a comprehensive education. By building more schools, training qualified teachers, and providing necessary learning materials, we strive to create an environment where students can thrive. Special emphasis is placed on inclusivity, ensuring that girls and marginalized communities have equal access to educational opportunities. This approach not only fosters individual growth but also contributes to the nation’s overall socio-economic development.

To address the evolving needs of the labour market, Somalia will focus on strengthening skills development through vocational and higher education. By establishing vocational training centres and enhancing higher education institutions, we aim to equip the youth with practical skills and advanced knowledge. These efforts are designed to bridge the gap between education and employment, fostering a workforce that is both skilled and adaptable. Partnerships with industries and businesses are being pursued to ensure that the training provided aligns with market demands, thereby enhancing employability and economic productivity.

Expanding universal health coverage is a critical component of Somalia’s human capital development strategy. The goal is to ensure that all individuals have access to essential health services without financial hardship. This involves improving healthcare infrastructure, increasing the availability of medical supplies, and training healthcare professionals. A critical focus is placed on the quality of health care, ensuring that the services provided are effective, safe, and patient-centred. By prioritizing maternal and child health, combating communicable diseases, addressing non-communicable diseases and strengthening community health systems, we aim to improve overall health outcomes and enhance the well-being of the population.

Building a robust social protection system in line with the human rights-based approach is essential for enabling and accelerating graduation from poverty. This system includes social safety nets, such as cash transfers, food assistance, and support for vulnerable groups. By providing a safety net, we aim to protect individuals and families from economic shocks and promote resilience. Additionally, programs are designed to empower beneficiaries through skills training and income-

HUMAN CAPITAL DEVELOPMENT



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generating activities, facilitating their transition from dependency to self-sufficiency. This holistic approach not only alleviates immediate poverty but also promotes long-term economic stability and growth.

Strengthening water, sanitation and hygiene systems and infrastructure is crucial for improving public health and overall well-being. Efforts are focused on ensuring access to safe drinking water, adequate sanitation, and proper hygiene practices. This includes the construction and rehabilitation of water supply systems and the promotion of community-led sanitation and hygiene education campaigns. By addressing the fundamental needs of clean water and sanitation, we aim to reduce the incidence of waterborne diseases, enhance health outcomes, and create a healthier living environment. These initiatives are aligned with Islamic principles and Somali cultural values, ensuring community acceptance and participation.

Through these comprehensive strategies, Somalia is committed to developing its human capital in a manner that is inclusive, equitable, and culturally sensitive. By expanding access to quality education, strengthening skills development, ensuring universal health coverage, building a robust social protection system, and enhancing water, sanitation and hygiene infrastructure, we are laying the foundation for a prosperous and resilient society. These efforts are not only investments in the present but also in the future, fostering a generation that is capable, healthy, and empowered to contribute to the nation's growth and development.



*“Inta barasho ku tarto,
bahdaa kuma tarto”*

Strategic Actions and Flagship Programs

Enhancing Educational Resilience and Inclusivity in Somalia

The flagship initiatives aimed at galvanizing Somalia's educational sector are summarised in Figure 3 and 4 (see below). The starting point will be transforming the country's educational landscape by leveraging data-driven insights and prioritizing inclusivity and personalized learning. A national data framework will be established to collect and analyze educational data across all levels, from early childhood to vocational training. This system will enable educators to track student performance, attendance, and progression, allowing for targeted support and resource allocation. Additionally, partnerships with international educational organizations will be developed to benefit from global best practices in the usage of crisis-sensitive data, ensuring that educational policies remain resilient and flexible in response to socio-economic and environmental crises.

To realize personalized learning, CV2060 outlines the implementation of adaptive learning technology and data analytics that cater to individual strengths, weaknesses, and progression rates. This approach ensures that all students, regardless of socioeconomic background, receive the support they need to succeed. Monitoring equity in educational access and outcomes, especially for vulnerable groups, will be a priority. Tools that disaggregate data by region, gender, age, and socio-economic status will highlight disparities and guide inclusive policymaking.

Building an adaptive, evidence-based education system is another key focus. The government will establish feedback loops where data on student performance, teacher effectiveness, and resource distribution shape periodic adjustments to educational programs. Rigorous evaluation metrics will be introduced to assess learning outcomes, employability, and student satisfaction, using those findings to develop curriculum and program enhancements on a regular basis.

A central quality assurance authority will be set up to develop, implement, and monitor education standards. This agency will conduct periodic evaluations, assess institutional quality, and make necessary adjustments to ensure educational alignment with national and international standards. Comprehensive quality criteria will be defined, including academic performance, infrastructure adequacy, and ethical practices across institutions. These standards will be reviewed and updated periodically to remain responsive to technological and societal changes.

To ensure institutional credibility, an accreditation authority will be created with a clear mandate to certify educational institutions based on adherence to established quality standards. The accreditation cycle will include self-assessment, peer reviews, and site audits to verify compliance. By adopting rigorous review processes, the accreditation body can hold institutions accountable and encourage continuous improvement.

Continuous monitoring, evaluation, and public accountability will be emphasized. Periodic quality evaluations based on institutional performance, including student outcomes and employability rates, will provide useful insights and drive targeted improvements. Evaluation reports will be made publicly accessible to foster transparency and trust, allowing stakeholders to make informed decisions and hold institutions accountable.

Integrating core 21st-century skills across the curriculum is essential. The government will incorporate digital literacy and problem-solving skills starting at the primary level, including familiarity with digital tools, basic coding, and practical applications of technology. Interdisciplinary projects will encourage critical thinking and collaborative problem-solving, enabling students to apply theoretical knowledge in real-world contexts.

Developing entrepreneurial and interpersonal skills will be achieved through collaboration with the private sector. Entrepreneurship modules within secondary and vocational education will help students develop skills in business planning, financial literacy, and market research. Soft skills such as critical thinking, teamwork, problem-solving, and communication will be cultivated through group activities, peer evaluations, and collaborative projects, enhancing students' abilities to work effectively in teams and communicate across diverse cultural and professional backgrounds.

Supporting teacher training and resource development is crucial. Regular professional development focused on digital skills, project-based learning, and interdisciplinary teaching methods will support educators in delivering future-oriented content. A digital resource hub will be established for teachers to access lesson plans, multimedia tools, and real-world case studies, facilitating the incorporation of modern skills into daily lessons.

Implementing project-based learning (PBL) across subjects in primary, secondary, and vocational education will be a priority. Examples include environmental projects, local business case studies,



*Colourfully dressed Muslim women in the coastal town of Berbera, Somalia.
Photo Credit: Robertharding / Alamy Stock Photo*

and community-focused initiatives that allow students to apply theoretical knowledge to tangible outcomes. Collaborative, interdisciplinary projects will foster teamwork, communication, and the application of multiple skill sets within one project.

Using real-world applications to foster practical skills will be encouraged. Community-oriented projects in which students engage with local needs, such as building sustainable gardens or developing small-scale, climate-friendly solutions, will provide valuable lessons in project management, resource allocation, and social responsibility. Industry partnerships with local businesses and non-governmental organizations (NGOs) will develop mentorship programs, allowing students to gain practical skills relevant to the Somali job market and fostering connections with potential employers.

Empowering teachers to facilitate experiential learning will involve professional development workshops on implementing PBL, project management, and interdisciplinary collaboration. Teachers will learn to design and facilitate meaningful projects that align with curriculum goals. Resource-sharing platforms will be established where teachers can access project templates, case studies, and instructional materials to support experiential learning in diverse subjects.

Table 4: Main Education Indicators

	2022	2034	2044	2060
Education Spending (% of Gov. Expenditure)	2.1	7.1	11.84	17
Overall Literacy Rate (%)	55	73.27	85.37	95
Female Literacy Rate (15-24, %)	66	79.1	86.74	92
Male Literacy Rate (15-24, %)	77	86.29	91.55	98
Youth Literacy Rate (15-24, %)	72	81.59	87.57	99
Gross Intake Rate - Primary (%)	14	36.48	64.73	88
Female Gross Intake Rate (%)	12	34.48	62.31	84
Male Gross Intake Rate (%)	16	38.48	69.57	92
Gross Enrolment Rate - Primary (%)	33	58.54	79.66	95
Female Gross Enrolment Rate (%)	30	56.08	78.54	89
Male Gross Enrolment Rate (%)	36	61.01	83.77	92
Gross Enrolment Rate - Secondary (%)	26	54.04	71.02	84
Female GER - Secondary (%)	24	52.04	69.02	82
Male GER - Secondary (%)	28	56.09	72.63	84
Net Enrolment Rate - Secondary (%)	18	47.33	65.59	80
Female NER - Secondary (%)	16	45.59	63.99	78
Male NER - Secondary (%)	20	49.37	67.2	80

Figure 3: Human Capital Development Initiatives

Flagship Areas	Strategic Flagship Programs	Key Focus Areas
Expanded Access to Quality Education	1. Investment in educational infrastructure to increase enrolment of learners at all levels	Early childhood education, rural, pastoralists, IDP and nomadic population
	2. Establish teacher training institutes focused on STEM and technology education	Implement targeted skills training programmes on industrial production
	3. Develop market-aligned vocational and technical training programs to equip individuals with skills in high-demand sectors	<ul style="list-style-type: none"> ★ Launch community-based training centers to provide accessible learning opportunities and support local economic development ★ Establish public TVET institutions ★ Establish apprenticeship programs to integrate young graduates into the labour market, mitigate youth migration, and utilize their skills effectively
Curriculum Development	Comprehensive investment plan to develop national curriculum	<ul style="list-style-type: none"> ★ Enhance civic education with focus on promoting peace, unity and patriotism ★ Enhance skills development and future workforce readiness ★ Promote inclusive and competence-based learning ★ Curriculum update for emerging fields ★ Harmonize national and regional educational systems

Empowering Students and Integrating Digital Skills in Somalia

To achieve student empowerment, the Federal Government of Somalia will develop a curriculum that includes coding, data analytics, and familiarity with digital tools, tailored to meet the specific needs of students. Standardized curricula and qualifications frameworks will be incorporated to provide students with practical experience in digital environments through class assignments.

Integrating digital and technical skills is a priority. The FGS will develop a digital skills curriculum that includes real-time data analytics and tracking systems, ensuring that students are familiar with digital tools. Simulation and gamified learning will be incorporated to provide practical experience in digital environments, such as virtual labs for sectors like manufacturing, health care, and agriculture.

Building soft and creative skills involves embedding soft skills training within the TVET curriculum, focusing on communication, teamwork, and leadership. Creative problem-solving will be encouraged through project-based assignments that allow students to apply technical knowledge innovatively, such as developing solutions for local industry challenges.

EMPOWERING STUDENTS



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will develop a curriculum that includes coding, data analytics, and familiarity with digital tools, tailored to meet the specific needs of students.

Strengthening industry partnerships for relevant training is crucial. The FGS will forge partnerships with local and international companies to jointly develop curricula and create internship opportunities, enabling students to gain practical experience. Advisory boards with industry stakeholders will be established to provide ongoing feedback on curriculum relevance, ensuring alignment with emerging job market trends.

Empowering TVET instructors with digital skills includes regular digital skills training and instruction in digital pedagogy and the use of online tools. A resource-sharing network will be established for instructors to access digital learning materials, industry case studies, and collaborative teaching resources.

Building a national online learning platform is another key initiative. The government will develop a centralized online learning platform offering a diverse range of courses, certifications, and workshops. This platform will prioritize accessibility and affordability, supporting learners in both urban and rural areas. Artificial Intelligence (AI)-driven features will be integrated to personalize learning pathways, helping individuals track progress, receive recommendations, and access resources in keeping with their career goals.

Encouraging self-directed learning and digital literacy entails embedding digital literacy training within the platform to ensure users have the skills needed to fully utilize online learning resources, from basic internet skills to advanced digital tools. Guidance on self-directed learning will be offered, with resources allocated to time management, goal setting, and learning strategies, thereby equipping individuals to take charge of their educational journeys effectively.

Leveraging AI and emerging technologies for continuous learning includes the use of AI to personalize learning based on user data, enabling adaptive course recommendations, customized learning paths, and targeted support. Modules on AI literacy will be included within the platform to ensure that all citizens understand basic AI concepts, preparing them for a future where AI-driven tools will be integral to various professions.

Incorporating cloud computing into the curriculum will be emphasized by introducing cloud computing fundamentals at the secondary and tertiary levels of education, covering topics like cloud infrastructure, data storage, and applications in various industries. Hands-on cloud labs will allow students to practice managing cloud environments and developing basic applications, preparing them for real-world scenarios in tech-driven fields.

Building cybersecurity competency requires developing a cybersecurity curriculum that covers network security, encryption, risk management, and ethical hacking at the secondary and tertiary levels. Virtual labs and simulations will be incorporated to enable practical learning experiences in cybersecurity, where students can engage in threat detection and response exercises, building real-world skills in a controlled environment.

Integrating Internet of Things (IoT) education will be promoted by introducing IoT modules that explain the components and applications of IoT systems. That will enable students to understand how connected devices operate and contribute to industry efficiency. Hands-on IoT projects will be provided where students can build simple IoT systems, such as smart home prototypes or agricultural monitoring tools, fostering creativity and problem-solving skills.

Teacher training and resource development will involve organizing professional development workshops to ensure teachers are confident in both the theoretical and practical aspects of emerging tech fields. A resource-sharing platform will be developed with lesson plans, case studies, and project guidelines to support educators in delivering these topics effectively.

Figure 4: Technical and Vocational Education and Training Initiatives

Focus Areas	Strategic Flagship Programs
Secondary Level Polytechnics	<ul style="list-style-type: none"> ★ Promotion of technical training ★ Increase enrolment in TVET ★ Provide financial support for technical training through sustainable funding models ★ Implementing personalized learning pathways ★ Create an Accreditation Authority ★ Establish apprenticeship programs
Technical and Vocational Colleges	<ul style="list-style-type: none"> ★ Technical education infrastructure ★ Continuous curriculum updates for emerging sectors ★ Teacher training on Science and Technical Skills ★ Incorporating core skills in digital literacy ★ Technical infrastructure development ★ Enhancement of interest in technical training ★ Set up a Quality Assurance Authority
Polytechnic Universities	<ul style="list-style-type: none"> ★ Universities functional review and restructuring to accommodate technical learning ★ Establish resource-sharing platforms ★ Technical skills capacity development ★ Implementing project-based learning ★ Digital learning for increased accessibility to technical learning ★ Financial aid to support polytechnic education
Somali Culture and Arts Industry	<ul style="list-style-type: none"> ★ Establish academy for film & media studies ★ Strengthen Somali Academy of Arts and Literature

Preservation of Somalia's Rich Cultural Heritage

The preservation of Somalia's rich cultural heritage is essential to building a strong national identity, fostering unity, and promoting mutual respect across diverse communities. In the context of Vision 2060, cultural exchange will play a vital role in strengthening interstate ties and fostering regional cooperation. Somalia's education system will be a key vehicle for promoting cultural values, languages, and histories, ensuring that future generations remain connected to their heritage as they prepare to engage with the global economy.

Important segments of Somali society have traditionally shunned certain occupations as undignified. A mindset that discourages certain vocations is an obstacle to sustainable development. It is imperative that the FGS, FMSs and educational and business leaders collectively develop a national strategy that emphasizes dignity and is founded on honest work and self-reliance.

A crucial element in this process will be the use of digital platforms to facilitate cultural exchange and preservation. These platforms can support language learning, provide access to historical archives, and promote the sharing of cultural artifacts across communities. For example, digital libraries can house extensive collections of literature, oral histories, and other cultural resources, making them accessible to students and scholars across the country and internationally.

Additionally, interactive tools within educational platforms can create virtual spaces where students can collaborate on cultural projects, exchange ideas, and explore the diversity of Somalia's heritage.

Language plays a central role in fostering cultural exchange, and through multilingual learning modules, students can acquire valuable linguistic skills. These skills not only deepen interpersonal connections but also facilitate trade, enhance regional integration efforts, and improve international relations.

Vision 2060 envisages the establishment of museums and the promotion of cultural events to stimulate participation in cultural activities across Somalia. Technology-based solutions can support this initiative by enabling the creation of virtual museums and digital exhibitions, allowing citizens in rural and remote areas to engage with cultural heritage without the need to visit physical infrastructure. By utilizing real-time analytics, these platforms can track engagement with cultural resources, offering insights into which areas of Somali heritage resonate most with different communities.

Moreover, platforms that support digital collaboration can enable Somali students and cultural practitioners to work with peers across the region, promoting cross-cultural understanding and contributing to a shared regional identity. These tools can also support heritage preservation initiatives, such as recording and safeguarding endangered languages, oral traditions, and indigenous knowledge.

In alignment with Vision 2060, digital solutions will play a crucial role in ensuring that Somalia's cultural heritage remains accessible, vibrant, and well-preserved for future generations. By integrating educational technologies into the cultural preservation process, Somalia can promote both local and international engagement with its rich cultural tapestry, positioning itself as a leader in regional cultural development.

Promoting cultural effectiveness will require setting goals for increasing the number of museums, boosting cultural participation rates, and expanding the number of cultural events held annually. The government will initiate a process to reclaim all Somali heritage artifacts currently held in foreign museums.

Vision 2060 will seek to increase the number of museums from the current five to 62 by 2060, reflecting a strong commitment to preserving and promoting cultural heritage through investments in cultural infrastructure. The aim is to realize universal cultural participation by 2060, with programs and initiatives designed to engage all citizens in cultural activities and events.

Table 5: Culture Indicators (2024-2060)

	2024	2034	2044	2060
Number of Museums	5	24	42	62
Cultural Participation Rate (%)	20	35	49	68
Cultural Events Held Annually	10	36	66	120

Research and Innovation

Research and innovation have a crucial role to play in promoting socio-economic development and in enhancing the drive towards industrialization.

The goal is to establish many research and innovation centres. By 2060, research and innovation centres are expected to receive significant resources and share of the education budget, reflecting significant investment in R&D as a driver of economic growth and technological advancement. The government will invest in the rapid expansion of institutions supporting industrial development, which is crucial for fostering economic diversification, job creation, and sustainable growth.

As part of long-term scientific research and innovation, the government will invest in medical research, veterinary science, electronics, space science, and technology for development and renewable energy in order to position the country as a leader in these fields by 2060.

Intellectual Property

Somalia is in the process of developing its Intellectual Property Rights (IPR) framework to align with international standards. The government, supported by international partners, is drafting laws to protect copyrights, trademarks, and patents, which will be crucial for fostering innovation and attracting investment. Establishing a robust IPR system is vital for Somalia's economic growth and its integration into global trade systems.

An intellectual property regime in Somalia will regulate the ownership and control of intellectual property by an established Somali entity and demonstrate sensitivities to the needs of the researchers in the country and the region in general. This will introduce licensing and trademark processes that are expedient and less time-consuming.

Somalia will establish a robust IPR system by 2060 that supports innovation, entrepreneurship, and economic growth. The Vision includes fully integrating Somalia into global trade systems, protecting the rights of creators and businesses, and fostering a culture of innovation that contributes to sustainable development and global competitiveness.

Transforming Health and Nutrition in Somalia

The health sector in Somalia faces significant challenges, among them inadequate funding, poor infrastructure, and insufficient

ACHIEVING HEALTH FOR ALL IN SOMALIA



The Vision's Health Sector Strategic Policy aims to ensure that all

people in Somalia achieve the highest possible health status, recognizing health as a fundamental right that is essential for a productive nation.

medical supplies. The system is further strained by a shortage of health care workers, including physicians and nurses. Additionally, the sector is characterized by poor health information systems, weak regulation, inadequate prevention and surveillance mechanisms, a high incidence of disease, lack of financing, and weak regulatory institutions. The institutions producing health professionals are few, of poor quality, and unregulated. Moreover, the country lacks a unified health policy and a National Health Professional Council to oversee the activities of health professionals.

PROFILE

In August 2024, Faduma Ali Adau sought help for her paralyzed eldest daughter at the European Union-funded Arif health facility in Mogadishu. The 24-year-old mother of two could not obtain the treatment needed by her disabled child elsewhere in the Somali capital.

During her pregnancy with her second daughter, Maria, Faduma regularly visited the antenatal care department of the Arif facility, which is supported by the International Rescue Committee. These visits proved lifesaving when midwives discovered Maria was in a breech position, a critical condition requiring specialized care. Following their advice, Faduma went to a hospital where she safely delivered Maria via caesarean section.

After the frightening experience during her pregnancy, Faduma made sure that Maria received all her vaccinations on time, including crucial vaccines like BCG, Pentavalent, and polio that protected her against preventable diseases. Faduma's commitment to her children's health, despite overwhelming adversity in her country and her circumstances, was a testament to the young mother's strength and resolve. (Hiraan Online, August 29, 2024)

The Vision's Health Sector Strategic Policy aims to ensure that all people in Somalia achieve the highest possible health status, recognizing health as a fundamental right that is essential for a productive nation. Life expectancy at birth, currently 57.5 years as of 2024, is expected to increase to 76 years by 2060, indicating significant improvements in health care and living conditions. The burden of diseases will be sharply reduced by 2060, with the infant mortality rate expected to decrease from 68 for every 1,000 live births in 2024 to 12 in 2060, reflecting targeted improvements in maternal and child health care. The goal is to greatly improve the quality of health care in terms of equity, efficiency, and effectiveness, while significantly reducing the risks posed by social determinants of disease and adverse ecological factors.

Key health targets include substantial increases in life expectancy coupled with aggressive reductions in mortality rates, particularly maternal mortality rates, that will reflect major advancements in health care. Malnutrition rates, including acute and severe malnutrition, will be drastically reduced through enhanced nutrition programs and better access to health care. Government policy will aim to nearly eliminate stunting among young children through comprehensive health and nutrition programs for children.

To transform the health sector, CV2060 prioritizes several steps. Institutional arrangements in the health care sector will be enhanced by clarifying responsibilities, defining governance levels, and establishing clear accountability structures. Primary health care will be improved by expanding basic clinics for maternal and child health, mobile clinics, vaccinations, immunizations, and



*A nurse cares for a 29-year-old patient in the recovery ward at Martini hospital in Mogadishu, Somalia.
Photo Credit: STR/AFP via Getty Images*

treatment of common diseases, while strengthening community health programs. Health infrastructure across rural and urban areas will be improved by investing in modern facilities and upgrading medical equipment, including hospitals, clinics, diagnostic centres, and emergency services. The health sector plays a crucial role in the compilation of civil registry and vital statistics, especially in birth registration. Birth notifications typically occur first at health facilities where deliveries take place, or are furnished by midwives when deliveries happen in the community outside of these facilities.

Community programs will be promoted through public campaigns on communicable and non-communicable diseases. Under CV2060 the government will aim to provide quality health services to all Somalis, regardless of their ability to pay. The health system will be strengthened by improving the quality of health care services, ensuring the availability of essential medicines and medical supplies, and establishing reliable health care delivery systems. Digital health technologies, such as telemedicine, electronic health records, and mobile health applications, will be leveraged to improve health care delivery. Public-private partnerships in health care financing, infrastructure development, and service delivery will be encouraged to transform Somalia's health care sector. Investment in developing the health care workforce, including training and capacity building for those workers, will help improve the quality of health care services.

The health information system, currently fragmented among multiple sub-optimal systems, will be improved to an optimal level under CV2060. Over 6.2 million Somalis are deemed to be food poor, with a prevalence of undernourishment in children estimated at 14% in 2016. The people most affected by food and nutrition insecurity are mothers, infants, young children, adolescent girls, and women. Acute malnutrition, which stood at 18% of the national population in 2024, is expected to decline to 12.7% by 2044 and fall further to 3% by 2060, due to gradual improvements in nutrition programs.

Children in Somalia suffer from high rates of malnutrition, with 22.7% of children under the age of five months found to be underweight, leading to high child morbidity and mortality. Malnutrition has restricted inclusive development and increased poverty levels by failing to meet good living standards. Despite improvements in nutrition status over the last five years, children in Somalia still suffer from multiple nutritional deprivations, with an estimated stunting level of 25% in 2024 for children under five years of age. This will be reduced to 6% by 2060 through comprehensive health care and nutrition initiatives.

Key Aspects of the Health Targets

Living conditions are expected to contribute to a substantial increase in life expectancy, reaching 76 years on average by 2060. Mortality rates reflected in both overall death rates and maternal mortality rates will register significant reductions, reflecting major advancements in health care, particularly in the areas of maternal and child health.

Malnutrition, in terms of acute and severe malnutrition rates, is expected to decline drastically through enhanced nutrition programs and better access to health care. Child stunting policy will aim to achieve near-elimination of stunting through comprehensive health and nutrition programs

for children. The FGS will seek to reduce the infant mortality rate from 68 for every 1,000 live births today to 12 per 1,000 live births by 2060. This effort will be supported by widespread access to family planning and reproductive health services. Figure 5 outlines an approach to improving health outcomes by 2060.

Table 6: Health Sector Targets

	2020	2034	2044	2060
Health Expenditure (% of GDP)	3.4	4.84	5.82	7.1
Life Expectancy (years)	56.1	60.28	64.09	76
Neonatal Mortality Rate (per 1,000)	36	26.22	19.93	12
Deaths Under Age 5 (per 1,000)	101.9	69.22	49.5	25
Infant Mortality Rate (per 1,000)	68	48.64	36.64	12
Maternal Mortality Ratio (per 100,000)	692	423	250	40
Survival to Age 65, Female (%)	54	64.93	72.1	82
Survival to Age 65, Male (%)	45	56.31	63.97	75
Death Rate, Crude (per 1,000)	10.8	8.86	7.28	5.5
Adult Male Mortality Rate (per 1,000)	373	241.11	160.14	60
Birth Rate, Crude (per 1,000)	43	33.14	26.03	15
Children Under 5 Births Registered (%)	3.5	23.99	39.76	65
Stunting Under 5 (%)	27.8	16.53	10.86	6
Wasting Under 5 (%)	11.6	7.5	5.32	3
Malnutrition Under 5 (%)	22.7	12.97	7.87	3

Figure 5: Flagships for Improved Health Services

Flagship Areas	Required Action
Ensuring equitable access to quality health services "Universal Health Coverage"	<p>Increasing coverage and quality of health services across Somalia.</p> <ul style="list-style-type: none"> ★ Accelerate progress to increase Primary Health Care coverage. ★ Strengthen community health systems. ★ Ensure continuum of care to secondary and tertiary levels by increasing access to specialized care in the country. ★ Harmonize health sector delivery through the private sector. ★ Explore public-private health service delivery models.
Sustainable Health Financing	<p>Diversify health financing in Somalia, shift away from donor reliance.</p> <ul style="list-style-type: none"> ★ Increased government spending on health. Abuja Declaration Targets- 15% of annual government budget should be allocated to health. ★ Sustainable Health financing Model- National Health Insurance Scheme. ★ Innovative approaches such institutionalization of the Zakat system. ★ Optimize and align donor support to the health sector.

Flagship Areas	Required Action
Human Resources for Health	<p>Somalia has adequate health workforces that are equitably distributed across the country.</p> <ul style="list-style-type: none"> ★ Develop a Human Resources for Health Strategy. ★ Prepare a workforce training and development plan. ★ Explore Private-Public Partnerships in medical education and training. ★ Establish a National Health Professional Council.
Health Infrastructure	<ul style="list-style-type: none"> ★ Equitable distribution of health facilities and other health infrastructure. ★ Leveraging climate adaptation and environmentally friendly technologies- clean energy- solar, equipment with reduced impact on the environment. ★ Digital transformation- Digital technologies for health information systems. ★ Procurement of energy efficient equipment. Invest in the country's biomedical engineering capacity for sustainability. ★ Explore public-private partnerships.
Health Commodities and Supplies	<p>Somalis have access to affordable, safe, effective and high-quality medicines and medical supplies.</p> <ul style="list-style-type: none"> ★ Establish drug regulatory authorities and systems. ★ Strengthen and streamline supply chain systems for health including electronic logistics management information systems. ★ Explore local production capacities in the private sector.
Nutrition	<p>Nutrition must adopt a multi-disciplinary approach.</p> <ul style="list-style-type: none"> ★ Foster innovative partnerships and investments to curb the impact climate has on food systems and food security. ★ Invest in local and community driven initiatives for building local and regional food systems that are robust and resilient. ★ Curative aspects of nutrition must be fully integrated into the health system.

Intermediate and Long-Term Outcomes

During the four periodic phases of implementing the Centennial Vision 2060 aspirations, the human capital development pillar aims to provide Somalia's productive population with equitable access to inclusive health, rights-based quality education, health care, social protection, and WASH (Water, Sanitation, and Hygiene) systems. To achieve this, progress towards the following intermediate outcomes will be monitored throughout Somalia's journey to becoming a middle-income state:

- ★ Expand universal access to quality education to all levels of society.
- ★ Strengthen skills development through vocational and higher education and training.
- ★ Expand universal health coverage with a critical focus on the quality of health care.
- ★ Build a social protection system that enables and accelerates graduation from poverty.
- ★ Strengthen water, sanitation, and hygiene systems and public infrastructure to improve well-being.

4

Harnessing Productive Sector and Natural Resources



3.4 Pillar 4: Harnessing Productive Sector and Natural Resources

Background

Somalia's productive sector is diverse, encompassing agriculture (crops, livestock, and fisheries), manufacturing, and services. Agriculture is the dominant sector, contributing more than half of the country's annual GDP. Vision 2060 emphasizes agriculture's pivotal role in national transformation, projecting it to contribute 12 % of annual GDP by 2060. This vision aims to attract both public and private investments to enhance agricultural productivity and resilience.

Key initiatives include greater industrialization of agriculture through value chain development, irrigated crop production for agro-industries, and the production of livestock products such as hides, skins, leather, and dairy products. Additionally, there is a focus on meat industries, storage, and marketing to bolster the sector's output and efficiency. To address skill inadequacies, the Federal Government of Somalia plans to introduce extensive training programs and technical and vocational education and training centres. These centres will develop skills in agricultural production, ensuring the workforce is well-equipped to meet sector demands. The educational framework will cater to all productive sectors, including crops, livestock, and fisheries.



"Agriculture is the dominant sector, contributing more than half of the country's annual gross domestic product."

Crop production in Somalia has been significantly hindered by climatic conditions and infrastructural challenges. The country has become overly dependent on imported food, with many urban poor and internally displaced persons relying on aid after abandoning farming. Vision 2060 aims to reverse this trend by promoting agricultural recovery and exploiting growth opportunities.

The Vision also highlights the importance of manufacturing as a driver for economic revitalization. Transforming locally produced raw materials into finished goods, supported by technological advancements and an enabling environment, could significantly boost sectors such as agriculture, textiles, the blue economy based on marine resources, and construction. Currently, industry accounts for about 5% of Somalia's annual GDP but has the potential for greater job creation and economic diversification.

Somalia has a vast marine area that could significantly contribute to the national economy, local livelihoods, food supply, and export earnings. These waters are home to various fish and shellfish species, including valuable pelagic tuna resources. However, the narrow continental shelf limits the availability of demersal species – which live near the ocean floor – that are usually found in shallow waters.

Seasonally abundant offshore pelagic and limited nearshore demersal fish species are accessible to small-scale fishermen and large industrial vessels. The domestic fishing industry mainly consists of small-scale vessels using gillnets, handlines, and traps.

Somalia's large marine ecosystem has one of the strongest upwelling systems in the world, which sustains one of the most productive ecosystems in the Indian Ocean. Seasonal variations related to the southwest and northeast monsoons support a wide variety of marine ecosystems and a high level of diversity of fish species along Somalia's coast.

Overall, Vision 2060 outlines strategies for manufacturing transformation and private sector engagement, viewing these as crucial for Somalia's economic transformation.

Developing the manufacturing sector is seen as vital for transitioning from an agriculture-based economy to a more resilient and diversified industrial and service-based economy.



*"Midigtaadu Waxay
Xoogsataa Maydha
Gaajada Maggaabada
hashaada ka Roon
Maydhaan Kale"*

The Context, Challenges and Opportunities

The Context

Agricultural productivity in Somalia ranks among the lowest in Africa. In addition to the climatic and conflict factors, other circumstances contributing to this decline include underdeveloped markets, insufficient value addition, and limited access to quality inputs such as seeds, fertilizers, and animal vaccines. Somalia has 8.2 million hectares of arable land, irrigated by two major rivers and producing a variety of tropical crops. However, food security remains a pressing issue owing to a combination of environmental, socio-economic, and political factors. In the mid-to-late 1980s, Somalia was on the brink of achieving food self-sufficiency. However, the collapse of the state in 1990 resulted in the loss of crucial institutions and infrastructure, leading to a significant decline in productivity.

Somalia boasts a livestock population of 56 million, consisting predominantly of goats and sheep, and 68% of its land is suitable for grazing. Somali livestock is highly attractive to the global market due to its organic, free-range, and natural raising practices, which align with the growing demand for organic and ethically sourced meat. Animals are typically grazed on open rangelands, free from synthetic inputs like pesticides, antibiotics, or growth hormones. Manufacturing holds promise as a key engine for economic revitalization in Somalia. The transformation of locally produced raw materials into finished goods, coupled with advancements in technology and an enabling environment, could significantly boost sectors such as agriculture, textiles, the blue economy, and construction. Industry plays a modest role in Somalia's economy, accounting for approximately 5% of its annual GDP. It is primarily regarded as a means of generating employment and beneficial secondary effects.

Challenges

Crop production in Somalia has been particularly affected by several adverse factors including the continuing insecurity, weak or non-existent government institutions, and the deterioration of flood control, irrigation, and transport infrastructure. Major reductions in domestic agricultural output have afflicted the country with chronic food insecurity, and a large share of the population has been relying on humanitarian assistance for many years. These constraints will be addressed through investing in agriculture development infrastructure.

The reliance on imported basic food consumption has fostered excessive dependence of large segments of the urban poor and internally displaced persons on handouts and led many to abandon their small farms. Several reforms are expected to facilitate the medium-term transformation of the national economy into a competitive economy.

The agriculture sector's challenges are multifaceted, involving environmental, socio-economic, and political factors. Additional issues include post-harvest losses, limited access to financial services, inadequate public funding, and problems related to gender inequality and youth unemployment. These challenges are further exacerbated by ongoing insecurity and weak government institutions, leading to the degradation of critical infrastructure. Addressing these complex challenges is crucial to enhancing productivity, promoting resilience, and ensuring sustainable agricultural development in Somalia.

The livestock sector in Somalia faces significant challenges that limit its productivity and sustainability. Climate variability, particularly erratic weather patterns and recurrent droughts, negatively impacts grazing land and water resources, hampering the maintenance of herds by pastoralists. Trade restrictions such as export bans imposed by foreign governments further diminish income and limit access to external markets.

Animal health is a major concern, as recurrent outbreaks of infectious diseases are exacerbated by inadequate veterinary services and poor hygiene infrastructure, facilitating the rapid spread of diseases. Additionally, socio-economic factors, including poverty and limited resource access, prevent farmers from investing in their livestock herds, and a lack of agricultural support amplifies these vulnerabilities. Addressing these challenges will require coordinated efforts from the government and international partners to enhance veterinary services, improve infrastructure, and bolster support for the livestock industry in Somalia.

With the longest coastline in continental Africa and vast marine resources, Somalia's waters are especially vulnerable to illegal, unreported, and unregulated (IUU) fishing and associated crimes. Foreign vessels that use dynamite in their fishing activities damage local marine resources, hamper the livelihoods of local fishermen, and divert funds away from Somalia's economic development.

In addition to a loss in revenue, illegal vessels are responsible for overfishing. Such practices reduce fish stocks, lower local catches, harm the marine environment, and destroy fishing communities by denying them opportunities to catch and export fish. Illegal fishing causes loss of employment in fishing and post-harvest fish handling. Revenues that could be generated from landing fees, license fees, taxes, and other charges that would be paid by duly licensed fishing companies are lost.

The pace of manufacturing growth remains limited by persistent challenges, mainly stemming from an insecure and challenging operating environment that discourages private investment. Despite these obstacles, a few light manufacturing factories are operating in some of Somalia's major cities. These industrial plants produce foams, plastic bags, furniture, aluminium products, bricks,

SOMALIA'S FOOD SECURITY CHALLENGE



Somalia has 8.2 million hectares of arable land, irrigated by two major rivers

and producing a variety of tropical crops. However, food security remains a pressing issue owing to a combination of environmental, socio-economic, and political factors.

interlocking tiles, cement, soft drinks, beverages, napkins, shampoos, and cleaning products. CV2060 will initiate the transition from current and highly informal arrangements towards a more formal and regulated manufacturing sector.

The private sector views¹ improved security, policy and regulatory reforms as its top priorities, along with improvements to the country's energy and transport infrastructure upon which internal trade depends. Improvements in these areas should have great benefits for the economy and address some of the main obstacles and constraints that prevent informal enterprises from growing and integrating into the formal economy.

Despite the challenges, the manufacturing sector in Somalia presents opportunities for growth and development. With the government actively seeking to attract foreign investment and promote economic growth, there is significant potential for companies to expand their operations in the country.

Opportunities

The Centennial Vision 2060 aims to support the recovery of the agriculture sector and capitalize on its growth opportunities. This Vision seeks to attract public and private investment to strengthen the sector's resilience against increasingly frequent and severe weather shocks. To achieve this, stronger state institutions, extension services, and infrastructure are essential to support private investment in agricultural output and marketing.

Somali livestock produces lean, grass-fed meat rich in omega-3 fatty acids, offering a unique flavour profile. As a country that adheres to Islamic norms, Somalia ensures that its livestock is raised and slaughtered in accordance with halal standards. This makes Somali meat highly desirable in Islamic countries, where religious dietary laws are strictly observed. Additionally, Somalia's sustainable nomadic pastoralism has a low environmental impact, which appeals to environmentally conscious consumers.

The fishing sector² has a significant potential to contribute to Somalia's economic development and poverty reduction. The United States Agency for International Development estimated the value of the domestic fisheries sector to the Somali economy at USD 135 million in 2015/16. These strong offshore upwelling systems support various concentrations of small pelagic fish, which are the potential prey of scombroids belonging to the mackerel family. These concentrations of pelagic fish have supported limited coastal fisheries for many hundreds of years and had already generated strong interest from industrial fishing firms before the civil war.³

¹ Ministry of Planning, Investment and Economic Development (2022), NDP 9 retrieved from <https://mop.gov.so/national-development-plan/>

² EEZ Waters of Somalia (2014): The Pew Charitable Trusts. Retrieved from <https://www.pewtrusts.org/en/search?q=somalia&sortBy=relevance&sortOrder=asc&page=1>

³ United Nations (1972), Law No. 37 on the Territorial Sea and Ports, of 10 September 1972, retrieved from https://www.un.org/depts/los/LEGISLATIONANDTREATIES/PDFFILES/SOM_1972_Law.pdf

Centennial Vision 2060 aims to accelerate progress in delivering services to the rural population and vulnerable groups. Somalia has made efforts to improve the living conditions in the rural areas. These include promoting increased participation of the local population in the broader economy, and increasing broad access to social services for the rural population.

The access of rural households to safe water sources is expected to increase from 9% in 2024 to 80% by 2060, the result of targeted interventions to benefit such households. In a similar vein, CV2060 envisions significantly improved access to electricity, rising from 62% of the population in 2024 to 98% by 2060. Meeting that goal will require a major expansion of the existing electrification program.

Emerging manufacturing industries in the agricultural sector are developing rapidly. The crop sector features small- and large-scale operations for processing and packaging grains like maize and sorghum, as well as facilities for cleaning and dehulling sesame for export markets. Small-scale fruit and vegetable processing machines are also being introduced to address local needs. In the livestock sector, well-established meat processing facilities (e.g. Som-meat) serve both local and export markets. Similarly, in fisheries several outlets are emerging to serve the local markets. However, the lack of quality control measures remains a major challenge for products intended for export.

Somalia has abundant natural resources, including oil, gas, minerals, and fisheries.⁴ The country has significant unexploited mineral potential, and the FGS wants to create an enabling framework that will help unlock the value of the country's mineral wealth for the benefit of Somalia's citizens. The first step towards creating a conducive framework is the development of a clear policy which sets out the vision and objectives for the mineral sector in Somalia.⁵

The policy aims to provide long-term direction to address industry and manufacturing needs. Natural wealth assets that include land, rivers, forests, mineral assets, and marine resources will be harnessed to support new drivers of growth. Exploiting these untapped resources should enhance economic growth, provide investment opportunities for the private sector, and create jobs in the country. As a part of Vision 2060 implementation, the FGS will support the establishment of a chamber of mines by the private sector that brings together all private sector stakeholders in the mining industry. The chamber will become the main voice articulating the concerns of the mining industry to facilitate consultation and dialogue with the FGS.

Extractive Resources

For the extractive industries, the Vision will establish a broad and well-designed framework for natural resource management strategy at a national level. Representatives from academic institutions have stressed the need for sustainable natural resources exploitation in the country. Academic experts⁶ also suggested the need to establish a feedback centre to collect ideas for

⁴ NEC (2024), A Comprehensive Baseline Assessment on Somalia's Economic Landscape and Enablers, unpublished but available on request.

⁵ Ministry of Petroleum and Mineral Resources (2019), National Mineral Resources Policy 2019, retrieved from <https://mopmr.gov.so/resources/mining/mining-policy/>

⁶ Ali (2009); Butler and Skiba (1962), Strontium in plagioclase feldspars from four layered basic masses in Somalia, Cambridge Press.



*Somalia gas reserve, Somalia Gas storage reservoir, Natural gas tank Somalia with flag Somalia.
Photo Credit: Karen Hovsepyan / Alamy Stock Photo*

monitoring the exploitation of natural resources in Somalia. A well-articulated natural resource management strategy will respond to the needs of the current population and posterity as industrialization expands.⁷ The contribution of industry and manufacturing to annual GDP will expand from 5% in 2024 to 27% by 2044. This is expected to increase to 34% by 2060, reflecting significant growth in manufacturing spurred by industrialisation policies.

One issue that will arise during the process of integration into the East African Community and the Horn of Africa region will address how the natural resource endowment can be integrated into the individual Partner States' economies. The Partner States will transition from a consuming economy to a producing economy by applying the principle of product creation and determining the feasibility of creating the same products from natural resources in the continent.

The opportunity for value addition is huge. Given the mineral resource endowment in Somalia and across the region, the transformation approach will develop minerals as an integral part of the Partner States' economies. That will provide a window for achieving a higher level of economic progress in the next 35 years of Vision 2060.

Table 7: Additional Indicators

	2024	2034	2044	2060
Access to Banking Services (%)	8	56	86	95
Digital Literacy Rate (%)	25	56	72.86	86
R&D Expenditure (% of GDP)	0.5	1.92	2.97	4
Urbanization Rate (%)	40	62.5	77.95	90
Support from Partners (% of GDP)	28	21.3	16.74	11.5
Mo Ibrahim Index	45	63.9	75.68	84
Rule of Law Index (-2.5 to 2.5)	-2.21	-1.58	-0.99	0.18
Transparency Index (Reduced Corruption)	30	45	60.1	69
Gender Adjusted Development Index (GDI)	0.65	0.79	0.87	0.92
Gender Empowerment Index	0.28	0.34	0.4	0.51
Food Security (%)	50	63.71	76.26	96

Strategic Goal

The primary goal of harnessing the productive sectors and natural resources pillar of the Centennial Vision 2060 is to **“improve the livelihoods of all people in Somalia through competitive, diversified and resilient economic growth that promotes sustainable production and consumption”**.

⁷ NEC (2024), FMS Consultation Initial Findings, retrieved from <https://nec.gov.so/news-events/>

The strategic focus on harnessing productive sectors and natural resources aims to greatly improve the quality of life for all Somalis by developing an economy that is competitive, diverse, and resilient. This strategy highlights the importance of sustainable production and consumption for achieving lasting prosperity.

A key focus is on the manufacturing sector, which is seen as a crucial driver of economic growth and job creation. By prioritizing investments in this sector, the strategy aims to build a robust industrial base that can provide employment opportunities and stimulate economic activity.

In addition, leveraging technology and innovation is essential to increase productivity and enhance competitiveness across various sectors. This involves the adoption of modern technologies and innovative practices that can improve efficiency and output, making Somali products and services more competitive in the global market.

Modernizing agriculture and livestock production is another vital component. By introducing advanced farming techniques and better livestock management practices, the strategy seeks to boost agricultural productivity and achieve food security, while also promoting inclusive growth that benefits rural communities.

The blue economy, which includes fisheries and marine resources, is identified as a potential engine of growth. Transforming this sector involves sustainable management and development of marine resources to create jobs, generate income, and contribute to overall economic growth.

Finally, the strategy underscores the importance of efficiently and responsibly utilizing natural resources. This means adopting practices that promote the sustainable use of resources, mitigate environmental impacts, and enhance climate resilience. By doing so, Somalia can achieve climate-resilient economic development that supports long-term sustainability and prosperity.

Together, these initiatives form a comprehensive framework aimed at building a strong, sustainable, and inclusive economy that improves the quality of life for all Somalis.

HARNESSING SOMALIA'S PRODUCTIVE SECTOR



The primary goal of harnessing the productive sectors and natural resources pillar of the Centennial Vision 2060 is to “improve the livelihoods of all people in Somalia through competitive, diversified and resilient economic growth that promotes sustainable production and consumption”.

Strategic Actions and Flagship Programs

Given the criticality of the productive sector, the FGS aims to focus on several pivotal areas of priority. These include transformative initiatives in the manufacturing sector, advancements in agriculture and crop production, and essential land and institutional reforms. The planned interventions also concentrate on agriculture and food security, livestock sector advancements, and innovative rangeland management practices aimed at enhancing value addition from animal products. Additionally, the strategies will cover critical fisheries sector interventions, irrigation strategies, and broad-based approaches to invigorate the rural economy. Emphasis will also be placed on fisheries and blue economy initiatives, along with dynamic tourism sector programs designed to drive sustainable growth and development.

Manufacturing Sector

The development of the manufacturing sector will help transform Somalia from an agriculture-based economy to a more resilient and stable industry-based economy, with the potential for further diversification into a service-based economy.⁸ The Centennial Vision 2060 identifies the strategies related to manufacturing transformation and the private sector as crucial to Somalia’s economic transformation process. Manufacturing is vital for the country’s transformation.

Figure 6: Manufacturing Sector Initiatives

	Flagship Projects	Required Action
Local Manufacturing Promotion	Investment in resuscitation drive to promote local manufacturing initiatives	★ Establishment of well-defined investment strategies that are sustainable and efficient
	Allocate resources for transition from the highly informal arrangement towards a more formal and regulated arrangement	★ Address the challenges of infrastructure, political instability, insecurity and the absence of the rule of law during past decades
Long-Term Investment	Tapping into natural resources, particularly offshore oil and gas	★ Efficient and effective management of petroleum resources including capacity to manage license portfolio ★ Construction of refinery
	-Agro-Industrialization -Livestock -Fisheries -Crops	★ Marketing outlets and storage facilities
	Invest in long-term feasibility studies for subterranean resources	★ Comprehensive surveys for subterranean investment possibilities in Arid and Semi-Arid Areas
Beneficiation	Geological survey map of Somalia to identify underground minerals for beneficiation	★ Comprehensive geological mapping of mineral resources for investment possibilities
	Establishing a framework of economic diversification strategy to harness potential in Exclusive Economic Zone	★ Promoting the increased productive activities in Somalia’s Exclusive Economic Zone including Blue Economy

Agriculture Sector

Under the core agricultural goals of the Centennial Vision 2060 frameworks, emphasis is placed on new strategic directions to address emerging national challenges to agricultural development. The framework is to recognize the drivers of change in the country, including the expansion of

⁸ SomInvest, Ministry of Planning, Investment and Economic Development (2022), <https://sominvest.gov.so/media/documents/>

agro-industrialization, the process of agricultural product trade, changing market demands, the degradation of natural resources, the contribution of agriculture to climate change and the impact of climate change on the agricultural sector, and national concerns about food security.

The country’s development framework will also acknowledge the need to prioritize areas in the context of limited resources and focus specifically on issues linked to expanded cross-border trade in agri-food products and climate change adaptation. The educational architecture will also consider appropriate skill requirements for all the productive sectors including agricultural crops, livestock and fisheries. Enhancing the productivity of the crop and livestock sectors will entail setting goals for expanding the contribution of crop, livestock, fisheries, and forestry sectors to GDP, as well as increasing their share of total exports. The goal is to increase the agriculture sector’s contribution to GDP by implementing ambitious improvements in productivity and the adoption of advanced agricultural practices.

The Centennial Vision 2060 will encourage the FGS to pursue initiatives that promote agricultural trade and agribusiness investment in the different FMS economies through harmonized agricultural production strategies based on participatory approaches. Agricultural sector contribution to annual GDP is expected to decline from 61% in 2025 to 12% by 2060, reflecting a projected diversification of the overall economy.

A. Crop Sub-Sector Strategy

Centennial Vision 2060 will stress the importance of investment in agriculture. This is significant for the process of transformation and change in Somalia. This involves providing incentives to increase the propensity of investors to value agriculture as important to the national transformation. By 2060, the contribution to GDP by agriculture sector is expected to decline to 12%, reflecting increased contributions from other sectors of the economy. The agriculture sector investment will focus on agro-industrialization through value chain initiatives and irrigated crop production for agro-industries.

AGRICULTURE CONTRIBUTION TO GDP



By 2060, the contribution to GDP by agriculture sector is expected to decline to 12%, reflecting increased contributions from other sectors of the economy.

The agriculture sector initiatives will seek to stimulate public-private partnerships while providing incentives for innovation and technological adoption, contributing to sectoral growth. Additionally, environmental conservation measures and sustainable practices will align with global efforts to foster long-term resilience in agriculture transformation. A well-crafted regulatory framework is essential for Somalia to unlock the full potential of its agricultural growth potential.

Figure 7: Agriculture Sector Initiatives

	Flagship Projects	Required Action
Modernisation of Agriculture	Investment to transform agriculture sector into an innovative, commercially oriented enterprise	★ Modernized agro-industry using state of the art technologies

	Flagship Projects	Required Action
	Capacity development for government institutions	★ Activating flood control, irrigation, and transport infrastructure
	Public and private investment in agriculture	★ Strengthen the agriculture sector to recover from severe weather shocks ★ Establish extension services and infrastructure
	TVET centres as well as research institutions	★ Strengthen TVET education to produce agronomists and scientists ★ Establish Agricultural Research Institutions focusing on dry land agriculture
Long Term Investment	Transformation of agriculture into a high value/high-productivity sector	★ Building a more diversified and resilient economy that can generate dependable and productive jobs
	Agro-processing and packaging and food processing	★ Discussion of appropriate production techniques in the dry land marketing
Value Addition	Invest in agriculture sector to replace subsistence farming with a fully modernised commercial agriculture and livestock system	★ Initiate modernization and mechanization of agriculture
	Agricultural industrialization for both small- and large-scale manufacturing	★ Focus on investment opportunities including livestock; cereals, meat and fish; oils and fats and other foods

Land Reform

Land reform in Somalia has been hindered by decades of conflict, instability, and state incapacity.⁹ With fragile judicial and governance authority, the violent capture of land and other critical resources has been integrated into the political economy of warfare and ranks high among the notable causes of communal conflict.¹⁰ Somalia’s land reform architecture can be characterized as a chaotic patchwork of unclear and overlapping authorities, overlapping claims to land use, large-scale land grabbing, and unclear land tenure. Understanding contemporary systems governance and drawing lessons from land reform initiatives in various federal member states and districts must be undertaken because they influence prospects for state building, peacebuilding, and everyday livelihoods.

As part of CV2060 implementation, land reform will be examined in terms of the historical context, hybrid legal framework, and current practices around land ownership, access, management and control. In so doing, it identifies critical knowledge gaps related to land governance in Somalia.

⁹ Mohamed (2023), *Somalia Land Governance Review—the Harry Frank Guggenheim Research Fellow at Pembroke, College, Cambridge University.*

¹⁰ Global Land Tools Network (2020), *Land and property taxation in fragile states.*

Discussions of land reform will investigate how Somali land tenure has been structured with an emphasis on the transformations that occurred during major historical transitions since the pre-colonial period. The discussion will also consider the law and land transformation mechanisms to facilitate balanced economic, social and environmental development across Somalia, reviewing specific pieces of legislation and attempts at reform.

Institutional Reforms

An independent authority known as the Somali Agriculture Regulatory and Inspection Services will be established to oversee all issues related to the regulatory framework for seed and other agricultural inputs.

B. Livestock Sub-Sector Strategy

Effective government policies and regulations will be promoted in the livestock sector in Somalia. Somalia has adopted a new livestock sector development strategy to encourage investment in processing, production, and marketing to improve quality and ensure food safety. It was developed through a collaborative effort led by development partners including the Food and Agriculture Organization of the United Nations. This strategy recognizes the growth potential of the livestock sector and seeks to capitalize on it for economic growth and poverty reduction.

There are real opportunities for value addition of animal products to take advantage of growing urbanisation and incomes, as well as the large numbers of Somali expatriates returning to the country. Livestock products include hide and skin products, leather goods and dairy products. Meat and milk processing and distribution have considerable potential in terms of both value addition and employment creation, especially for younger people. Modern slaughterhouses and appropriate transport and retailing networks in main consumption centres can generate more value addition than the traditional retailing of entire carcasses.

The organic food market has grown substantially in the past two decades, with more consumers becoming aware of the health and environmental benefits of organic products. Organic meat is particularly sought after in North America, Europe, and parts of Asia due to concerns over food safety, animal welfare, and nutritional quality. Somali livestock, raised in a predominantly natural and unindustrialized setting, meets organic standards. However, obtaining recognized organic certification will be essential to fully exploit this as a unique marketing appeal in foreign countries.

Many small and medium-size towns have no slaughterhouses at all. While there are signs of incipient commercialization, current processing is minimal, with only three meat processing companies operating in the country. Milk processing also offers considerable value addition potential. The country's large bill in recent years for imported dairy products like milk powder and long-life packaged milk ranges between USD 60 million and USD 82 million annually.

Demand for fresh milk and other processed dairy products will continue to increase in Somalia above and beyond the natural population growth, which by itself will provide over a million new potential consumers of dairy products in the next decade. By prioritizing the interests of both producers and consumers, the government will develop a fair and transparent enabling

environment that ensures support for producers, agricultural processors, private investors, and pastoralists in the livestock sector.

Rangeland Management Strategy

The broad objective of the Rangeland Strategic Framework is to promote sustainable rangeland resource management and improve the livelihoods of the pastoral communities in Somalia. This is to be achieved through the promotion of sustainable rangeland management that addresses challenges facing the rangelands of Somalia.

Livestock Sector Investments

Livestock sector investment has a significant potential impact in light of Somalia’s current export earnings from its live animal trade with Middle Eastern countries. Exporting live animals poses several challenges, including high transportation costs, animal mortality rates during transit, shortages of animal feed, and reduced profitability compared to processed meat exports. The introduction of processed meat products through modern slaughterhouses would significantly increase Somalia’s export revenue. On average, processed meat can fetch 2 to 3 times the price of live animals in international markets due to added value gained from slaughtering, processing, packaging, and meeting health and safety standards. The annual sales generated by the live animal trade, estimated to range between USD 400 million to USD 600 million, could rise to as much as USD 1.2 billion a year with the addition of processed meat products.

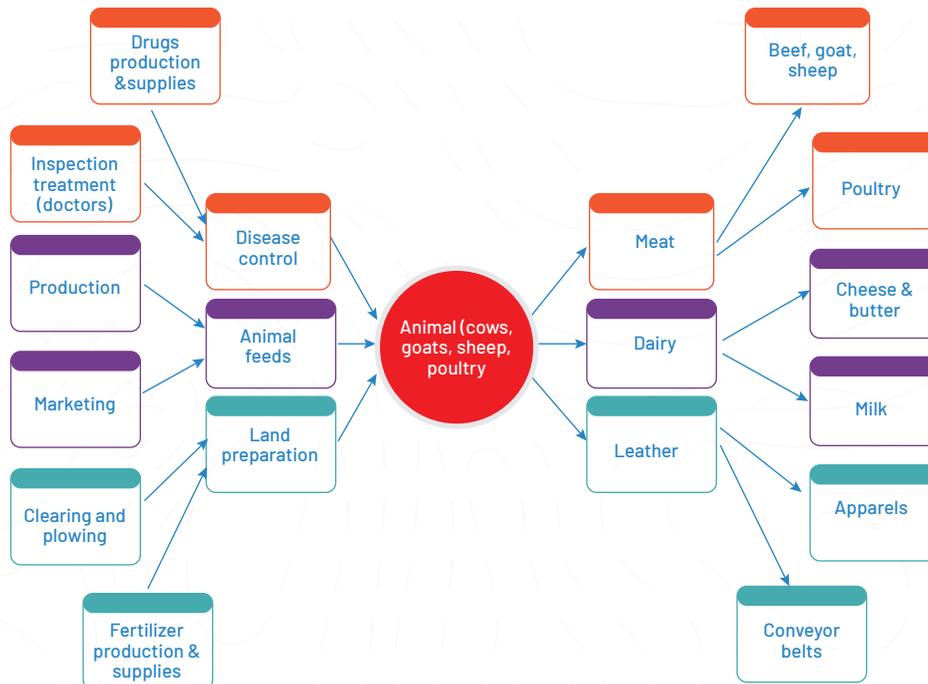
LIVESTOCK SUB-SECTOR STRATEGY



Somalia has adopted a new livestock sector development

strategy to encourage investment in processing, production, and marketing to improve quality and ensure food safety.

Figure 8: Livestock Product Value Addition



Another potential investment opportunity in Somalia is the development of fodder production and feed mills to support livestock farming. As the demand for high-quality livestock products increases, a consistent and reliable source of animal feed is crucial. By investing in fodder production and establishing feed mills, businesses can contribute to a more sustainable livestock sector, providing pastoralists and farmers with a reliable source of nutritious feed for their animals year-round. This shift can help move Somalia's livestock production from a traditional, nomadic system toward a more sedentary and intensive system. Such a transition can deliver increased productivity, healthier animals, and greater food security. Supporting a sedentary production system will allow for better land management practices. Those practices will help to preserve rangelands and reduce overgrazing, which are important considerations for boosting the sector's resilience in the face of climate change.

Figure 9: Livestock Sub-Sector Initiatives

	Flagship Projects	Required Action
Livestock Strategy	Funding of the implementation of Livestock Sector Strategy	<ul style="list-style-type: none"> ★ Extension Veterinary Services ★ Market outlets
	Investment in processing, marketing and marketing outlets	<ul style="list-style-type: none"> ★ Establish systemic branding and standardization to enhance competitiveness
	Invest in strengthening and reconsidering traditional knowledge and raising practices that support sustainable rangeland management	<ul style="list-style-type: none"> ★ Support and promote the working community structures in rangeland management
	Fodder production system for livestock feeding in agro- industrialization	<ul style="list-style-type: none"> ★ Support and promote fodder production to enhance agriculture productivity
Agro-industrialization	Invest in value chain based on livestock production	<ul style="list-style-type: none"> ★ Meat and milk processing and distribution ★ Invest in modern slaughterhouses ★ Establish transport and retailing network
	Developing Poultry subsector	<ul style="list-style-type: none"> ★ Extension services to poultry farmers ★ Marketing outlets
	Invest in technology for Skin processing	<ul style="list-style-type: none"> ★ Upgrade existing slaughterhouses ★ Open new export channels
Institutional Framework	Strengthen Somalia Agricultural Regulatory and Inspection Services	<ul style="list-style-type: none"> ★ Oversee all issues related to regulatory framework
	Financing of well-trained and competent workforce in livestock sector	<ul style="list-style-type: none"> ★ Emphasis on appropriate knowledge and skills for development of livestock in Somalia
	Invest in infrastructure planning	<ul style="list-style-type: none"> ★ Market outlets and storage facilities for livestock products

C. Fisheries

Improved governance of the fisheries sector can support diversified sources of growth, revenue and nutrition. Almost half of all fish caught in Somali waters are captured illegally by foreign vessels, with limited benefit for Somalia. Vision 2060 addresses the country’s fishing activities in a more systematic approach. These include focusing on:

- ★ Fisheries database that draws on a future Fisheries Data Collection and Analysis Mechanism.
- ★ Investment in capacity building for sustainable fisheries and aquaculture development.
- ★ Fishing management that develops a framework for issuing and monitoring licences signed with foreign fishing companies.

GOVERNANCE OF THE FISHERIES SECTOR



Almost half of all fish caught in Somali waters are captured illegally

by foreign vessels, with limited benefit for Somalia. Vision 2060 addresses the country’s fishing activities in a more systematic approach.

Figure 10: Fisheries Activities

	Flagship Projects	Required Action
Fisheries Database	Establish Fisheries Data Collection and Analysis Mechanism	★ Include fisheries data collection in the Somalia Bureau of Statistics framework
	Invest in database to quantify fish stock in Somalia	★ Regular analysis and reporting on fisheries data
	Distribution of fishing activities by small-scale fishers to be mapped	★ Establish regular reporting on fishing activities by small-scale fishers
Capacity Development	Investment in capacity building for sustainable fisheries and aquaculture development	★ Encompass a wide variety of stakeholders, including fishers and their communities, and fishing cooperatives
Capacity Development	Financing of well-trained and competent workforce	★ Emphasis on appropriate knowledge and skills for development of fisheries and aquaculture in Somalia
	Invest in infrastructure planning	★ Market outlets and storage facilities
Fishing Management	Invest in strengthening fisheries resource management	<ul style="list-style-type: none"> ★ Deter overexploitation ★ Control and management of fishing activities on Somalia’s continental shelf
	Invest in establishing mechanisms to prohibit illegal, unreported and unregulated (IUU) fishing	★ National Fisheries Sustainable Development Act of 2022 to prohibit all types of trawling and IUU fishing
	Invest in fisheries industrialization	<ul style="list-style-type: none"> ★ Fish canning and value addition ★ Harness ability of diaspora to invest in fisheries product manufacturing



*Somali fisherman carries swordfish on his head from the port to the fish market on the eastern Curubo beach, Somalia.
Photo Credit: Nour Gelle Gedi/Anadolu Agency/Getty Images*

The 2023 Federal Fisheries Law is to be enforced. The objective of this Law is to ensure the long-term conservation, management and development of the fisheries and aquaculture resources in Somalia and genetic material derived from them. The law also seeks to safeguard the sustainability of Somalia’s marine resources, biodiversity, environment and ecosystems for the benefit of the people of Somalia. The conversation about fisheries management will be refocused to include stakeholders with all perspectives including Somali chambers of commerce, and emphasis will be placed on local fishery entrepreneurs.

D. Broad-based Strategies for the Rural Economy

Given the development challenges facing Somalia, Vision 2060 has crafted strategies to deliver services to the rural, nomadic, and displaced populations. The strategies are broad-based to take into consideration longer term perspectives for sustainable development.

In developing these strategies, Centennial Vision 2060 considered past national development history which has been plagued by governance challenges, weak institutional frameworks, and inadequate infrastructure. All these factors highlight the critical need to chart a new development course for the rural economy with the aspiration that all Somalis will achieve social and food security with sustained rural development.

Figure 11: Strategies for Rural Economy

Expected Outcomes		Strategies
OBJECTIVES	Increase Participation of the Population	Facilitation of the means to engage the rural population in broad economic activities
ACCESSIBILITY	Enhanced Accessibility	<ul style="list-style-type: none"> ★ Accessibility of basic services by the rural population ★ Increased access of services to the rural poor ★ Increased accessibility by the nomadic population
IMPACT	Improvement in the livelihoods of Citizens	<ul style="list-style-type: none"> ★ Improvement in self-reliance ★ Promoting investment for rural production and employment creation
TARGET	Access to basic services will be given high priority in the rural areas. Access to need to basic need to improve the livelihoods of the rural inhabitants. By 2060, it is expected that 60% will access water, 86% will access electricity, and 62% will access health services.	

Centennial Vision 2060 will promote the integration of the country’s rural communities through planned land utilization, job creation, trade facilitation, and poverty reduction. The driving force behind this will be an expansion of irrigated agriculture, livestock husbandry, and the promotion of local trade. Access to basic services will be given high priority in the rural areas. Access to basic necessities will be increased to improve the livelihoods of rural inhabitants.

Strategies for Rural Economy

Figure 12: Rural Economic Development Strategies

	Expected Outcomes	Strategies
OBJECTIVES	Increased Participation of the Population	<ul style="list-style-type: none"> ★ Facilitation of the means to engage the rural population in broad economic activities
ACCESSIBILITY	Enhanced Accessibility	<ul style="list-style-type: none"> ★ Accessibility of basic services for the rural population ★ Increased access of services for the rural poor ★ Increased accessibility for the nomadic population
IMPACT	Improvement in the livelihoods of citizens	<ul style="list-style-type: none"> ★ Improvement in self-reliance ★ Promoting investment for rural production and employment creation
TARGET	Access to basic services will be given high priority in the rural areas. Access to basic necessities will improve the livelihoods of the rural inhabitants. By 2060, it is expected that 60% will access water, 86% will access electricity, and 62% will access health services.	

Figure 13: Flagship Projects in Rural Economic Development

	Flagship Projects	Required Action
Agricultural Expansion	Expanded irrigated agriculture	<ul style="list-style-type: none"> ★ Develop a land reform program ★ Initiate better use of existing water resources ★ Support to irrigation infrastructure
	Investment in dry land production	<ul style="list-style-type: none"> ★ Provide training for local farmers and support extension services
	Use of water resources by investing in new water schemes	<ul style="list-style-type: none"> ★ Identification of feasible water schemes
Quality of Basic Services	Building rural infrastructure for education and health services	<ul style="list-style-type: none"> ★ Improve accessibility of basic services including water, health, housing and energy
	Invest in transport network to improve accessibility	
	Transfer of skills and resources to the rural communities to contribute to rural economies	<ul style="list-style-type: none"> ★ Harness skills transfers from Diaspora and provide incentives for increased remittances

	Flagship Projects	Required Action
Greater Economic Potential	Local industrialization	<ul style="list-style-type: none"> ★ Agricultural products processing ★ Tourism ★ Carpentry and foundries
	Promoting value addition	<ul style="list-style-type: none"> ★ Fisheries products ★ Livestock products ★ Create upstream and downstream industries ★ Develop strategies to bring new participants into product value-chains
	Invest in commercial small-scale agriculture	<ul style="list-style-type: none"> ★ Develop small enterprises in the rural areas ★ Support commercial agricultural sector

Tourism

With its stunning beaches, diverse landscapes, and rich cultural heritage, Somalia aims to recapture its former status as a leading tourism destination when Mogadishu was known as the White Pearl of the Indian Ocean. Despite decades of conflict and instability that have hindered the development of the tourism sector, recent efforts are being made to revive and promote tourism in the country. Tourism, entertainment, and hospitality are crucial sectors for any nation’s economic development. In Somalia, these sectors have suffered dramatically due to the ongoing conflict and chronic political instability, resulting in a sharp decline in the number of foreign visitors and investments. However, recent progress towards peace and stability has generated a modest increase in visitors, underscoring the potential for growth in this sector.

TOURISM REVIVAL EFFORTS



Despite decades of conflict and instability that have hindered the development of the tourism sector, recent efforts are being made to revive and promote tourism in the country.

Flagship Initiatives

Given its natural and cultural assets, Somalia possesses an immense potential for tourism and hospitality development. The country’s security improvements have spurred a resurgence, attracting diaspora returnees and investors who recognize emerging opportunities across various sub-sectors. Critical areas for investment include tour service companies, convention centres, business and resort hotel accommodation, extended-stay hotels and serviced apartments, and food and beverage operations.

Projections indicate an annual growth rate of 6.8% for the tourism and hospitality sector in Somalia, illustrating the potential for further expansion and economic development within the industry (Hospitality Report, 2023).

Table 8: GDP Sector Contribution (2024-2060)

	2023	2034	2044	2060
Agriculture Share of GDP (%)	61	49	24	12
Industry Share of GDP (%)	5	12	27	34
Service Share of GDP (%)	34	39	49	54
Fishery Sector Contribution to GDP (%)	1.5	4.4	10.3	14.6
Agriculture Employment Contribution (%)	79	57	44	25
Remittance in GDP (%)	27.3	21	11	4.8
Blue Economy Initiatives Contribution (% GDP)	2	6.4	14.3	18

5

Infrastructure Development



CONTENNIAL VISION

3.5 Pillar 5: Infrastructure Development

Background

Modern infrastructure is the cornerstone of robust economic development and transformation. The various pillars of modern infrastructure, such as Energy, Information and Communication Technology (ICT), and Transport (road, aviation, and ports) are critical enablers of any meaningful and sustainable economic development. As a result, Somalia envisions a strategic approach to infrastructure modernization, aiming to build robust and efficient systems that support sustainable economic growth. With a focus on modern energy solutions, advanced ICT, and comprehensive transportation networks, Somalia's infrastructure plans prioritize high-quality facilities to drive socio-economic transformation. With Centennial Vision 2060, the government is committed to creating a well-connected network of roads, seaports, airports, and telecommunication systems that will provide better access to markets, resources, and services. These efforts will lay a foundation for a thriving economic landscape, fostering private sector growth, regional trade, and improved quality of life for Somali citizens. The vision also prioritizes accessibility and affordability of water and sanitation services for the people of Somalia.



“The government is committed to creating a well-connected network of roads, seaports, airports and telecommunications systems.”

Through the Smart Cities concept,¹¹ a top priority for the Centennial Vision 2060, Somalia will transform key urban centres by promoting sustainable and technology-driven urban planning. This will be realised through investments in public transportation, energy-efficient buildings, digital services, and climate-resilient infrastructure. The implementation of the Smart Cities concept under CV2060 will help foster an enabling environment for the housing sector which will serve all communities in Somalia.

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The Context, Challenges and Opportunities

Decades of civil strife have left Somalia's infrastructure in a dire state. Much of the country's infrastructure has been destroyed, and what remains is severely neglected owing to a lack of maintenance. Despite possessing the longest coastline in mainland Africa, Somalia has only a limited number of deepwater ports. The few existing seaports are characterized by deteriorating infrastructure, low traffic volumes, and poor connectivity, further limiting their potential.

The state of the country's road network is equally worrisome, and only 13% of roads are paved, compared to a Sub-Saharan average of 45%. This has left much of Somalia inaccessible and hindered economic activities and trade. The aviation sector also suffers from inadequate infrastructure and limited traffic, underscoring the broader challenges of rebuilding essential facilities.

¹¹ A smart city leverages digital technologies and data collection to enhance urban efficiency, sustainability, and the quality of life for its residents, optimizing resource management and improving services.

In the energy sector, the absence of a nationwide power grid has increased reliance on diesel-powered generators. This outdated system creates technical, distribution, and commercial inefficiencies, resulting in substantial energy losses and contributing to some of the highest electricity prices in the region. Collectively, these infrastructure deficits present significant barriers to Somalia's recovery and development, highlighting an urgent need for investment and modernization.

Despite these challenges, Somalia's infrastructure sector holds out enormous promise, and CV2060 provides the machinery to develop the sector. These include:

- ★ The opportunity to establish a robust renewable energy sector that will power the country's future industrialization plans. Somalia is endowed with average solar radiation of 6.4 kilowatt-hours per square meter per day, making it the highest across the Horn of Africa, and among the highest in the world. In terms of wind energy potential, the country has an annual wind speed of more than 8 meters per second in the coastal cities, which ranks among the top countries on the African continent and reveals substantial potential.
- ★ With the longest coastline in mainland Africa and a strategic location along major maritime trade routes, Somalia could host one of the world's busiest and well-connected logistics hubs. This also reinforces the compelling argument for developing road infrastructure to connect the country to its landlocked neighbors.
- ★ Building one of the busiest and connected logistics hubs can also be advanced by a well-developed infrastructure for the aviation industry.
- ★ With growing urbanization, Somalia can develop clean cities with proper spatial planning and amenities. Water and sanitation services would be critical components of the infrastructure enterprise.
- ★ Building irrigation infrastructure to support agriculture and enhance food security will also bolster the country's dominant export sector by providing a dedicated infrastructure for the trade of animals.

Strategic Goal

The primary goal of the infrastructure development pillar of the Centennial Vision 2060 is to **“build a modern and resilient economic infrastructure to catalyse and sustain inclusive economic growth”**.

To foster inclusive economic growth, it is imperative to build modern and resilient economic infrastructure. This involves a multi-faceted approach focusing on three key intermediate outcomes: modernizing and expanding physical infrastructure; increasing energy production; and upgrading ICT infrastructure. Modern and efficient physical infrastructure is the backbone of economic connectivity.

SOMALIA'S ECONOMIC INFRASTRUCTURE



The primary goal of the infrastructure development pillar of the Centennial

Vision 2060 is to “build a modern and resilient economic infrastructure to catalyse and sustain inclusive economic growth”.

By expanding and upgrading roads, bridges, railways and ports, we can facilitate both intra- and inter-regional connectivity. This not only reduces transportation costs but also accelerates the movement of goods and people, thereby boosting trade and commerce. Investments in smart infrastructure, such as intelligent transportation systems and green buildings, would further ensure sustainability and resilience in the face of climate change.

Energy is a critical source of economic competitiveness and productivity. By increasing energy production through diversified sources, including renewable energy, we can meet the growing demand of industries and households. This involves upgrading existing power plants, investing in new technologies like solar and wind energy, and improving energy efficiency.

Reliable and affordable energy supply is essential for businesses to thrive, reducing operational costs and fostering innovation. In the digital age, ICT infrastructure is both a vital economic sector and an enabler of growth across all industries. Upgrading ICT infrastructure involves expanding broadband access, enhancing mobile connectivity, and investing in data centres and cybersecurity. This not only supports the digital economy but also enables other sectors to leverage technology for improved productivity and innovation. By fostering a robust ICT ecosystem, we can drive economic diversification and create new opportunities for employment and entrepreneurship.

This comprehensive approach to infrastructure development emphasizes the importance of modern, resilient, and inclusive infrastructure in facilitating sustainable economic growth. In addition to the physical infrastructure, CV2060 also prioritizes improvement in service delivery to the people of Somalia, particularly relating to logistics services, energy services, digital services, useful urban services, and a host of other services. The delivery of water and sanitation services to the people of Somalia would also be prioritized.

Strategic Actions and Flagship Programs

Having set the targets for the various areas of infrastructure development, CV2060 provides for some interventions and flagship programs to help achieve these targets. The strategic actions under the infrastructure pillar focus on energy, transport, water and sanitation, clean cities, ICT, and oil and gas infrastructure development.

I. Energy Sector Development

The energy sector remains a prime mover for industrialization and value addition in the Somalia economy. Explicit targets (Table 9) for development have been established under the CV2060. The goal is to ensure effective energy infrastructure that will sustain the planned economic transformation.

STRATEGIC ACTIONS FOR INFRASTRUCTURE DEVELOPMENT



CV2060 provides for some interventions and flagship programs

to help achieve these targets. The strategic actions under the infrastructure pillar focus on energy, transport, water and sanitation, clean cities, ICT, and oil and gas infrastructure development.

Table 9: Energy Sector Targets

	2024	2034	2044	2060
Total Installed Capacity (MW)	344	2234	21,947	35,813
Renewable Energy Share (%)	13	19	30	58
Electricity Generation (GWh/year)	539	10,676	117,046	140,124
Electrification Rate (%)	40	61	77	98
Population Using Charcoal & Biomass (%)	85	32	9.6	5.3

Key actions and initiatives relative to the energy sector are summarized in Figure 14 below.

Figure 14: Investment Possibilities in Energy Sector

Energy Sector Initiatives		
	Investment Initiatives	Inception Activities
Management Aspects	Investment in energy production from solar and wind power	Identification of investors
	Investment in Somalia’s national physical grid to enhance power supply. This will also encompass connectivity through the Eastern Africa Power Pool initiatives, which will be launched in the near future to improve connectivity and provide affordable and sustainable power to the people of Somalia	Feasibility studies
	Implement Power Master Plan which outlines plans to increase energy production. Projects for energy production will be selected in accordance with the least costly power development plan. The process for the selection of developers will be competitive and transparent. To lower the cost of supply and to provide good services to Somalis, emphasis will be placed on procurement efficiency	Establish an implementation mechanism
	National budget for establishment of a National Electricity Authority that will serve as the watchdog for the sector. The watchdog will also ensure that Energy Service Providers (ESPs) are fully functional and can sustain their finances and operations. There will be a review and consolidation of the structure of the industry to ensure optimality	National budget for initial activities
Infrastructure	Focus on energy producing investments, including hydro power, solar and wind energy and offshore wind	Comprehensive plan for renewable energy
	Investment in opportunities for energy diversification arising from the regional integration	Energy diversification plan
	Investment in the energy infrastructure and provision of quality and sustainable energy	Energy infrastructure maintenance
	Investment in research and development to promote the production of ocean waves energy	Develop a comprehensive research protocol

II. Transport Sector Development

Key initiatives and actions to be taken with respect to the transport sector are summarized in Figure 15 below.

Figure 15: Transport Sector Initiatives

	Flagship Projects	Required Action
Road Network	Investment in main roads connecting the regions and feeder roads	Rehabilitation and expansion of existing roads Feasibility and bills of quantities
	Construction of the identified economic corridors	Feasibility studies and costing
Ports (sea and air)	Investment in capacity building to accelerate ongoing and future ports rehabilitation and expansion across the country	Project proposals Feasibility studies
	Investments in port and road transport infrastructure across strategic coastal cities in the country	Exploring foreign direct investment
	Investment in the construction of additional deepwater ports and upgrading existing deepwater ports in Somalia	Project proposals
	Long term joint program with EAC to assess feasibility of partnership in a large-scale coordinated regional shipping venture	Inter-state consultations
	Invest in establishing a local shipping corporation to optimize routes and transportation modes	Memorandum on the establishment of the Shipping Corporation
	Establishment of a Somalia Maritime Training Programs and Institutions agency in partnership with selected regional and international Marine and Maritime training institutions	Establish contacts with regional and international Marine and Maritime training institutions
	Upgrading and resourcing of Aden Abdulle International Airport. Construction of additional airports.	Project proposals and funding
Rail, petroleum, and pipeline Projects	Construction of rail line to intensify the exploitation of mineral resources Somalia	Feasibility studies and actual construction
	Examination of investment under different scenarios of Somalia's petroleum pipeline industry	Feasibility studies
	Studies for overland pipeline	

For each of these transport sector infrastructures, there will be adequate funding for the operations and maintenance of the transport assets to ensure sustainable logistics services by 2060.

Table 10: Transport Interconnectivity Targets (2024-2060)

	2024	2034	2044	2060
Country Railway Network (Km)	0	583	1442	5,500
Paved Road Networks (Km)	2,860	6,532	34,025	45,192
Marine-Port Services Network (Ports)	5	14	23	30
Number of international Airports	1	4	5	7
Active Internet Users (Million)	5.2	9.76	19.01	32.8

III. Water and Sanitation Infrastructure Development

Strategic actions for water and sanitation infrastructure are presented in Figure 16 below.

Figure 16: Actions in Water Sector

Water and Sanitation Initiatives		
	Investment Initiatives	Inception Activities
Management Aspects	Implementation of Water and Sanitation Master Plan	Comprehensive water and sanitation strategy Establishment of a regulatory framework
	Capacity development for maintenance of water and sanitation infrastructure	Educational curriculum for water technicians
	Geological mapping for ground water availability	Feasibility studies and financing mechanism
	Large-scale investments in watershed management. Improvement in sanitation services and accessibility	Water conservation and water catchment management
	Improve rural resilience and water management practices to support sustainable development	FGS, Ministry of Water and Energy
Infrastructure	Formulate a Sectoral Development Workplan that includes plans for reliable water supply	FGS, Ministry of Water and Energy
	Production of water equipment	Machine tool engineering
	Management of flooding in the riverine areas along the Jubba and Shabelle rivers which has increased in scale and recurrence	Water conservation
	Pre-war irrigation and flood control infrastructure in southern Somalia	Construction of dykes
	Investment in infrastructure for harnessing the available surface and groundwater potential	Water engineering and procurement of appropriate equipment

IV. Information and Communication Technology Infrastructure Development

To develop a dynamic information and communication technology platforms and knowledge economy that is more inclusive and prosperous by 2060, the CV2060 outlines key strategic actions as summarized in Figure 17.

Figure 17: ICT Sector Initiatives

	Flagship Projects	Required Action
Harnessing Knowledge Economy	Invest in ICT to meet the needs of Somalis, businesses, and public sector	FGS to provide a wide range of services required for effective strategic prosperity
	Invest in ICT infrastructure representing the core of widespread digital communication system in Somalia	Establish a national digital strategy
	Financing educational and information products	Promote accessibility of citizens to digital education
Telecommunication Services	Invest in increasing availability of broadband across the country. With the opportunity to develop fibre optic capability, Somalia would enhance ICT capability for export to neighbouring countries.	Develop a project for fibre optic connectivity in the regions of the country.
	Increasing interaction of Somalis with online and mobile platforms	
	Invest in establishing tele-centres.	Providing access to training, equipment and services in the rural areas
	ICT infrastructure components into the design and construction major transport network	Take advantage of strategic hub to expand ICT in the Horn of African region
Cybersecurity and Digital Surveillance	Join the Regional Cybersecurity Alliance within EAC	Facilitating collaboration on cybersecurity initiatives
		Providing intelligence on emerging threats Coordinating responses to cyber incidents
	Allocate resources to develop and implement policies that promote digital sovereignty	Retaining control over its digital infrastructure and data Establishing regulations to manage foreign technology providers and safeguard against digital colonization

V. Building Clean Cities

Clean and resilient cities are important in stimulating economic activities, attracting businesses and tourists, and promoting healthy living. In Somalia, major urban hubs and areas play a pivotal role in driving the country's progress toward its long-term goals outlined in Centennial Vision 2060.

The pursuit of cleaner, greener, and more resilient cities will not only improve living conditions but also provide a foundation for sustainable economic and social transformation. To achieve this, CV2060 presents the following flagship projects and interventions as outlined in Figure 18.

Figure 18: Building Clean Cities

Flagship Projects	Required Action
Sustainable urban infrastructure (public transport, renewable energy, energy efficient buildings). To engender inclusivity, there will be affordable housing for low-income households and internally displaced persons	Build efficient and inclusive transport and energy sectors in the cities
Waste management and pollution reduction (integrated waste management systems, composting and recycling, pollution control)	Institute measures to reduce pollution and manage city waste. Engage waste management and recycling companies. Establish measures to deal with irresponsible waste disposal
Compact, connected urban design. Green spaces (urban parks, community gardens and urban agriculture, reforestation, mangrove restoration in coastal areas)	Partner with real estate developers to provide exquisite and affordable residential properties with aesthetic components. Encourage greening of the city and coastal areas
Climate resilience and disaster preparedness (flood management systems, water conservation, green infrastructure for heat reduction, stormwater drainage system, rainwater harvesting, community-based early warning systems, emergency response infrastructure)	Build climate smart infrastructure and robust disaster response systems
Smart city technologies (digital platforms for citizen engagements, smart sensors for environmental monitoring, telemedicine and e-government services)	Establish shared digital platforms for citizens, build online platforms to engage citizens, and deliver early warning systems

Economic Corridors

Active participation in regional integration will enable Somalia to fully exploit the benefits accruing from having the longest coastline on the African mainland. Its strategic geographical location as the bridge and/or corridor between the Horn of Africa region and the Middle East, Asia, and Europe holds out the promise of converting Somalia into a logistics hub and free trade area for exports to and imports from countries in the East Africa region (specifically Kenya, Ethiopia, and South Sudan).

In this context, the potential benefits of regional integration to the country would, among others, include increased physical access to markets, an enhanced trade environment, and improved business competitiveness. Somalia’s main regional trading partners include Ethiopia and Kenya, which account for about 34% and 9% of its imports, respectively. However, the country’s exports to the East Africa region are meagre. There is accordingly an important and urgent need to develop potential trade corridors and improve customs and border management to facilitate trade and increase revenues.

Economic corridors are vital for boosting trade and investment in Somalia. These corridors link key economic hubs within the country and also with neighbouring states, facilitating the movement of goods, services, and people. The development of corridors such as the Berbera Corridor, which connects the port of Berbera with Ethiopia, shows promise but remains underdeveloped. In Somalia, there is a need for comprehensive studies on the potential economic benefits of developing similar economic corridors. This includes feasibility studies, investment risk assessments, and strategies for mitigating risks.

Investment Opportunities in Corridor Infrastructure ^{12 13}

Southern Corridor 1: Kismayo, Lamu and Mogadishu Corridor

Corridor 1 links inland population centres in Ethiopia, Kenya, and Somalia with the Somali ports of Mogadishu and Kismayo and the Kenyan port of Lamu. The corridor provides an important bilateral artery between the Kenyan and Ethiopian economies, which rank as pillars of the regional market but are largely disconnected. It also connects three ports that are underutilized for national and regional trade (Lamu, Kismayo, and Mogadishu) with economic centres and rural populations. It also establishes connectivity within some of the most remote areas in the three countries.

Northern Corridor 2: Berbera and Djibouti Corridor

Corridor 2 is a vital import route as well as the primary path for the export of goods out of Ethiopia. Its Djibouti–Ethiopia segments are already fundamental links between the population centres of landlocked Ethiopia and global markets.

Central Corridor 3: Mogadishu, Berbera and Bosaso Corridor.

Corridor 3 provides access to the port of Mogadishu in the southeast, through population centres in the Somali agricultural breadbasket along the Shabelle River, the trading centre of Beledweyne, following the river through Ferfer and toward the more populated western regions, including Addis Ababa. In the north, it connects to the Port of Bosaso through the city of Garowe and into Ethiopia, connecting the scattered population of Ethiopia’s Somali region and linking up to Hargessa and Corridor 3 in the north-west. The corridor is intended to improve access to residents of the arid regions at the tip of the Horn of Africa.

¹² World Bank (2021), Policy Paper on Infrastructure and Structural Change in the Horn of Africa, Contributed by Matías Herrera Dappe Mathilde Sylvie Maria Lebrand.

¹³ Further technical details—such as sub-corridor components, road segment conditions, design status, and investment readiness—are available through the Horn of Africa Initiative (HoAI). For example, the Southern Corridor includes Mogadishu–Afgoi–Baidoa–Dolo Ado (487 km), Kismayo–El Wak (507 km), and Kismayo–Billis Qooqaani–Liboi (244 km). While this Vision outlines Somalia’s national priorities, the HoAI provides more detailed and cross-border infrastructure planning across the region.

Mega Development Projects in Somalia

Project	Location
New Mogadishu Airport and Seaport	Banadir
Jubba River Dams	Lower Jubba
Bay Industrial Parks	Bay
Shabelle Rice & Sugar Mills	Middle Shabelle
Meatpacking industry	Sool
Bandiradley Highway with Oil Refinery Plant in Galgudud/Mudug	Galgadud
Mega Fish Processing Factory	Bari
New Hargeisa International Airport	Northwest

Intermediate and Long-Term Outcomes

With the outlined strategic interventions and flagship project, the CV2060 will deliver the following through medium-term implementation plans:

- ★ By 2060, Somalia will have adequate, efficient, renewable, and sustainable energy sources which bolster economic activities and promote economic prosperity. Somalia will deliver accessible and competitively priced energy to Somali households and industries. The country’s electricity network will be connected to the electricity networks of its neighbouring countries by 2060.
- ★ Somalia, by 2060, will have an advanced, regionally and globally connected transport system, including roads, railways, and ports (air and sea) which will make Somalia one of the continent’s busiest logistics hubs and a preferred trade route. Somalia will have an efficient transport system to support the movement of goods from production centres to marketplaces, promote the mobility of people, increase inter-regional trade, boost intra-country trade, and harness the benefits from the African Continental Free Trade Area (AfCFTA) and other regional trade blocs.
- ★ By 2060, Somali households and industries located in urban and rural communities will have reliable supplies of water to meet their needs. Increasingly efficient agriculture water use will support productive and inclusive rural communities. CV2060 will have delivered comprehensive and accessible sanitation, sewage and solid management services to Somalis.
- ★ Somalia will have developed dynamic and inclusive information and communication technology platforms and a knowledge economy to bolster efforts on STEM and TVET education, deliver superior connectivity, and enhance tech-based industrial growth.
- ★ By 2060, Somalia will have well-planned, clean, and green urban centres across the country with recreational facilities and tourism sites to support the hospitality industry.

6

Regional and Economic Integration



3.6 Pillar 6: Regional and Economic Integration

Background

Somalia is strategically located in the Horn of Africa region, enjoying easy access to the Gulf of Aden, the Red Sea, and the Indian Ocean. This location is crucial as 80% of all international trade goods are transported by sea, making it strategically significant for the global economy. Additionally, Somalia possesses substantial productive resources, which have the potential to drive rapid economic growth and significantly improve the lives of its people. These resources include 8.9 million hectares of arable land, of which 25 percent of crop production is grown with irrigation systems.



“On a regional and global scale, Somalia’s economic integration is practically non-existent.”

In December 2023, Somalia became the eighth EAC member state after signing the Treaty of Accession in Entebbe, Uganda. The EAC is both a trade bloc and a customs union. It was established in 2000 and is headquartered in the Tanzanian city of Arusha. Its mission has been to foster economic growth by eliminating customs duties among member states. Somalia has bilateral agreements with numerous countries aimed at boosting trade and investment between Somalia and its partners, creating new business opportunities, and promoting economic growth and development.

Somalia is also a member of the Common Market for Eastern and Southern Africa (COMESA), a regional economic community that promotes free trade and economic integration among its 21 member states. As a member of COMESA, Somalia has access to a market of over 500 million people and the potential to benefit from increased trade and investment opportunities. In addition to COMESA, Somalia has endorsed the ratification of the African Continental Free Trade Area (AfCFTA), a pan-African initiative aimed at creating a single market for goods and services across the continent. The AfCFTA has the potential to boost intra-African trade and promote economic growth and development.

The Context, Challenges and Opportunities

The private sector in Somalia continues to face significant hurdles due to the country’s geographic and economic fragmentation. The World Bank’s 2022 Ease of Doing Business Report placed Somalia at the very bottom of its rankings of 190 countries surveyed.¹⁴ This low ranking underscores the severe challenges entrepreneurs encounter within the country.

One of the most pressing problems is Somalia’s poor intra-country economic integration. The nation has the highest internal price differentials in East Africa, even after accounting for

¹⁴ World Bank (2019), Comparing business regulation for domestic firms in 190 economies, retrieved from https://www.doingbusiness.org/content/dam/doingBusiness/media/Annual-Reports/English/DB2019-report_web-version.pdf

transportation and other transaction costs.¹⁵ This reflects substantial inefficiencies and barriers to trade within the country itself.

On a regional and global scale, Somalia's economic integration is practically non-existent. The country's exports are predominantly livestock and agricultural products, which have little to no added value. This lack of diversification and value addition means that Somalia's products have weak linkages to global value chains.

Foreign Direct Investment in Somalia, while growing as a share of GDP, remains very low on a per capita basis. Much of this investment comes from the Somali diaspora and is typically directed towards low-value service sectors such as small retail businesses, cafes, and real estate.¹⁶ This pattern of investment does little to stimulate broader economic development or integration into the regional economy.

The institutional frameworks essential for enhancing economic integration are currently inadequate, primarily due to insufficient capacities in trade and customs standards. This deficiency hampers the movement of goods and services across borders. Additionally, trade-related infrastructure, such as ports, border facilities, and trade routes, which are vital for supporting smoother integration and facilitating increased trade volumes, remains significantly underdeveloped.

Moreover, there has been a lack of progress in trade diversification. The focus has largely remained on the export of raw goods, with minimal efforts directed towards shifting to higher value-added sectors. This stagnation limits the potential for economic growth and resilience. Furthermore, the legal and regulatory frameworks, along with regional partnerships, are underdeveloped. These frameworks are crucial for creating a conducive environment for trade and investment. The absence of robust legal and regulatory systems undermines the confidence of investors and trading partners.

These challenges are deeply interconnected and require a coordinated and comprehensive approach to overcome. Strengthening institutional capacities, upgrading infrastructure, diversifying trade, and enhancing legal and regulatory frameworks are all critical steps that need to be taken in tandem to achieve meaningful economic integration.

Strategic Goal

The primary goal of the regional and economic integration pillar of the Centennial Vision 2060 is to **“strengthen regional, continental and global partnerships to drive Somalia’s socio-economic development”**.

To promote Somalia's socio-economic development, regional, continental, and global partnerships must be strengthened. This strategic pillar focuses on enhancing inter-state

¹⁵ World Bank (2024), Unlocking private sector-led growth at a critical juncture of Somalia's development, retrieved from <https://www.ifc.org/content/dam/ifc/doc/2024/somalia-country-private-sector-diagnostic-en.pdf>

¹⁶ World Bank (2024), Unlocking private sector-led growth at a critical juncture of Somalia's development, retrieved from <https://www.ifc.org/content/dam/ifc/doc/2024/somalia-country-private-sector-diagnostic-en.pdf>

cooperation, which is essential for further integration into regional blocs. By fostering stronger ties with neighbouring countries and regional organizations, Somalia can create a more cohesive and collaborative environment that supports mutual growth and stability.

Increasing participation in economic corridors is another vital aspect of this strategy. By actively engaging with these corridors, Somalia can facilitate the movement of goods, services, and people across borders, thereby boosting economic activities and creating new opportunities for trade and investment. This participation not only enhances the country's economic prospects but also contributes to the overall development of the region.

Bolstering intra-regional trade is equally important. By removing trade barriers and improving infrastructure, Somalia can enhance the flow of goods and services within the region. This will lead to increased economic interdependence and resilience, making the region more competitive in the global market. Strengthening these trade links will also help diversify Somalia's economy, reduce dependency on external markets, and promote sustainable economic growth.

In summary, by focusing on strengthening partnerships, increasing participation in economic corridors, and bolstering intra-regional trade, Somalia can achieve significant socio-economic development and contribute to the prosperity of the entire region.

Flagship Programs

Integration into the EAC

Somalia's effective integration into EAC is a continuous and multifaceted process. Somalia, with its diverse resource endowment, strengths and challenges, is uniquely positioned to set an example for successful integration. By addressing infrastructure needs, considering environmental impacts, leveraging financial mechanisms, and promoting cultural exchange, Somalia can chart a path towards holistic and sustainable integration in the East African region and the rest of the world.

Somalia Vision 2060 promotes a mechanism to realise effective integration in the region and achieve international cooperation. The cooperation between the EAC Partner States for joint initiatives will be given high priority. Inter-state cooperation will be encouraged to provide a nucleus for understanding the capabilities of Partner States working together to transform the economic trajectory for the region. But Somalia's effective integration into the EAC will take some years to materialize.

Somalia amended its Customs Act in 2020, which addresses issues related to customs tax management in the Republic and other guidelines for international trade customs regulation. In addition, Somalia enacted a company law in 2019 to regulate the operations and registration of business companies in the country. The goal is to create mechanisms to facilitate cross-border trade and business between Somalia and neighbouring states.

REGIONAL AND ECONOMIC INTEGRATION



The primary goal of the regional and economic integration pillar

of the Centennial Vision 2060 is to "strengthen regional, continental and global partnerships to drive Somalia's socio-economic development".

Freedom of movement is critical. The five fundamental freedoms of movement include the movements of labour, persons, goods, services, and capital that play a pivotal role in stimulating economic development. These are reinforced by the Rights of Establishment and Residence that are enshrined in the East African Community Common Market Protocol. Somalia will benefit from integrating into the protocol to enhance the Rights of Establishment and Residence.

The free movement of labour and capital will enable Somalia to benefit from the transfer of skills and technology across the region, thereby alleviating any technological and skills shortages and boosting productivity. The freedom of movement of such factors of production also enables Somalia to effectively and efficiently allocate its means of production that may be in demand in EAC Partner States that are experiencing scarcity, thereby increasing investment opportunities for Somalis.

Somalia's Integration into the African Continental Free Trade Area (AfCFTA)

The AfCFTA presents another significant opportunity for Somalia to deepen its economic integration within the African continent. The AfCFTA aims to eliminate trade barriers, increase intra-African trade, and promote industrialization across the continent. Participation in AfCFTA provides Somalia with access to a market of more than 1.54 billion people, enhances regional economic ties, and strengthens investment and trade diversification strategies. Somalia's strategic location opposite the Indian Ocean and the Gulf of Aden gives the country the potential to become a key transit hub for intra-African trade.

The Somalia AfCFTA National Implementation Strategy, which was developed with technical support from the United Nations Economic Commission for Africa (UNECA), will provide a structured roadmap for the integration of Somalia into the AfCFTA. The strategy aims to align Somalia's trade policies, institutional frameworks, and infrastructure with AfCFTA requirements to boost the country's competitiveness in intra-African trade. The strategy is built around several core pillars, each addressing a crucial aspect of Somalia's trade and investment framework.

- ★ **Institutional and Policy Reforms:** Somalia is in the process of ratifying the AfCFTA, and it plans to harmonize domestic trade policies with AfCFTA regulations. The government will work on reducing tariff and non-tariff barriers, streamlining customs procedures, and aligning trade facilitation measures with continental standards.
- ★ **Infrastructure Development and Trade Facilitation:** To fully benefit from AfCFTA, Somalia needs modernized ports, improved logistics networks, and efficient customs operations. The strategy emphasizes investments in transport corridors, digital trade platforms, and cross-border infrastructure to improve market access and trade efficiency.
- ★ **Private Sector Engagement and Export Promotion:** The private sector plays a vital role in leveraging AfCFTA opportunities. Somalia's strategy focuses on raising awareness, building capacity for businesses, and supporting small and medium enterprises (SMEs). Special attention will be given to value-added industries such as agriculture, fisheries, livestock, and manufacturing to boost exports to AfCFTA markets.

- ★ **Implementation of AfCFTA Phase II Protocols:** Implementation of Phase II AfCFTA protocols will be critical to securing Somalia's long-term trade and investment growth. Phase II of AfCFTA covers investment, intellectual property rights, digital trade, and competition policy. This will help attract foreign investment, protect innovation, and regulate competition in ways that foster business growth and economic stability.
- ★ **Risk Management and Capacity Building:** The strategy acknowledges political, economic, and institutional risks in implementing AfCFTA. Measures such as institutional strengthening, governance reforms, and international partnerships will be adopted to lessen these risks. Capacity-building programs for government agencies, trade associations, and entrepreneurs will ensure that all stakeholders understand and take full advantage of AfCFTA benefits effectively.

By implementing this strategy, Somalia is expected to increase its exports, attract investment, and create employment opportunities. The country's geographic advantages as a coastal nation will be used to become a regional trade hub, facilitating trade between East Africa, the Horn of Africa, and the rest of the continent. Moreover, sectoral linkages in agriculture, fisheries, and light manufacturing will contribute to value chain development and economic diversification.

Somalia's integration into the AfCFTA, combined with its existing participation in the East African Community, will significantly enhance regional economic cooperation and trade. This alignment with Africa's broader economic agenda will help position Somalia as a key player in the continent's economic transformation by 2060.

Somalia's Accession to the World Trade Organization: Implications and Strategic Considerations

Somalia applied to join the World Trade Organization (WTO) on 12 December 2015, and a Working Party on the Accession of Somalia was established in December 2016. Somalia's admittance to the WTO would represent a major milestone in its broader economic and trade integration efforts. WTO membership will provide a structured framework for Somalia to align its trade policies with international standards, facilitating increased market access and more foreign direct investment. The main objective of WTO membership is to strengthen Somalia's trade governance, enhance competitiveness, and create a stable economic environment conducive to sustainable growth.

As a Least Developed Country, Somalia stands to benefit significantly from the WTO's Special and Differential Treatment provisions. These provisions allow Somalia to implement trade liberalization reforms gradually, mitigating the initial economic disruptions associated with full trade liberalization. WTO membership will also enhance Somalia's participation in global supply chains, particularly for key export commodities such as livestock, fisheries, and agricultural products. The elimination of non-tariff barriers and improved market access under WTO rules will likely increase Somalia's exports and stabilize trade revenues. The accession process will require Somalia to align its trade laws with WTO agreements, including customs modernization, intellectual property protection, and trade-related dispute mechanisms. These reforms will improve Somalia's investment climate, leading to increased private sector participation and economic diversification.

Despite the potential benefits, Somalia faces significant challenges in fully leveraging WTO membership. These include institutional capacity constraints within government agencies responsible for trade facilitation and regulation. The lack of well-developed trade infrastructure, including efficient port facilities and customs systems, could hinder the realization of WTO-related benefits.

- ★ **Trade Policy and Governance Reforms:** Somalia must align its trade laws with WTO requirements, including tariff reduction, intellectual property protection (TRIPS Agreement), and transparent trade regulations. Strengthening institutions such as the Ministry of Commerce and Industry and the Somali Chamber of Commerce will be essential for facilitating trade and investment.
- ★ **Human Capital Development and Skills Training:** WTO membership should be coupled with investment in education, vocational training, and capacity-building programs for customs officials and business owners. Programs that enhance digital trade literacy and compliance with international standards can improve Somalia's competitiveness.
- ★ **Strengthening Financial Institutions and Access to Credit:** Somalia's financial sector remains underdeveloped, limiting the ability of firms to scale up for international trade. WTO membership should be accompanied by reforms to expand access to trade finance, encourage foreign banking investments, and develop financial instruments that support exporters.
- ★ **Enhancing Quality and Standards Compliance:** To compete internationally, Somalia must comply with WTO's Technical Barriers to Trade and Sanitary and Phytosanitary measures to ensure that its exports meet international standards. Upgrading testing laboratories, establishing certification bodies, and modernizing packaging and branding regulations will help Somali products access high-value markets.
- ★ **Strengthening Digital Services for Trade:** Expanding digital payment systems and mobile banking (e.g., Dahabshiil and Hormuud) will facilitate smoother trade transactions. Somalia should encourage fintech development and cross-border digital trade that align with WTO's e-commerce and digital trade negotiations.
- ★ **Balancing Local Industry Protection with Trade Liberalization:** While WTO accession will promote open markets, Somalia must ensure that local industries are not overwhelmed by foreign competition. Gradual tariff reductions, safeguard measures, and strategic subsidies can help domestic businesses adjust and become competitive.
- ★ **Encouraging Private Sector to Compete Internationally:** The government should develop export credit schemes and capacity-building programs to support the private sector in accessing global markets. Trade missions, export promotion agencies, and digital trade platforms can help Somali businesses expand their global reach.

- ★ **Promoting Foreign Direct Investment (FDI) and Private Sector Growth:** Somalia should implement policies that reduce regulatory barriers and improve the business environment such as streamlined business registration and property rights protection. Investment incentives, tax holidays, and trade finance programs can attract FDI to strategic sectors.

Benefiting from the EAC Protocols

During the early phase of the implementation of the Centennial Vision 2060 protocol, FGS will initiate activities to achieve the integration and utilization of the benefits under each of the four Pillars of EAC integration¹⁷ – Customs Union, Common Market, Monetary Union, and Political Federation.

The role played by free movement of goods, services and factors of production in regional integration and economic development is fundamental to economic expansion and development in the region. Freedom of movement is critical for promoting economic activities in Somalia that will be aimed at the expanded EAC market.

The five fundamental freedoms of movement include the movement of labour, persons, goods, services, and capital that play a pivotal role in stimulating economic development. These are reinforced by the Rights of Establishment and Residence as enshrined in the East African Community Common Market Protocol. Somalia will benefit by integrating into the protocol to enhance the Rights of Establishment and Residence.

International Trade

Somalia will reduce its heavy reliance on Gulf Cooperation Council countries by seeking new trading partners. At the same time, the country will enhance value chains in sectors such as crops, livestock, and fisheries so that basic value addition can take place (i.e. dairy production, meat processing, extraction of animal fats, production of vegetable oils, and basic processing of grains).

The Ministry of Commerce and Industry of the Federal Government of Somalia established the Trade Policy¹⁸ of Somalia to promote production and increase the export of goods. It aims to help Somali traders and businesspersons to expand their exports and increase production within the country. The National Trade Policy supplements the Industrial Development Policy by considering the laws, regulations, agreements, and Memorandum of Understanding (MoU).

The policy serves as a guideline for any trade agreements between Somalia and other countries to ensure participation in changing regional and international trade markets and promote trade within the country.

¹⁷ EAC (2012), EAC Protocol on the Establishment of the East African Community Common Market, retrieved from <https://www.eacj.org/wp-content/uploads/2012/08/Common-Market-Protocol.pdf>

¹⁸ Somalia's Trade Policy—This policy by the Ministry of Commerce and Industries of FGS has invested enormous effort, particularly the Department for Commerce and Marketing

Intermediate and Long-Term Outcomes

With the outlined strategic interventions and flagship projects, the CV2060 will achieve the following through medium-term implementation plans:

- ★ By 2060, Somalia's private sector will operate in a business-friendly environment supported by a robust regulatory framework and modern infrastructure. This will foster business growth and attract both local and international investments.
- ★ By 2060, Somalia will have overcome economic segmentation and fragmentation. This will be achieved through the development of well-designed economic corridors and market linkages, promoting a more integrated and cohesive economy.
- ★ By 2060, Somalia will have diversified its exports with increased value addition. This diversification will enhance the country's economic resilience and reduce dependency on a limited range of export commodities.
- ★ By 2060, Somalia will have strengthened cooperation with other countries, facilitating further integration into regional blocs. This will enhance political stability and economic collaboration within the region.
- ★ By 2060, Somalia will have expanded its economic corridors and bolstered intra-regional trade. This expansion will improve market access and trade efficiency, contributing to overall economic growth and development.

CHAPTER 4

CROSS CUTTING ENABLERS



CENTENNIAL VISION



CHAPTER 4:

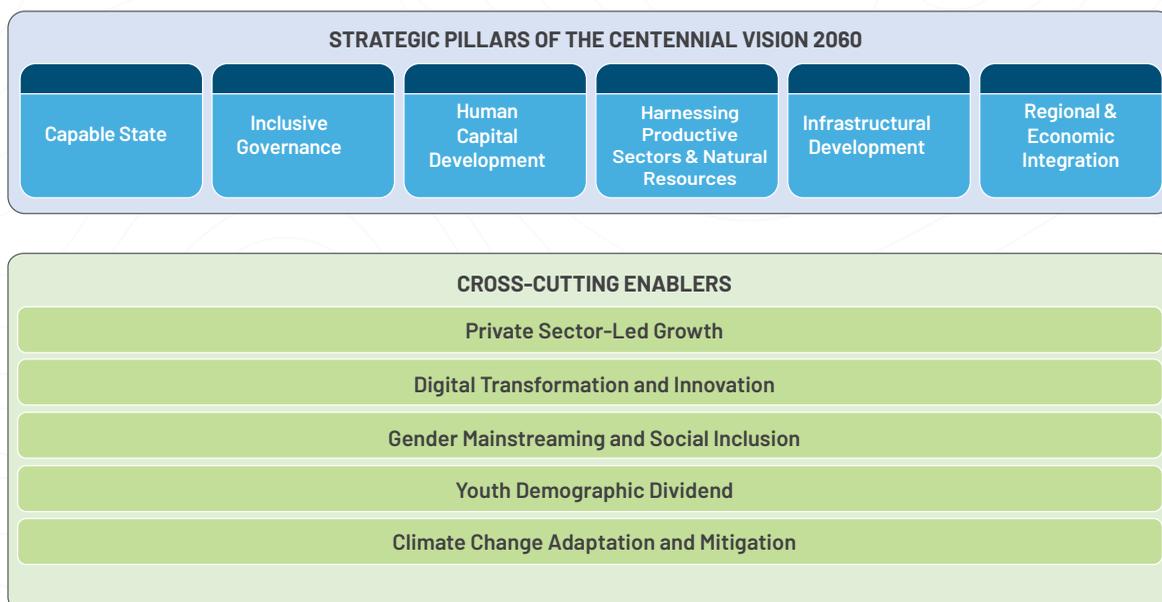
CROSS CUTTING ENABLERS

Linking the Pillars and Enablers

The Centennial Vision 2060 aims to elevate Somalia to middle-income country status by 2060. There will be equitable income distribution, and all citizens will enjoy a good quality of life. Establishing synergy among the six pillars of the vision is essential for integrated sustainable growth. The six pillars are interlinked and driven by strategic enablers that collectively support the vision’s realization. This strategic framework of the Centennial Vision 2060’s integrated initiatives relate to building a capable state and strengthening inclusive governance. This is buttressed by a sharper focus on human capital development needed to supply the skills required for economic growth, especially industrialisation which is vital for Somalia’s transformation. Without at least a minimum level of manufacturing, rapid productivity growth and development remain elusive.

To enhance the competitiveness of Somalia’s productive sectors, the Centennial Vision 2060 will prioritise development of modern and climate-resilient infrastructure. To further Somalia’s sustainable development, regional and economic Integration will remain a priority for economic transformation, as this widens market capture and access to the regional human capital and trade expansion. Given the recent accession of Somalia to the EAC, the potential benefits for regional integration and cooperation are vast and will be utilized for sustainable social and economic transformation.

Figure 19: Somalia Centennial Vision 2060 Pillars, Drivers and Enablers



4.1 Enabler 1: Private Sector-Led Economy

Primary Engine of Growth and Employment

The private sector in Somalia has a rich and complex history that is deeply entrenched in the country's socio-political landscape. Prior to the collapse of the central government in 1991, Somalia had a relatively vibrant private sector characterized by diverse economic activities, including trade, agriculture, and small-scale manufacturing. Business communities thrived in cities like Mogadishu, Bosaso, Hargeisa, and Kismayo, contributing significantly to the national economy and providing employment opportunities for thousands of Somalis.



"We cannot achieve development unless we industrialise," former African Union Commission chairperson Nkosazana Dlamini-Zuma once observed.

However, the outbreak of the civil war and the subsequent collapse of state institutions in the early 1990s ushered in a period of turmoil and disruption that severely impacted the private sector. Widespread violence, insecurity, and lawlessness led to the displacement of people, the destruction of infrastructure, and the disruption of trade networks, plunging Somalia's economy into chaos. Amidst this backdrop of instability, many businesses were forced to cease operations, while others struggled to survive in the face of immense challenges.

Despite the adversities it faced during the civil war, Somalia's private sector showed remarkable resilience and adaptability. Businesses like Dahabshiil and Amal money transfer companies persevered and even prospered, demonstrating the ingenuity of Somali entrepreneurs. Informal trade networks emerged, facilitating the flow of goods and services in the absence of formal institutions. Additionally, diaspora remittances played a crucial role in sustaining livelihoods of families and supporting small-scale enterprises during the turbulent years. Indeed, the private sector has been providing most of the services in Somalia since the civil war broke out in 1991.

The private sector has also served as the country's largest employer since the 1980s. In the absence of state-owned enterprises and with government spending representing a minimal share of annual GDP, the private sector accounts for approximately 95% of total job creation. Beyond employment, private businesses play a crucial role in delivering essential goods and services, including those typically provided by the state, such as social services, public utilities, energy, ICT infrastructure, and water. Many private firms contribute significantly to public welfare through corporate social responsibility initiatives, often in response to community needs. These contributions help address humanitarian challenges, reinforcing the private sector's central role in Somalia's economic and social landscape.¹⁹ In recent years, however, the growth of Somalia's private sector has been hindered by various challenges arising from the country's checkered history of conflict, political instability, inadequate infrastructure, and high poverty levels. These challenges manifest themselves in limited access to finance, a lack of skilled labour, and high operational costs. Despite

¹⁹ World Bank (2024), *Unlocking private sector-led growth at a critical juncture of Somalia's development*, retrieved from <https://www.ifc.org/content/dam/ifc/doc/2024/somalia-country-private-sector-diagnostic-en.pdf>



*A woman counts money at a currency exchange stall, Somalia.
Photo Credit: LUIS TATO/AFP via Getty Images*

these obstacles, the private sector has continued to grow and play a crucial role in driving the country's economy, particularly in financial services, trade, telecommunications, transportation, and construction.

Efforts to rebuild and revitalize the private sector have gained momentum among local entrepreneurs, international organizations, and donor agencies. Initiatives promoting entrepreneurship, enhancing access to finance, and improving the business environment have been introduced, laying the groundwork for economic recovery and growth.

Somalia's private sector is still evolving and adapting, demonstrating resilience anew and the potential to contribute to the country's socio-economic development. It remains a vital component of the national economy, comprising various enterprises ranging from small-scale businesses to large corporations. While significant progress has been made in rebuilding and expanding the private sector, considerable work remains to address persistent challenges and unlock its full potential as an engine for economic growth and prosperity for the Somali people.

Somalia performed poorly in the 2022 World Bank Ease of Doing Business ranking, securing the last spot out of 190 countries. Another particularly alarming statistic is Somalia's ranking of 188th out of 190 countries for starting a business, which requires a staggering 70 days compared to the Sub-Saharan average of 21.5 days. Launching a business costs 198.2% of annual income per capita compared to the Sub-Saharan African average of 36.3% (World Bank, 2020).

Goals for the Private Sector-led Economy

CV2060 prioritizes the establishment of a thriving private sector, nurtured by a supportive ecosystem, to unlock opportunities for job creation, income generation, and foreign investment attraction. Beyond immediate benefits, it forms the bedrock for sustainable economic expansion, steering Somalia toward stability, resilience, and prosperity as a necessity rather than a mere aspiration.

Challenges of the Private Sector

The private sector in Somalia faces many challenges, including policy constraints. These constraints stem from legal, institutional, and regulatory frameworks that will be reformed during the CV2060 implementation period. Other constraints include security threats that must be curbed and ultimately eliminated. The private sector thrives when there is assurance of political stability. The CV2060 will create a political environment more conducive to doing business in Somalia.

The regulatory and taxation systems in Somalia will be made more transparent and systematically enforced to ensure protection of property and intellectual rights. The government will increase public sector investment to provide adequate infrastructure and sustained enforcement of regulatory systems. In addition, investment will be made to improve access to cheap energy that will be needed for increased production capacity in the private sector.

Despite economic growth, Somalia has struggled to create sufficient economic opportunities for its growing population. According to the most recent household survey, only 21.7% of adult respondents were employed, and just 25.9% of Somalis were either working or actively seeking

employment. These figures are significantly lower than the employment rates in Sub-Saharan Africa (61.8%) and in fragile, conflict, and violence-affected (FCV) countries (56.4%). Similarly, labour force participation in Somalia lags behind regional averages, with rates of 66.3% in Sub-Saharan Africa and 60.7% in FCV countries. Most jobs in Somalia are low-productivity positions and fail to provide sustainable incomes. Worker productivity is estimated to be less than one-quarter of the Sub-Saharan African average, and employed Somalis are just as likely as the unemployed to experience extreme poverty.²⁰

Potential, and Relevance to Economic Transformation

The private sector of Somalia requires an enabling environment to galvanize economic growth and sustainable development. Establishing an enabling environment for private economic activities will require long-term peace and security, as well as macroeconomic stability in the country. CV2060 addresses this critical constraint by creating an enabling environment that will contribute to the country's economic transformation. These will include:

- ★ Investment to provide adequate economic infrastructure. Large investments in physical infrastructure are imperative to reduce the critical deficit of roads, energy generation and distribution, access to water, efficient telecommunications and other public utilities that is responsible for the high cost of doing business in the country.
- ★ Putting in place effective government legal frameworks, systems and regulations.
- ★ Creating an environment to facilitate the private sector's efforts to enhance trade and investment.
- ★ Providing mechanisms for increasing financial access and inclusion will promote private sector expansion as part of Somalia's economic transformation.

Small and Medium-Sized Enterprises

Small and medium-sized enterprises (SMEs) are the backbone of Somalia's private sector, encompassing various sectors, including trade, agriculture, services, and manufacturing. They play a crucial role in creating jobs, generating income, and alleviating poverty in urban and rural areas. SMEs are known for their adaptability, innovation, and resilience.

Most enterprises employ fewer than ten individuals, and over 75% have been operational for more than five years. Less than 10% of enterprises have accessed funding through equity, indicating a reliance on alternative financing methods. These insights underscore the tenacity and resourcefulness of Somali businesses in navigating a volatile environment.

CV2060 prioritizes the SMEs sector in view of their dominance of the private sector. The strategy is to nurture these SMEs to become global giants. Specific actions would include:

²⁰ NEC (2022), *Somalia Vision for Private Sector Development*, retrieved from <https://nec.gov.so/wp-content/uploads/2025/01/Somalia-Vision-for-Private-Sector-Development.pdf>

- ★ Deepening reforms to establish legitimate, effective, and equitable formal institutions.
- ★ Regulatory frameworks for promoting SMEs in the country.
- ★ Support SMEs initiatives by enabling them to access credits, providing investment infrastructure and creating a stable environment for investment.
- ★ Provide tax incentives to allow SMEs to accumulate substantial capital through retained earnings that will be re-invested to bolster expansion.

Diaspora Engagement

The foreign ministry has established a Diaspora Office to encourage the invaluable contributions of the Somali diaspora. The diaspora community plays a significant role in fostering the country's development and international relations.

Engagement with the diaspora will take the form of:

- ★ Leveraging their skills, resources, and networks for economic development, investment, and advocacy initiatives to facilitate remittances, encourage investment, and harness diaspora expertise for capacity-building efforts in various sectors.
- ★ Creation of a Diaspora Investment Fund to encourage Somali expatriates to invest in key sectors.

Attraction for Industrialization

Pending sectoral reforms and transformation in the critical enabling environment, Centennial Vision 2060 sees Somalia as an attractive destination in the future for domestic and external investments that will stimulate rapid industrialization.

Recently, progress has been made towards establishing the necessary foundations for attracting domestic and external investment. The FGS established the Investment Promotion Office²¹ through an act of parliament as an independent institution solely responsible for showcasing Somalia as a promising destination for international investment.

In pursuit of this initiative, CV2060 envisages Somalia as a hub for foreign industrial investors, starting with industrial parks, exclusive economic zones, and special economic zones that use outputs from the productive sector as inputs. This would be fuelled by rapid capital investments in the manufacturing sector that would transform the country into an export-led economy where goods and services produced in Somalia generate demand in regional and international markets.

SOMALIA AS A HUB FOR INVESTORS



In pursuit of this initiative, CV2060 envisages Somalia as a hub for foreign

industrial investors, starting with industrial parks, exclusive economic zones, and special economic zones that use outputs from the productive sector as inputs.

²¹ SomInvest, MoPIED (2015), <https://sominvest.gov.so/media/documents/>.

The long-term priority within the framework of Vision 2060 is the creation of a conducive environment where investors feel safe to inject capital. CV2060 therefore prioritizes the development of a capable state which addresses issues related to security, the justice system, liberal trade policies, financial and banking reforms, the availability of skilled workforce, and necessary infrastructure that promise a good return on investment.

Ease of Doing Business in Somalia

The ease of doing business is an important consideration for promoting investment in the country. The goal is to provide quantitative data on regulations for starting a business, applying for construction permits, getting electricity, registering property, getting credit, protecting minority investors, paying taxes, trading across borders, and enforcing contracts.

By providing and analysing comprehensive quantitative data to compare business regulation environments across competitive economies, Somalia will create incentives for attracting more investment and becoming a secure destination for entrepreneurship. These initiatives would upgrade the current status of the country, which was ranked last out of 190 countries in the World Bank's 2022 Ease of Doing Business Report.

The Somalia Investment Promotion authority (SOMINVEST) has developed a National Investment Promotion Strategy that aims to improve Somalia's image in the global investment environment. The strategy identifies agriculture, fishing, energy, infrastructure, and banking as key areas ripe for attracting investors.

The Somalia Chamber of Commerce and Industry (SCCI) prioritizes investment retention and maintains an ongoing dialogue with investors as part of long-term investment incentives to promote business in Somalia. SCCI safeguards business interests, liaises with government officials on behalf of investors, and engages with civil society, the international community, and the news media. In 2022, SCCI, SOMINVEST, and other relevant government institutions facilitated bilateral trade and investment agreements between Somalia and Uganda. These reforms are highlighted in CV2060 with a view to making Somalia a preferred investment destination.

4.2 Enabler 2: Digital Transformation and Innovation

Technology as Key Driver

Technology is universally recognized as a fundamental engine of economic development. It has the power to revolutionize industries, enhance productivity, and foster innovation, thereby positioning nations for long-term growth. In recognition of this, the Centennial Vision 2060 places a strong emphasis on leveraging technology to drive development.

Technological progress would enable Somalia to overcome traditional barriers to development by opening new avenues for innovation, improving service delivery, and optimizing resource utilization. By integrating technology into its core sectors such as agriculture, health care, education, and finance, Somalia will accelerate its efforts to achieve economic prosperity.

CV2060 also recognizes that technology fosters sustainable development by developing renewable energy solutions and efficient resource management practices. These help to overcome environmental challenges and fuel economic growth. Additionally, technology enhances connectivity, allowing for the expansion of digital economies, remote work, and greater access to global markets. Improved connectivity accelerates development, even in remote or underserved regions.

Challenges and Barriers

While technology holds great promise for accelerating Somalia's development, several challenges and barriers exist, and CV2060 addresses these obstacles. These include infrastructure gaps, the digital divide, cultural barriers, the high cost of technology adoption, skills gaps, and concerns about cybersecurity. They pose significant hurdles to the widespread adoption and effective utilization of technology.

Policies and Institutions for Technological Advancement

For Somalia to fully harness the transformative power of technology, CV2060 outlines actions to develop policies and institutional frameworks that promote technological innovation, adaptation, and utilization. These policies will be designed to foster a conducive environment for technological advancement, ensuring that both the public and private sectors can thrive in a tech-driven economy. Clear and effective governance will be delivered to promote the adoption of technology across all sectors of society.

Government's Role in Promoting Technology

The FGS will play a central role in setting the stage for technological advancement. By enacting pro-business policies, creating regulatory frameworks that encourage innovation, and investing in key technology infrastructure, Somalia will lay the foundation for a viable economy of the future.

First, the government will establish policies within the framework of CV2060 that encourage innovation. These will include tax incentives for tech start-ups, grants for R&D, and streamlined processes for business registration in the technology sector. Regulatory frameworks will be designed to support technology-based businesses, ensuring that there are clear guidelines for data protection, digital payments, e-commerce, and cybersecurity. This will create an environment in which businesses and investors feel confident about leveraging technology.

Secondly, infrastructure investment, particularly in digital connectivity, electricity, and logistics, will be prioritized. Without reliable infrastructure, even the most advanced technologies cannot be effectively implemented. The government will work closely with the private sector to ensure that essential infrastructure projects are funded and completed efficiently.

Capacity Building and Skills Development

For Somalia to leverage technology effectively, CV2060 proposes a concerted effort to develop the necessary human capital through the human capital development pillar. This involves an

emphasis on digital literacy, providing technical education, and fostering an innovation ecosystem that encourages creativity and problem-solving. Capacity building and skills development are essential to ensuring that Somalia's workforce is prepared to catalyse and sustain the country's technological transformation.

Digital Literacy: A Foundation for Tech-Adoption

The first step toward widespread technology adoption is the promotion of digital literacy. The government and private sector will collaborate to implement nationwide digital literacy programs. These programs will focus on providing individuals with the skills they need to use smartphones, computers, and the internet. In addition to formal education systems, digital literacy campaigns will also target informal learning environments, such as community centres and local businesses. By integrating digital skills training into existing community activities, Somalia will ensure that even those Somalis living in underserved regions gain access to basic digital tools and services.

FUNDING FOR TECHNOLOGICAL INITIATIVES



Within the framework of CV2060, the government will work with both domestic and international partners to fund these infrastructure projects.

Funding for Technology Initiatives

Addressing the technological challenges requires significant investment in **expanding broadband networks, improving telecommunications infrastructure, and ensuring stable electricity supply**. Within the framework of CV2060, the government will work with both domestic and international partners to fund these infrastructure projects, while also promoting private sector involvement in the development of innovative, decentralized solutions such as **solar-powered internet connectivity** for rural areas.

4.3 Enabler 3: Gender Mainstreaming and Social Inclusion

Patriarchal traditions have a strong influence on relations between men and women in Somalia. Men dominate the political, economic and social spheres, and women and girls have limited opportunities. This situation is exacerbated by protracted conflict, environmental challenges, and the absence of an effective government for extended periods of time, all of which have hindered progress towards gender equality and women's empowerment.

Despite legislative reforms to improve women's status and efforts to increase women's representation in government, the impact remains limited due to systemic obstacles to implementation and societal resistance.

Somalia's social norms favour the education of boys over girls, putting women at a disadvantaged position in terms of contributing to the development of the country.

Female genital mutilation (FGM), a practice deeply rooted in Somali society, also affects girls' school attendance and overall well-being. Female participation in Somali political processes is

minimal. Efforts to increase women's representation in governance through quotas have met with resistance, reflecting broader societal resistance to gender equality.

Somali women face significant barriers to economic participation. Predominantly confined to the informal sector and unpaid domestic work, their contribution to the economy is undervalued. They have limited access to financial resources and opportunities for entrepreneurship. Women's health, particularly reproductive health, is a critical issue, with high maternal mortality rates perpetuated by the widespread practice of FGM and limited access to health services.

Achieving economic growth alone does not automatically reduce gender disparities. The strategy for minimizing the economic and social costs of gender inequality by 2060 will therefore focus on: a) strengthening institutional frameworks for mainstreaming gender considerations into national development policies and programs at all levels; b) promoting greater participation of women in decision-making roles in political, economic, and social spheres; c) supporting women's economic empowerment by expanding access to financial resources, entrepreneurial opportunities, and capacity-building programs; and d) enforcing legal measures to combat gender-based violence and protect women and girls from all forms of discrimination and harm.

4.4 Enabler 4: Youth Demographic Dividends

Several critical factors shape the context of youth in Somalia. These include a young and rapidly growing population, the influence of clan politics on their political participation, and significant aspirations within the realm of education. Together, these elements define the challenges and opportunities facing Somali youth today.

Somalia's demographic profile is notably youthful, with over 70% of its population under the age of 30. This demographic reality places youth at the centre of social, economic, and political development. However, their potential to influence change and contribute to the nation's rebuilding efforts is often hindered by a lack of educational and economic opportunities and a political landscape dominated by clan-based power-sharing arrangements.

Youth aged 15 to 24 comprise a third of Somalia's working-age population. Despite this significant share, they account for only 22% of the total labour force. Globally, it is common for youth labour force participation rates to be lower compared to the rest of the adult population. Nevertheless, Somalia's youth participation rate of about 40 per cent is among the lowest worldwide.

The engagement of young Somalis in the labour market is notably low, illustrating a widespread reality for youth not in education, employment, or training (NEET). Although some unemployed or inactive youth are pursuing their education, a significant portion are not engaged in either work or academic pursuits. About 60% of Somali youth are economically inactive, with half of this group not attending any educational institution.

SOMALIA'S YOUTHFUL DEMOGRAPHIC IMPACT



Somalia's demographic profile is notably youthful, with over

70% of its population under the age of 30. This demographic reality places youth at the centre of social, economic, and political development.



*Busy beach filled with locals, Jazeera beach, Somalia, Africa
Photo Credit: Robertharding / Alamy Stock Photo*

Some are neither employed nor enrolled in education. Together, these groups constitute the NEET demographic, which accounts for over 36% of young Somalis, with a considerable number being female. The high rate of NEET among Somali youth indicates that a substantial number of them are not earning income through employment or acquiring new skills and knowledge via education. This situation limits their eligibility for future jobs and skill development.

Table 11: Youth Employment Targets (2019-2060)

	2019	2034	2044	2060
Youth Unemployment Rate (15 to 34 years)(%)	70.4	50.46	34.37	17
Youth NEET (%)	44.22	34.19	28	20
Youth NEET - Male (%)	37.71	28.57	23	16
Youth NEET - Female (%)	50.21	38.88	32	23

Reaping the potential dividends of the country's youthful population is essential for catapulting Somalia into middle income country status. That will require strategic interventions that place youth at the centre of social, economic, and political development.

By 2060 Somalia will have: a) ensured a healthy and well-equipped youthful population by improving access to quality health care; b) promoted inclusive governance that recognizes the potential and challenges of youth, ensuring their active participation in national development; c) achieved a higher youth employment rate through targeted job creation initiatives and entrepreneurship support; and d) fostered a generation of motivated, entrepreneurial, and ethical youth through enhanced education, mentorship, and skill development programs.

4.5 Enabler 5: Climate Change and Environmental Sustainability

Context of Environmental Challenges

Centennial Vision 2060 foresees a Somalia where economic development and ecological sustainability coexist, promoting a high quality of life for current and future generations. By outlining strategic goals, implementation plans, and measurable outcomes, CV2060 seeks to guide Somalia's transformation into a resilient nation with a low carbon footprint and thriving urban areas that prioritize sustainability. It provides a clear roadmap for stakeholders—including government, the private sector, and civil society—to work together toward achieving these environmental sustainability objectives.

Somalia faces a range of environmental challenges that pose significant risks to its long-term stability and development. The country is particularly vulnerable to climate-related issues, among them prolonged drought, floods, severe desertification, and rapid urbanization. Recurrent droughts and unpredictable rainfall patterns jeopardize agricultural productivity, threaten food security, and undermine water resources, all of which are essential for both rural and urban populations. Desertification exacerbates these issues, accelerating the degradation of arable

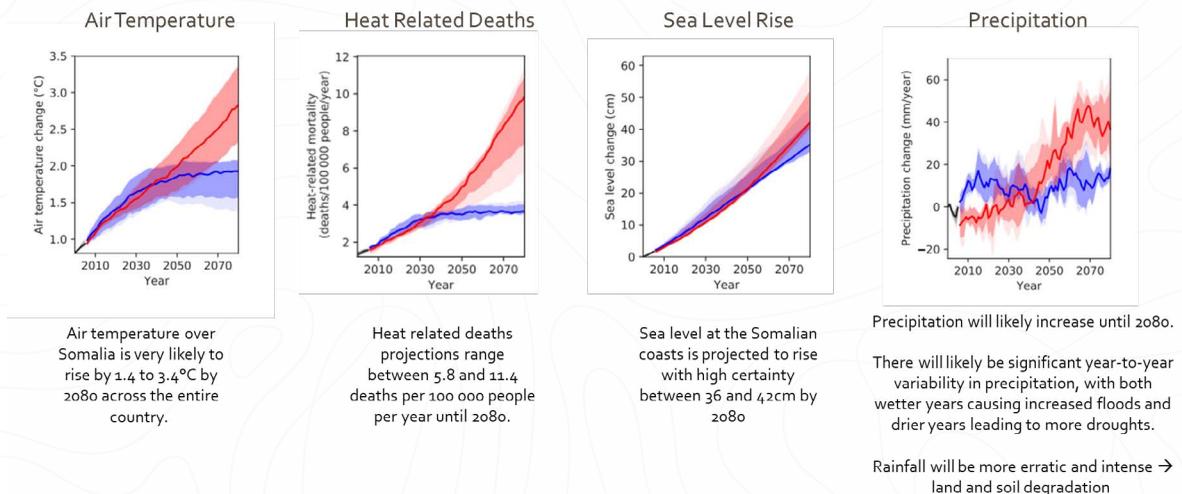
land and reducing biodiversity. Rapid urbanization without adequate infrastructure strains cities, contributing to pollution, waste management issues, and habitat loss.

PROFILE

Somalia’s worst drought in 40 years forced Halima Abdi to abandon her maize farm 45 kilometres south of Baidoa in 2022. The 57-year-old mother of seven children found shelter in a camp for internally displaced persons (IDPs) on the outskirts of Baidoa. Three days of heavy rains in November 2023 flooded the IDP camp and washed away Abdi’s meager possessions in the shanty her family had called home for more than a year. “We couldn’t plant anything due to the failed rainfall in four consecutive seasons and that is why we come to the camp looking for a better life,” said Abdi. “Now it has rained heavily and my house isn’t there anymore. I literally have to swim back when accessing the main road.”

Climate change has upended lives and livelihoods across the region in the last two years. The United Nations has said 4.3 million people, a quarter of Somalia’s population, are at risk of “crisis-level hunger or worse” this year due to drought and floods. “There is nothing we can do,” admitted Abdi. “I hope and pray that we overcome this, return to our farming activities and recover from the disaster.” (Al Jazeera, November 22, 2023)

Addressing these challenges is a priority of CV2060 as it outlines a robust climate resilience strategy. Somalia’s path forward involves adaptive measures that strengthen the resilience of key sectors such as agriculture, water resources, and health. Climate resilience is essential not only to protect natural resources but also to safeguard public health and support sustainable economic growth. By proactively responding to these environmental vulnerabilities, Somalia will be in a better position to handle climate impacts, creating a foundation for lasting environmental and social resilience by the year 2060.



From the Climate Risk Profile: Somalia | Weathering Risk

Vision for Environmental Resilience

CV2060 for Environmental Sustainability

Vision 2060 foresees a sustainable, low-carbon, and resilient Somalia that improves living standards for all citizens by the year 2060. This long-term vision represents a national commitment to environmental stewardship, climate resilience, and economic sustainability. It seeks to balance Somalia's developmental needs with the imperative to protect and preserve its natural resources, ensuring a healthy environment that supports the well-being of current and future generations. Under Vision 2060, Somalia aims to establish itself as a leader in sustainable practices, embracing innovative technologies, conservation efforts, and adaptive infrastructure that will create an enduring legacy of ecological resilience.

Key Strategic Objectives

To realize this vision, Somalia has outlined key strategic objectives that provide a focused direction for sustainable growth and resilience:

- 1. Drastic Reduction in CO₂ Emissions and Clean Energy Adoption:** Somalia is committed to achieving substantial reductions in carbon emissions through the widespread adoption of renewable energy sources, such as solar and wind, and through energy efficiency initiatives across various sectors. Transitioning to a clean energy economy will reduce the nation's carbon footprint, combat climate change, and improve air quality, thereby enhancing public health.
- 2. Biodiversity Conservation and Reduction in Threatened Species:** By 2030, at the latest, incentives that are harmful to biodiversity will be eliminated, phased out or reformed in order to minimize or avoid negative impacts. Positive incentives for the conservation and sustainable use of biodiversity will be developed and applied, in harmony with global conventions and relevant international obligations, while taking into account national socio-economic conditions.

Protecting Somalia's unique ecosystems and the species that inhabit them is a priority under CV2060. Active conservation efforts, including habitat restoration, protection of endangered species, and the establishment of protected areas, will reduce the number of threatened species and strengthen biodiversity. These efforts contribute to a balanced ecosystem, which is essential for agriculture, tourism, and overall environmental stability.

- 3. Development of Resilient Infrastructure and Green Urban Spaces:** Rapid urban growth requires sustainable urban planning and infrastructure that can withstand the impacts of climate change. CV2060 prioritizes the development of resilient infrastructure, including flood management systems, water-efficient buildings, and green spaces, to accommodate urban expansion while minimizing environmental impacts. By incorporating green spaces, such as parks, urban forests, and community gardens, Somalia can enhance air quality, provide recreational areas, and support urban biodiversity.

These strategic objectives form the foundation of CV2060, guiding Somalia's approach to environmental sustainability, economic resilience, and social well-being. Through continuous innovation, investment, and collective action, Somalia aims to create a sustainable and resilient future for all of its citizens.

Building Environmental Resilience

To achieve CV2060, Somalia prioritizes the building of environmental resilience as a core enabler, focused on climate change mitigation, biodiversity conservation, and sustainable resource management. By strengthening ecosystems and promoting adaptive strategies, this enabler ensures that Somalia can withstand the impacts of climate change, preserve its natural heritage, and maintain its resources for future generations.

Developing Carbon Markets and alternative green income strategies

Somalia has significant potential to engage in carbon markets and develop alternative green income strategies that align with global climate goals and foster sustainable economic growth. By leveraging its vast rangelands, mangrove ecosystems, and afforestation potential, Somalia can establish carbon offset projects that attract international investment through mechanisms such as the Voluntary Carbon Market and Article 6 of the 2015 Paris Agreement.

Strengthening governance frameworks, ensuring transparent measurement, reporting, and verification systems, and enhancing institutional capacity will be critical in positioning Somalia as a credible player in carbon trading. In parallel, alternative green income strategies, such as renewable energy development, climate-smart agriculture, and nature-based livelihoods—including sustainable fisheries and eco-tourism—can create employment opportunities while reducing environmental degradation. Obtaining climate finance from the Green Climate Fund, the Adaptation Fund, and private sector investments will further support Somalia's transition toward a low-carbon, climate-resilient economy. To realize this vision, Somalia must establish enabling policies, engage communities, and ensure equitable benefit-sharing mechanisms that promote sustainable development and resilience-building at all levels.

Targets for 2060:

Carbon Market Development: Establish a functional carbon trading framework, with at least 20 million tonnes of carbon dioxide (CO₂) sequestered annually through afforestation, rangeland restoration, and blue carbon projects.

Renewable Energy Expansion: Obtain at least 70% of Somalia's energy mix from renewable sources, thereby reducing reliance on fossil fuels and charcoal.

Sustainable Land Use and Forestry: Restore and protect 30% of Somalia's degraded rangelands and 100,000 hectares of mangrove forests for carbon sequestration and coastal protection.

CLIMATE FINANCE STRATEGY



Obtaining climate finance from the Green Climate Fund, the Adaptation Fund, and private sector investments will further support Somalia's transition toward a low-carbon, climate-resilient economy.

Green Jobs Creation: Generate 500,000 jobs in sustainable agriculture, eco-tourism, and renewable energy sectors to support economic diversification.

Climate Finance Mobilization: Secure USD 5 billion in climate finance by 2060 to support climate adaptation and green economic transformation.

Food Security and Climate-Smart Agriculture: Promote climate-resilient agricultural practices to ensure food security for 80% of the population, thus reducing dependence on food aid.

Table 12: Environment Targets (2024–2060)

	2024	2034	2044	2060
CO2 Emission per Capita (tonnes)	0.05	0.06	0.07	0.11
% of Protected Area	1.2	7.68	13.54	22
% of Renewable Energy	12	17.91	28.7	58
Waste Management (%)	10	28.29	47.7	80
Recycling (%)	5	9.23	23.5	36
Water Use (m ³ per capita/year)	500	430.6	384.35	350
Forest Cover (% of total land)	10	13.02	16.2	22
NDVI (Vegetation Index)	0.3	0.37	0.42	0.5
Crop Yield (tonnes/ha)	1	1.47	1.87	2.4
Food Security (%)	50	63.71	76.26	96

Climate Change Mitigation and Adaptation

Climate change poses a significant threat to Somalia’s environment and economy, impacting agriculture, water resources, and community health. CV2060 emphasizes the importance of lowering greenhouse gas emissions and adopting adaptive measures to protect vulnerable communities from climate impacts.

- 1. Implement Policies for Emissions Reduction and Renewable Energy:** Somalia is committed to reducing greenhouse gas emissions by implementing policies that limit fossil fuel use, encourage energy efficiency, and promote the adoption of renewable energy sources, such as solar and wind. These measures aim to reduce the nation’s carbon footprint and transition to a low-carbon energy economy that aligns with international climate goals.
- 2. Support Adaptation Measures for Climate-Affected Communities:** CV2060 outlines support for adaptation strategies to help communities cope with climate-related challenges. Key initiatives include the promotion of drought-resistant agriculture to enhance food security, improved water management systems for efficient resource use, enhancing predictive capabilities for droughts and floods, and sustainable land-use practices to prevent desertification. By investing in these adaptation measures, Somalia can protect livelihoods, improve resilience, and minimize climate-related disruptions.

Conservation and Biodiversity Protection

Somalia's rich biodiversity is an invaluable asset that requires urgent conservation efforts to prevent ecosystem degradation and species loss. CV2060 highlights the need for proactive measures to preserve Somalia's unique flora and fauna and protect the ecosystems that support them.

- 1. Establish Protected Areas and Conservation Initiatives:** To protect threatened species and fragile habitats, Somalia aims to establish designated protected areas, including national parks, marine reserves, and wildlife sanctuaries. These protected zones help maintain biodiversity, prevent habitat loss, and serve as natural buffers against environmental changes.
- 2. Encourage Community-Led Habitat Restoration Projects:** Engaging local communities in habitat restoration is essential for promoting biodiversity and ensuring sustainable outcomes. Community-led initiatives, such as reforestation, wetland restoration, and coastal protection, empower residents to take ownership of conservation efforts while fostering a culture of environmental stewardship.
- 3. Collaborate with International Organizations for Conservation Funding and Support:** Somalia will work with international conservation organizations and development partners to secure funding and technical assistance for biodiversity projects. Global partnerships provide vital resources and expertise that maximize the impact and scope of Somalia's conservation efforts.

Sustainable Resource Management

Sustainable management of natural resources is crucial for safeguarding Somalia's ecosystems and supporting its economy. CV2060 outlines strategies to regulate resource extraction and invest in the preservation of critical ecosystem services.

- 1. Develop Mechanisms to Regulate Resource Extraction:** Somalia plans to implement policies and guidelines that control resource extraction activities, particularly in industries such as mining, forestry, and fishing. These mechanisms aim to prevent overexploitation, limit environmental degradation, and ensure that resource use remains within sustainable limits.
- 2. Invest in Ecosystem Service Preservation:** Protecting ecosystem services—such as clean water, fertile soil, and coastal buffers—is essential for environmental resilience. CV2060 prioritizes investments in projects that conserve water resources, prevent deforestation, and protect coastal areas from erosion. By maintaining these ecosystem services, Somalia can support agriculture, fisheries, and tourism while preserving the natural environment.

Through this enabling framework, CV2060 aims to create a resilient Somalia that can adapt to environmental challenges, preserve its biodiversity, and ensure sustainable use of natural resources. By mitigating climate impacts, conserving ecosystems, and managing resources responsibly, Somalia will lay the groundwork for a future that is both sustainable and resilient.

Policy and Governance for Environmental Sustainability

Achieving Centennial Vision 2060 requires a strong foundation of policies and governance structures that prioritize environmental sustainability. This enabler emphasizes the creation and enforcement of robust environmental regulations, as well as inclusive governance that involves stakeholders from all sectors of society. By establishing clear policies, regulatory oversight, and collaborative frameworks, Somalia can foster an environment where sustainable practices are the norm and accountability is upheld.

National Environmental Policies and Regulatory Frameworks

A comprehensive policy and regulatory framework is essential for guiding sustainable development and ensuring that environmental goals are met consistently. CV2060 emphasizes the need to review and update existing regulations, implement environmental assessments for new projects, and comply with international standards to position Somalia as a responsible member of the global community.

- 1. Review and Update of Environmental Regulations:** Somalia will undertake a thorough review of its current environmental regulations, identifying gaps and aligning policies with the goals of CV2060 and global standards. This includes updating policies on waste management, air and water quality, resource extraction, and conservation. By modernizing these regulations, Somalia can address current environmental challenges and support a transition to sustainable practices.
- 2. Implementation and Enforcement of Environmental Impact Assessments (EIAs):** EIAs are important tools for assessing the potential environmental impacts of new development projects. Somalia will require all significant projects to undergo rigorous EIAs to evaluate and mitigate environmental risks. Strengthening enforcement mechanisms, including building institutional capacity and carrying out periodic audits and compliance checks, will ensure that development projects adhere to the standards set forth in those assessments. Public disclosure of EIA findings will promote transparency and accountability in development processes.

Role of Stakeholders in Governance

Effective environmental governance requires a collaborative approach that includes input and action from the government, private sector, civil society, and local communities. CV2060 emphasizes the importance of forging partnerships among these sectors and actively engaging communities in environmental monitoring and resource management.

- 1. Fostering Partnerships between Government, Private Sector, and Civil Society:** The Somali government will work closely with businesses and civil society organizations (CSOs) to promote environmental responsibility. Public-private partnerships (PPPs) will mobilize resources for green infrastructure projects, such as renewable energy and waste management, while civil society engagement will raise public awareness and advocate

for policy reforms. Collaborative governance increases the reach and effectiveness of environmental initiatives by pooling resources, knowledge, and expertise.

- 2. Community Engagement in Resource Monitoring and Conservation:** Local communities occupy the front lines of environmental degradation, and their involvement is essential for sustainable resource management. Somalia will support community-based natural resource management programs in which residents play an active role in monitoring and protecting local ecosystems. Community organizations will be urged to report illegal activities, participate in conservation projects, and educate others on sustainable practices. This localized approach fosters a culture of stewardship and ensures that environmental policies reflect the needs and knowledge of those most affected by them.

By prioritizing strong policies, regulatory oversight, and inclusive governance, Somalia's CV2060 aims to create a governance structure that supports environmental sustainability at every level. Through continuous policy development and stakeholder collaboration, Somalia will build a future where environmental health and economic growth go hand in hand, ensuring a resilient and sustainable nation for generations to come.

Enabling Factors and Supporting Mechanisms

To achieve the ambitious goals of CV2060, Somalia must harness various enabling factors and supporting mechanisms that provide financial, technological, and educational support. These factors will empower Somalia to implement sustainable projects effectively, encourage innovation, and build a skilled workforce ready to implement the nation's green transformation.

Climate Financing Mechanisms

Financial resources are essential for implementing large-scale sustainability projects and achieving climate resilience. CV2060 emphasizes the need for a diverse range of funding sources and incentives to attract investments in clean energy, sustainable urban development, and conservation.

- 1. Identify Sources for Climate Finance:** Somalia will pursue funding from various sources, including green bonds, international climate funds (such as the Green Climate Fund and Global Environment Facility), and private investments. Green bonds can help finance renewable energy and green infrastructure projects, while international funds provide grants and concessional loans for climate resilience and mitigation efforts. Engaging private investors through public-private partnerships will further strengthen financial support for sustainability.
- 2. Develop Incentives for Green Investments:** To encourage private sector involvement in green projects, Somalia will create financial incentives, such as tax breaks, grants, and subsidies, for businesses investing in renewable energy, waste management, and sustainable construction. These incentives lower the financial barriers to entry for green investments, driving growth in the green economy and fostering sustainable innovation.

Innovation and Technology

Innovation and advanced technology are vital for making Somalia's cities and industries more efficient, resilient, and environmentally friendly. CV2060 encourages the adoption of smart city technologies and green innovations to improve resource use, reduce waste, and increase productivity across sectors.

- 1. Encourage the Use of Smart City Technologies:** Smart city technologies, such as data-driven resource management, pollution sensors, and automated service delivery, will play a crucial role in Somalia's urban centres. These technologies allow for real-time monitoring of resources like water and energy and enable responsive adjustments to reduce waste and emissions. Smart infrastructure in transportation, waste management, and energy distribution will improve urban liveability and efficiency.
- 2. Support Innovation in Waste-to-Energy Systems, Clean Water Technologies, and Sustainable Agriculture:** Somalia will prioritize technologies that turn waste into resources, such as waste-to-energy systems that generate energy from non-recyclable waste. Investments in clean water technologies—like desalination, water recycling, and efficient irrigation—will improve water access in drought-prone regions. Furthermore, sustainable agricultural practices, including the cultivation of drought-resistant crops, will support food security and reduce agriculture's environmental footprint.

Capacity Building and Environmental Education

Building environmental awareness and technical expertise is essential for realizing Vision 2060. This initiative includes public education campaigns, workforce training, and skill development in green sectors to ensure that Somalia has the human resources required for sustainable growth.

- 1. Implement Environmental Education Initiatives:** CV2060 emphasizes the importance of raising public awareness about sustainability and conservation. Educational programs in schools, community outreach efforts, and media campaigns will teach citizens about waste reduction, energy conservation, and biodiversity protection. Public engagement in these topics will foster a culture of environmental responsibility and promote long-term support for sustainability goals.
- 2. Provide Technical Training for Green Jobs:** Somalia will create specialized training programs to build a workforce skilled in renewable energy, sustainable construction, and waste management. Technical certifications and apprenticeships will prepare individuals for jobs in sectors like solar panel installation, waste-to-energy operations, and eco-friendly building construction. By developing local expertise in green technology, Somalia can accelerate the implementation of Vision 2060 and generate sustainable employment opportunities.

These enabling factors—financial mechanisms, technological innovation, and capacity building—provide the foundation needed to transform CV2060 from a vision into reality. Together, they ensure that Somalia has the resources, tools, and skilled workforce to build a sustainable and resilient future and help achieve its environmental and economic goals.

Path Forward

CV2060 embodies Somalia's commitment to building a sustainable, resilient, and prosperous future. Through a unified effort, this Vision will transform Somalia into a model of environmental stewardship, economic sustainability, and social well-being. The journey toward achieving these goals requires the continued dedication of the government, private sector, civil society, and communities across Somalia, working together to protect natural resources, combat climate change, and improve quality of life for all citizens.

Commitment to CV2060 Goals

Somalia is steadfast in its commitment to sustainable development and resilience. Vision 2060's objectives reflect a profound dedication to achieving net-zero emissions, conserving biodiversity, fostering sustainable urban development, and empowering communities. Each enabling aspect of Vision 2060—Building Environmental Resilience, Clean and Resilient Cities, and Policy and Governance for Environmental Sustainability—provides a structured approach to address urgent environmental challenges while promoting economic growth and social inclusion. Through CV2060, Somalia is not only investing in a sustainable future but also reinforcing its role as a responsible global citizen, contributing to regional stability and adhering to international climate and sustainability goals.

Pathway to a Greener, More Resilient Somalia by 2060

Achieving a greener, more resilient Somalia by 2060 will require:

- 1. Continuous Innovation:** Somalia will employ cutting-edge technologies and smart city solutions to address resource management challenges, reduce emissions, and improve urban infrastructure. Innovation in waste management, clean energy, and sustainable agriculture will promote efficiencies and create sustainable pathways to prosperity.
- 2. Strategic Investment:** With support from climate finance, green bonds, and international partnerships, Somalia will fund renewable energy projects, resilient infrastructure, and green job creation. Financial incentives will encourage private sector engagement, creating an economy that thrives on sustainability principles.
- 3. Collaborative Efforts:** Achieving CV2060 will depend on the cooperation of all stakeholders—government agencies, local communities, NGOs, and businesses. Community engagement in conservation efforts, public participation in resource management, and cross-sector partnerships will foster a culture of collective responsibility.
- 4. Adaptive Monitoring and Evaluation:** A robust monitoring framework will allow Somalia to assess progress, refine strategies, and remain aligned with CV2060 goals. Periodic five-year reviews will ensure flexibility, enabling Somalia to respond to unforeseen challenges and capitalize on new opportunities.

CHAPTER 5

TURNING CENTENNIAL VISION 2060 INTO REALITY



CENTENNIAL VISION

CHAPTER 5:

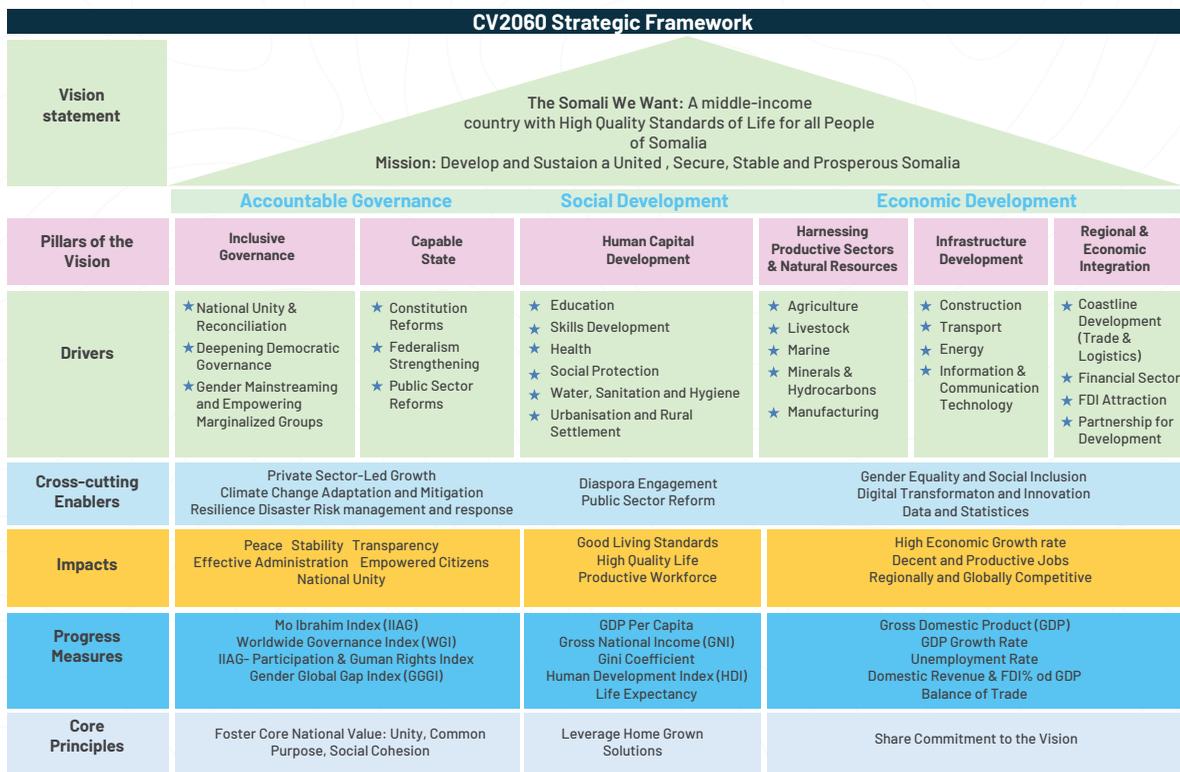
TURNING CENTENNIAL VISION 2060 INTO REALITY

Turning the Somalia Centennial Vision 2060 into reality requires concerted effort from the Federal Government of Somalia and all stakeholders. Through the strategic framework, building solid foundations for transformation, and ensuring effective implementation, collaboration and communication, Somalia can achieve its aspirations of developing and sustaining a united, secure, stable and prosperous nation. These efforts will not only benefit the present generation but also create a legacy for future generations. With a clear roadmap and dedicated implementation mechanisms, Somalia can serve as a regional model for sustainable transformation in post-conflict states.

5.1. The Strategic Framework for Centennial Vision 2060

The strategic framework of the Centennial Vision 2060 outlines the essential components and structure needed to achieve Somalia’s long-term goals and aspirations. It serves as a roadmap for development, guiding policymaking, resource allocation and implementation.

Figure 20: Strategic framework of the Centennial Vision 2060



In order to fulfil the Centennial Vision’s aspirations over the next 35 years, Somalia will invest in six pillars that will transform the nation’s governance and socio-economic stature. The six pillars include: Inclusive Governance; Capable State; Human Capital Development; Infrastructure Development; Harnessing Productive Sectors; and Regional and Economic Integration. For each of the pillars, this Vision document has detailed flagship programmes and strategic interventions that will be prioritised to activate and implement the drivers of sustainable development and leverage Somalia’s enablers.



“Aqool xumo abaar ka daran”

5.2. Framework Critical Components

To ensure the successful implementation of this strategic framework, ten critical components will be prioritised by the Government of Somalia. These components will ensure that the framework is not only implemented effectively but can also adapt to changing circumstances.

1. **Reinforcing Core Principles** is necessary for the realisation and sustenance of the impacts of the Vision. These include a shared commitment to the vision, values, unity, common purpose, social cohesion and prioritisation of home-grown solutions. These principles are integrated across all pillars under the various flagship programmes and strategic interventions.
2. **Strong Leadership and Governance:** Effective leadership at all levels will remain a critical priority for driving the vision forward. This includes formal governance structures that support collaboration, accountability, and transparency among all stakeholders.
3. **Effective and Responsive Policy Framework:** Establishing supportive laws, regulations, and policies is important for providing a conducive environment for implementation. To address fundamental gaps such as disjointed policies, the FGS will ensure it prioritises consultative articulation of economic policies that spur growth, social policies that address key barriers to human capital development, governance policies that will strengthen inclusive, transparent and accountable government, environmental policies that build resilience, and legislative instruments that create a conducive environment for accelerated and sustained development.
4. **Comprehensive Action Plans:** Detailed medium- and long-term action plans will be developed for the achievement of set goals. These plans will be guided by sectoral strategic plans to specify activities, timelines, responsible parties, resource allocations, and expected outcomes.
5. **Strategic Partnerships:** Partnerships that encompass a diverse range of stakeholders, including government agencies, civil society, private sector, development partners, and the general population, will be built and reinforced. This will ensure that the strategic framework benefits from multiple perspectives, fosters buy-in and ownership, and leverages opportunities for sustainable development financing and investment.
6. **Resource Mobilisation and Allocation:** Sufficient financial, human, and technical resources will be mobilized and allocated to implement the action plans. National capacities for

resource mobilisation will be strengthened to develop mechanisms to mobilise resources through traditional and innovative financing mechanisms. Systems will be strengthened to ensure that efficient and rational resource allocation is conducted in accordance with national strategic priorities aligned with the Vision's ambitions.

- 7. Monitoring and Evaluation (M&E):** A robust M&E system to track progress and measure performance against established goals and Key Performance Indicators (KPIs) will be developed. Regular evaluations will inform decisions and adjustments to strategies.
- 8. Adaptive Management:** The ability to adapt and modify strategies based on feedback and changing circumstances is essential. A flexible approach to management will allow the strategic framework to remain relevant and effective.
- 9. Strategic Communication, Public Awareness and Education:** A comprehensive communication strategy will be developed to provide regular updates, facilitate information sharing, and engage the public and stakeholders with the Vision. This will include both traditional and digital communication channels. Through this strategy, raising public awareness about the Vision and its importance will foster a sense of ownership and responsibility among citizens, reinforcing its core principles. Education campaigns will also be launched to align societal values with the strategic goals.
- 10. Capacity Building:** Investing in training will enhance the skills and capabilities of actors involved in implementing the framework. This will ensure that stakeholders have the knowledge and resources necessary to contribute effectively.

By integrating these components into the implementation process, the Government of Somalia, together with its citizens and partners in development, will ensure successful application of the strategic framework that will turn the Centennial Vision 2060 aspirations into reality.

CHAPTER 6

IMPLEMENTATION MECHANISM

CHAPTER 6:

IMPLEMENTATION MECHANISM

The implementation mechanism for Somalia’s *Centennial Vision 2060* outlines the structured processes and systems necessary for effectively executing the strategic actions detailed in this vision document. It describes the organizational frameworks, delivery sequencing, and financing mechanisms needed to achieve the objectives of the Centennial Vision 2060.



*“Gacmo Wadajir
Bay wax ku goyn
karaan”*

6.1 Institutional Framework

The Federal Government of Somalia will establish a comprehensive, multi-tiered public institutional framework to effectively manage and coordinate the oversight, strategic planning, implementation, and monitoring and evaluation (M&E) of the Centennial Vision 2060. This framework will begin with the creation of a Vision Delivery Office (VDO) under the auspices of the Office of the President. The VDO will hold primary responsibility for the strategic oversight and coordination of all activities related to planning, budgeting, implementation, monitoring, and reporting on the progress of the Vision.

To ensure national oversight and strategic direction, the VDO will be guided by an inter-ministerial steering committee. The committee will play a critical role in upholding quality assurance by ensuring that all strategic actions and priorities comply with and advance Somalia’s national development goals and political objectives. This inter-ministerial steering committee will include representatives from every ministry and Federal Member State. The VDO will also engage with key stakeholders such as CSOs, business organisations and the youth.

At the technical level, the federal Ministry of Planning, Investment and Economic Development (MoPIED) will oversee the implementation and coordination of all medium-term strategic planning and annual action planning processes in accordance with delivery of the Vision. This will involve developing guidelines for national and sectoral strategic planning based on the sequenced delivery outlined in the Centennial Vision 2060 document, national priorities, flagship programs articulated under the six pillars of the Vision, emerging priorities, and any other relevant issues identified by the VDO.

Additionally, the MoPIED will lead the budgeting process and coordinate overall implementation, monitoring, and evaluation of results. The Ministry will be supported by the National Economic

MULTI TIERED PUBLIC FRAMEWORK



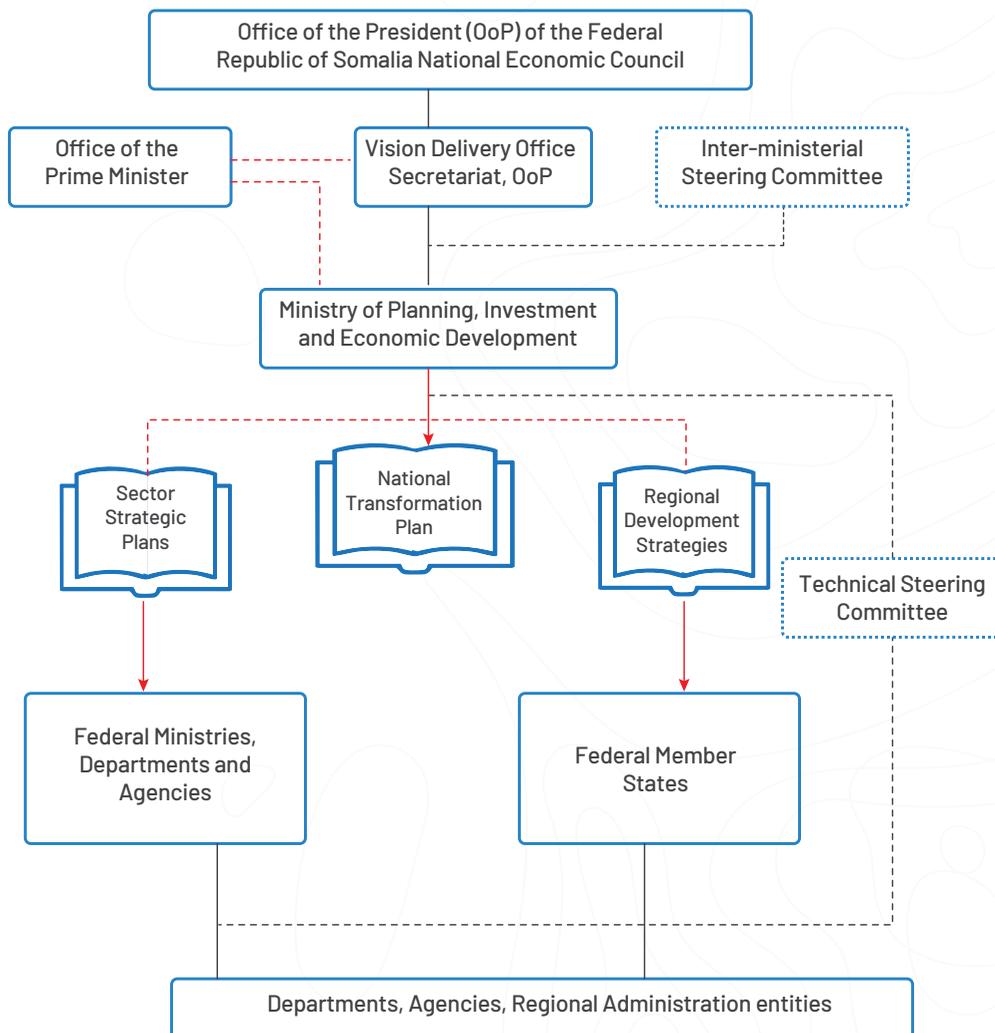
The Federal Government of Somalia will establish a comprehensive, multi-tiered public institutional framework to effectively manage and coordinate the oversight, strategic planning, implementation, and monitoring and evaluation (M&E) of the Centennial Vision 2060.

Council (NEC), which was instrumental in formulating the Centennial Vision 2060. The NEC will primarily ensure coherence and alignment between medium-term and annual plans and the targeted outcomes and projections of the Vision. The NEC will provide technical assistance to MoPIED in strategic planning, implementation coordination, and evaluation of the Vision’s delivery.

The technical planning and coordination of implementation will be supervised by the Office of the Prime Minister, which will ensure that medium-term and annual plans remain aligned with national transformation priorities and consistent with government business operations.

The third level of the Centennial Vision 2060 implementation framework focuses on sectoral and regional coordination, planning, implementation, monitoring, and evaluation functions. Responsibilities for these roles will be managed by ministries leading the various sector working clusters assigned to each of the six pillars, along with the leadership of the Federal Member States (FMS).

Figure 21: Governance framework for delivery of the Centennial Vision 2060



In accordance with planning guidelines provided by the MoPIED, these ministries and the FMS will develop medium-term sector strategic plans and federal strategic plans. These plans will guide the integrated and coherent delivery of their respective sector and regional targets, demonstrating how they contribute to national outcomes as outlined in the theory of change for the Centennial Vision 2060.

Furthermore, the ministries and FMS will coordinate the implementation of medium-term and annual plans, as well as the monitoring and evaluation of progress and performance in alignment with the Vision. They will be responsible for resource mobilization to support the implementation of their plans, primarily utilizing their medium-term sector strategic and regional strategic plans, as well as resource mobilization instruments.

Each ministry and FMS will also be required to develop budgets for their strategies that align with the mid-term expenditure frameworks set forth by MoPIED. Additionally, they will create sector-specific and regional resource mobilization strategies, which will receive central support from the MoPIED to procure necessary resources.

At this level, the ministries and FMS will be supported by a Technical Steering Committee composed of Permanent Secretaries from the federal ministries and Governors of the FMS. This committee will provide technical guidance for all planning, budgeting, implementation, and monitoring and evaluation processes conducted at the sector and regional levels.

At the lowest level of the institutional framework are the departments, agencies, and local administration entities responsible for coordinating the implementation of plans and monitoring progress towards the outcomes of the Vision. These entities will also play a crucial role in gathering and incorporating citizens' needs and perspectives into all bottom-up planning processes conducted during the annual planning cycles.

6.2 Sequence of Delivery

The theory of change of Somalia's Centennial Vision 2060 outlines the interconnections between strategic actions, intermediate outcomes and strategic goals that will lead to realisation of the Vision (see Annex 1). The theory of change outlines a clear pathway for transformation from the current state of Somalia to the desired future state. The assumption is that tactical and strategic interventions taken at one level will lead to a result at the next level. The strategic actions are a combination of existing government programs that will be rolled over into the new development cycles. Flagship programs identified from the country context analysis, stakeholder consultations, and other strategic interventions will be integrated into the results chain following periodic reviews of the Vision.

Implementation of the strategic actions will contribute to the achievement of intermediate outcomes. The intermediate outcomes describe the short- and medium-term changes that will be monitored during the implementation of the Vision to enable Somalia to determine the extent to which the country is on track to achieve the Centennial Vision 2060 aspirations.

Implementation of the Centennial Vision 2060 theory of change is divided into three inter-linked phases over the next 35 years. The initial 10-year period from 2025 to 2034 will constitute the first phase of the journey and will be delivered during the short-term period of implementation. The second 10-year period from 2035 to 2044 will cover the mid-term phase of the journey. The long-term period of the journey will encompass the last 15 years from 2045 to 2060 and will deliver the third phase of the Centennial Vision 2060, as shown in the sequence of delivering the Vision presented in the table below.

The implementation of the development pathway to Centennial Vision 2060 will be delivered through cycles of five-year MTPs, whose elaboration will be led by the MoPIED. The MTPs will serve as medium-term development strategies that will guide all sectors under the six pillars and regional states towards the targets set out for each of the three phases. Seven medium-term plan cycles will be implemented during the journey to the Vision. The MTPs will be actualised through five-year Sector Strategic Plans (SSPs) and Regional Development Strategies (RDS) that will be developed by lead federal ministries and the FMS to guide the medium-term development in line with the Centennial Vision 2060.

The phased approach ensures focus on strategic areas of concentration and establishes scope for determination of the resources needed. This approach also defines strategic priorities, expected outputs and sequencing of expected outcomes that would lead to realizing the shared aspirations. The first phase shall be developed immediately after the launch of the Centennial Vision 2060, while the later phases will be developed in detail following the final evaluation of the preceding periods. Each phase consists of two five-year cycles, except for the third phase that will cover the final 15 years of the Centennial Vision 2060.

First Phase

The first period focuses on **Consolidation**. This involves consolidation of the foundations for a political and economic environment conducive for the adoption of a growth mindset across the entire country. For the Centennial Vision 2060 to be delivered successfully, unity around a common vision is required among all stakeholders including the FGS, FMS, development partners, civil society, the private sector, and citizens. This will require the strategic priorities to firstly address interventions and mechanisms to resolve past grievances, including unity and reconciliation interventions. Moreover, foundations for a capable state will include prioritisation of institutional reforms, legal reforms and foundational capacity development for leadership in good governance and for technocrats in technical areas.

While foundations for human capital development will emphasize reforms to the education system, the development of basic health infrastructure and design of social protection schemes and other social safety nets will prioritise support for the most vulnerable to emerge from poverty and access basic social services.

The foundations for economic transformation will include firstly development of a national land use masterplan and associated policy reforms to address Somalia's spatial planning challenges.

Infrastructure development needs to be done in an orderly manner to ensure that inclusive economic growth is realised. At this stage the FGS will invest heavily in science, technology, research and development to identify cost-effective, responsive and resilient infrastructure investments required to drive projected economic growth.

Development of a conducive investment environment will be a strategic priority during this phase. Providing incentives and designating special economic zones will be done. Investment in the exploitation of Somalia's natural resources, including oil, gas, minerals, fisheries and other sectors, is a priority, along with development of the country's food systems, including agriculture and livestock.

As the eighth country to join the EAC, Somalia will prioritise development and strengthening of the foundational elements of economic integration including trade facilitation reforms, logistics and financial sector development. These strategic priorities for consolidation in the first phase aim to position Somalia as a safe and investor-friendly country by 2035.

Second Phase

The second phase emphasizes **diversification**. This phase aims to build upon the consolidated foundations established in the first phase, focusing on broadening the economic base and bolstering the resilience of the political and economic environment.

Institutional reforms will be deepened to enhance governance frameworks, promote transparency, and strengthen public sector capacity. Legal reforms will seek to create an enabling environment for private sector investment and innovation, while also ensuring environmental sustainability and social responsibility.

The strategic priorities for this phase will include broadening economic integration with the EAC that fosters regional trade and cooperation. This will involve enhancing the regional competitiveness of local enterprises, strengthening regional value chains, and improving infrastructure connectivity to ensure seamless movement of goods and services across borders.

This phase will prioritize the diversification of Somalia's economic activities to reduce dependency on traditional sectors and imports. Efforts will be directed towards developing emerging sectors such as renewable energy, ICT, and tourism, which have the potential to generate significant economic growth and employment opportunities.

Investments in human capital will focus on the quality of basic education, higher education and vocational training to equip the workforce with the skills needed for a dynamic and diversified economy. Social protection schemes will be expanded to provide comprehensive support to all vulnerable groups, bolstering inclusive growth and social stability.

The second phase will also address the need for sustainable exploitation and management of natural resources. This will involve the application of advanced technologies and best practices in resource extraction and management to maximize benefits while minimizing environmental impact.

By focusing on these strategic priorities, the second phase aims to position Somalia as a competitive and resilient economy, capable of withstanding external shocks and achieving sustainable and inclusive growth for its citizens by 2045.

Third Phase

The third phase focuses on **sustainability**. Building upon the broad and diversified economy delivered by the preceding phases, this stage will foster a robust innovation ecosystem that impels sustainable inclusive economic growth and enhances the quality of life for all citizens.

In this last phase of the vision, efforts will be made to sustain citizen participation in governance, based on continued satisfaction with service delivery and responsiveness of public policy. By 2060 Somalia will have a fully transparent and accountable government with oversight structures such as the parliament that will share power with the executive branch.

With the required human capital having been developed, continuous lifelong learning will be prioritised, with the greatest emphasis on innovation. As a middle-income country, Somalia's poverty level will be extremely low. A comprehensive and specialised health care system will be maintained to ensure a healthy and productive population.

With a vibrant economy, all value chains will be sustained through continued innovation, and emerging technologies such as smart transport and renewable energy sources will shape the priorities in this phase. By this stage, Somalia's focus on trade will have shifted to global value chains that will shape its economy, and the state will have matured to the point of advancing Somalia's political integration with the region.

With this sequenced delivery, Somalia will become a united and prosperous country by 2060.

Figure 22: Sequence of Delivering the Centennial Vision 2060

Phases	Short-Term		Mid-Term		Long-Term		
Years	2025 - 2034		2035 - 2044		2045 - 2060		
MTP Cycles	NTP1: 2025- 29	MTP2: 2030 -34	MTP3: 2035 -39	MTP4: 2040- 44	MTP5: 2045 -49	MTP6: 2050- 54	MTP7: 2055- 60
Sequences	First Phase		Second Phase		Third Phase		
Focus Areas	Transformation: Foundations for a conducive political and economic environment for a growth mindset		Consolidation: Exploitation of opportunities created by the foundations laid for transformation		Sustenance: Sustaining gains of socio-economic transformation.		
Inclusive Governance	<ul style="list-style-type: none"> ★ Unity and reconciliation interventions ★ Citizen empowerment ★ Inclusive political participation and representation 		<ul style="list-style-type: none"> ★ Citizen participation in planning, budgeting and monitoring processes ★ Gender equality and women's empowerment 		<ul style="list-style-type: none"> ★ Citizen participation in planning, budgeting and monitoring processes ★ Government oversight strengthening 		

Implementation Mechanism

Phases	Short-Term		Mid-Term		Long-Term		
Years	2025 - 2034		2035 - 2044		2045 - 2060		
MTP Cycles	NTP1: 2025-29	MTP2: 2030-34	MTP3: 2035-39	MTP4: 2040-44	MTP5: 2045-49	MTP6: 2050-54	MTP7: 2055-60
Capable state	<ul style="list-style-type: none"> ★ Institutional governance development. ★ Public systems and process reforms ★ Constitution ratification ★ Legislative reforms ★ Technical capacity development 		<ul style="list-style-type: none"> ★ Public sector infrastructure development ★ Decentralisation strengthening ★ Public services digital transformation ★ Justice and Security reforms ★ E-government service delivery 		<ul style="list-style-type: none"> ★ Citizen participation in local governance ★ Decentralisation strengthening ★ Fiscal decentralisation enhancement 		
Human Capital Development	<ul style="list-style-type: none"> ★ Education system reforms ★ Technology and digital education ★ Public health infrastructure development ★ Social protection system development 		<ul style="list-style-type: none"> ★ Enhance access and quality of education ★ Expand pro-poor infrastructure ★ Skilling and re-skilling initiatives ★ Specialised skills development 		<ul style="list-style-type: none"> ★ Sustain a comprehensive healthcare system ★ Foster innovation ★ Scaling universal coverage of social services and safety nets 		
Infrastructure Development	<ul style="list-style-type: none"> ★ National land use masterplan development ★ R&D for infrastructure development 		<ul style="list-style-type: none"> ★ Transport infrastructure development ★ ICT and Energy infrastructure development ★ Energy efficiency investment 		<ul style="list-style-type: none"> ★ Smart transport development ★ Renewable energy adoption ★ Green transport development 		
Harnessing Productive Sectors and Natural Resources	<ul style="list-style-type: none"> ★ Special Economic Zones development ★ Food systems development ★ Investment and incentives reforms ★ Natural resources exploration and mapping 		<ul style="list-style-type: none"> ★ Value chain development and diversification ★ Import replacement and Export development ★ Industry and manufacturing development ★ MSME and cooperatives development ★ Scale-up manufacturing 		<ul style="list-style-type: none"> ★ Expand global value chains ★ Leverage technology in production and processing ★ Enhanced Trade Facilitation 		
Regional and Economic Integration	<ul style="list-style-type: none"> ★ Logistics sector development ★ Trade facilitation reforms ★ Financial sector development ★ AfCFTA engagement 		<ul style="list-style-type: none"> ★ Economic corridor development ★ Enhance trade competitiveness ★ Promote inclusive trade 		<ul style="list-style-type: none"> ★ Regional political integration ★ Market expansion ★ Heavy manufacturing 		

6.3 Resource Mobilization

Mechanisms for Resource Mobilization

Successful implementation of the flagship programmes and strategic interventions articulated in the Centennial Vision 2060 hinges on securing adequate financial resources. To enhance public revenue mobilization, it is essential to explore various funding avenues, including domestic, regional, and international sources. The resource mobilization strategy for the Vision will encompass the following key actions:

- ★ **Utilization of Government Resources:** Utilize financial resources at the federal, state, and district levels to support specific initiatives. The Federal Government will establish a comprehensive financial and resource mobilization framework to facilitate these efforts.
- ★ **Public-Private Partnerships (PPPs):** Establish and activate PPPs in areas such as value chain management, technical innovations, processing, and marketing. The Federal Government of Somalia will lead these initiatives, collaborating with stakeholders, development partners, regional institutions, and multilateral agencies. The Ministry of Finance, alongside the Ministry of Foreign Affairs and International Cooperation, will spearhead the resource mobilization process.
- ★ **Inclusion in Strategic Policy Documents:** Key initiatives outlined in the Centennial Vision 2060 will be incorporated into Sector Strategic Plans, Regional Development Strategies and policy documents at the sectoral and institutional levels, ensuring alignment and visibility.
- ★ **Mainstreaming Centennial Vision 2060 Action Plans:** Efforts will be made to integrate the action plans of the Vision into the development programs and projects of the FGS and federal member states. This integration will enhance coordination, improve progress measurement, and build economic, environmental, and social resilience.
- ★ **Regional Resource Mobilization:** Funding will be sought from regional bodies such as the African Union and the Intergovernmental Authority on Development to support project implementation and development activities related to this strategy.
- ★ **Diverse Funding Mechanisms:** Key activities can also be financed through bilateral and multilateral funding sources, as well as PPP funding mechanisms.

Innovative Financing

- ★ **National Investment Fund:** Somalia will consider the establishment of a national investment fund aimed at financing joint infrastructure projects, technological innovations, skill development, machine tool advancement, and other regional initiatives. This fund will be supported by local entities, individual Somali philanthropists, and private sector institutions such as local banks and financial houses.
- ★ **Public-Private Partnerships (PPPs):** PPPs will be utilized to mobilize private sector resources for public projects, thereby accelerating the implementation of regional initiatives.

CHAPTER **7**

MONITORING AND EVALUATION



CENTENNIAL VISION

CHAPTER 7:

MONITORING AND EVALUATION

Somalia's Centennial Vision 2060 will introduce a robust monitoring and evaluation mechanism based on accountability, transparency and learning. The M&E mechanism will provide regular assessment of performance and progress towards achievement of the Vision's targets and continuous alignment of the Vision to assess Somalia's changing development context.

7.1 A Results Framework for the Centennial Vision 2060

The Federal Government of Somalia is committed to strengthening management for results and measuring the impact of flagship programmes and strategic interventions. Results-based management principles will be used in planning, monitoring and evaluating the Centennial Vision 2060 to ensure a strong focus on achieving development results, based on robust evidence.

A Results Framework (RF) has been developed for the Centennial Vision 2060 that clearly defines the results, baseline, targets, indicators and means of verification, as well as risks and assumptions. The MTPs, Sector Strategic Plans and Regional Development Strategies and their respective M&E mechanisms will be fully guided by the Centennial Vision 2060 results framework. Progress towards achieving the intermediate outcomes will be continuously measured based on the indicators and targets in the results matrix.

The targets in the Vision's RF are set for the short-, medium- and long-term. But the targets to be set in the MTPs, SSPs and RDSs will be reviewed annually to enable continuous monitoring of progress and performance. The RF will be regularly updated and shared with all Vision implementing partners, mainly for transparency and accountability. Substantive changes to the RF, including key indicators identified, will be tracked throughout the Vision's M&E cycle. The targets will be reviewed at the end of every phase and adjusted in collaboration with all key stakeholders. The Centennial Vision 2060 RF will be managed by the VDO in close collaboration with the MoPIED. The M&E mechanism of the MTPs will be managed by the MoPIED, and those of the SSPs and RDSs will be managed by sector lead ministries and the FMS.

Various M&E approaches will be used to assess performance and progress towards the Vision's targets. These will include quantitative and qualitative studies, national and sectoral surveys, and in-depth analysis of pillar-specific areas. In view of the Vision's prioritisation of inclusive economic growth, there will be an emphasis on measuring the changes for the country's most

MULTI TIERED PUBLIC FRAMEWORK



Results-based management principles will be used in planning,

monitoring and evaluating the Centennial Vision 2060 to ensure a strong focus on achieving development results, based on robust evidence.

vulnerable groups such as IDPs, in collaboration with key national partners. National monitoring and evaluation systems will be strengthened and fully utilized to the greatest extent possible. Joint research, surveys, studies and reviews will be conducted to improve monitoring, evaluation and reporting. Moreover, concerted efforts will be made to enhance the use of data produced from these M&E activities for evidence-based decision-making across sectors and regions.

7.2 Data Management for the Centennial Vision 2060

Centennial Vision 2060 will adopt robust processes of collecting, storing, analyzing and utilizing data to assess the progress and impact of national programmes and strategic investments undertaken to deliver the vision.

The first step in this process will be the establishment of a digitised M&E platform for the Vision that will interface with the various government management and reporting information systems. This will facilitate the sharing of all monitoring data relevant to assessing progress of the Vision captured through credible and reliable mechanisms within the **centralized vision monitoring system**. This will ensure that data required for evidence-based decision-making at planning and reporting stages will be timely and responsive to the country's needs.

The sector, regional and national data management information systems will also adopt the latest data analytics methods and technologies to produce robust and relevant information. This will include the adoption of machine learning and artificial intelligence; deep learning; predictive analytics; big data analytics; and data mining, among others.

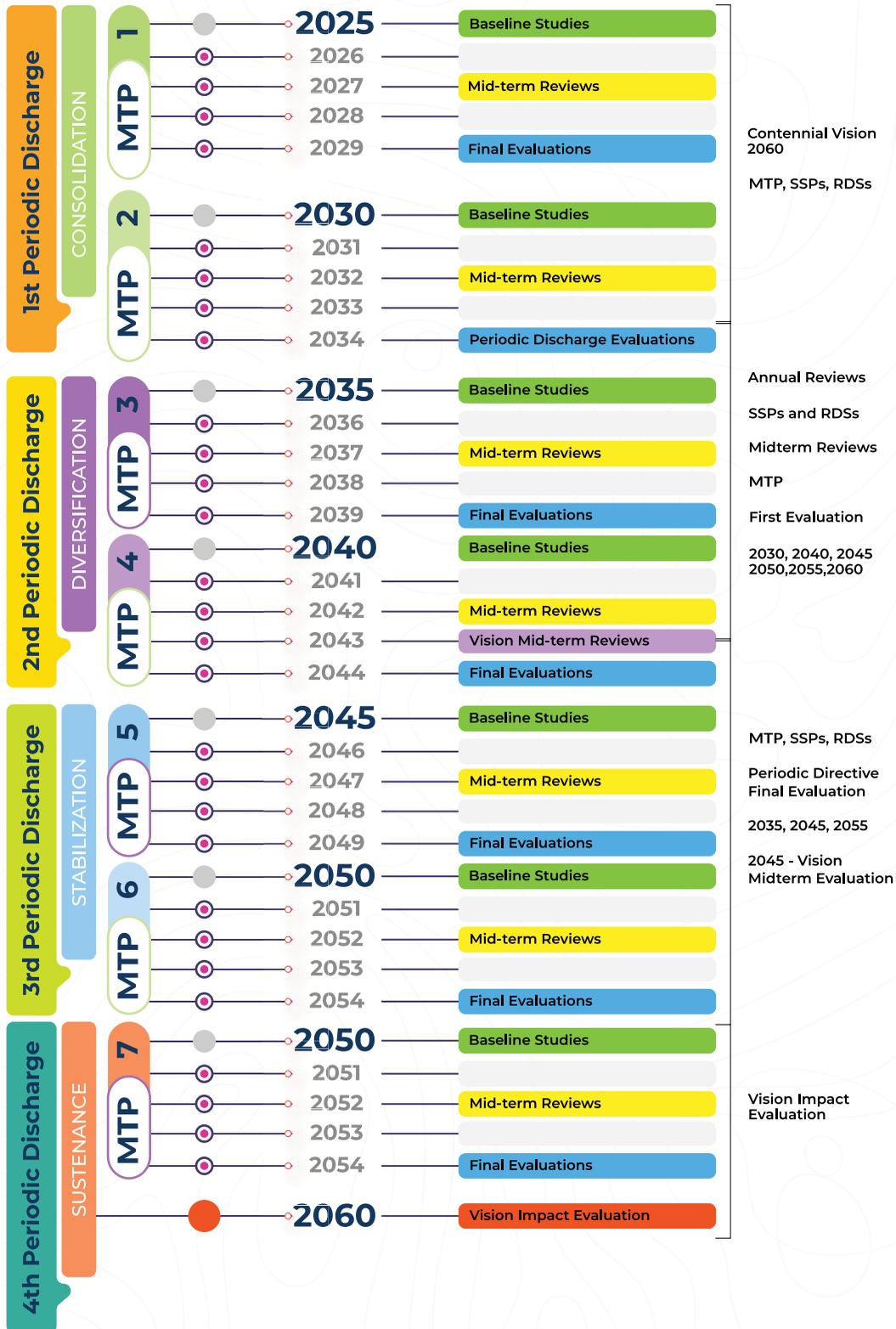
The National Statistical Systems will be reinforced in the first phase of the Vision. This will focus on strengthening the frameworks, institutions, and processes through which the Federal Government of Somalia collects, compiles, analyses, and disseminates statistical data. These systems will reinforce the foundation for informed policymaking and socioeconomic planning, monitoring, and decision-making in the framework of the Centennial Vision 2060.

A clear cycle of national surveys such as population censuses, demographic and health surveys, agriculture seasonal surveys and others will be established to ensure credible data will be available on a timely basis during all phases of the monitoring and evaluation cycle.

7.3 Monitoring and Evaluation Cycle of the Centennial Vision 2060

Monitoring and evaluation of the journey to the Centennial Vision 2060 aspirations will include a combination of intermittent assessments and reviews of progress and performance evaluations over the next 35 years. In addition to routine progress monitoring and reporting that will be done on a monthly and quarterly basis, the Vision's M&E cycle will embed seven review and evaluation exercises that will be structured within and across the three periodic phases of the Vision as shown in the figure below:

Figure 23: Monitoring and Evaluation Cycle for Centennial Vision 2060



Baseline studies will benchmark the reference points against which progress and outcomes of strategic actions to deliver the vision will be measured. The first baseline studies will be conducted in 2025 to generate the quantitative data needed for all the key performance indicators (KPIs) in the results frameworks. The baseline studies will be done for the Centennial Vision 2060, the first National Transformation Plan (NTP1), as well as all Sector Strategic Plans (SSPs) and Regional Development Strategies (RDSs). Baseline studies will be repeated for the MTPs, SSPs and RDSs at the start of every MTP cycle, given that as contexts change, new KPIs will be introduced to these strategic instruments and will require benchmarked reference points.

Annual reviews will be conducted at the end of every fiscal year to take stock of progress, mostly at the output level. They will serve as an accountability mechanism to track resources and investments based on annual action plans. Most importantly, these reviews will be carried out for critical learning and reflection to identify emerging issues and devise corrective timely actions. The annual reviews will be conducted at sector and regional levels as backward and forward-looking joint reviews of SSPs and RDSs.

Mid-term reviews (MTRs) will be conducted at the halfway point of the duration of the MTPs, i.e. after every 30 months of implementation. The MTRs will be systematic assessments to evaluate progress towards achieving MTP outcomes, and to the extent possible, intermediate outcomes of the Centennial Vision 2060. The MTRs will determine the extent to which the national strategies along with the SSPs and RDSs are on track for delivering the medium-term results required to accelerate delivery of Vision aspirations. MTRs will be conducted in 2027, 2032, 2037, 2042, 2047, 2052 and 2057.

Final evaluations will be conducted at the end of each MTP. These evaluations will aim to assess the overall effectiveness and impact of the national strategies. These detailed evaluations will integrate robust impact evaluation methodologies to establish the extent to which each targeted impact has been realised. During the Centennial Vision 2060 journey, three final evaluations will be conducted at the end of 2029, 2034, 2039, 2044, 2049, 2054, and 2059. The variation in the numbers of final evaluations reflects the fact that some years will coincide with period (Phases 1-3) evaluations that will take precedence. In the interest of efficient resources utilisation, these evaluations will be combined to enable evaluation of the MTP within the scope of periodic phase evaluations. The final evaluations will be conducted for the MTPs and all SSPs and RDSs.

Periodic phase evaluations will be conducted at the end of each of the three phases of the CV2060. These will be conducted as rigorous impact evaluations with a focus on establishing the extent to which intermediate outcomes set in the Vision have been realised. Using methodologies consistent with the final evaluation, the periodic impact evaluations for each phase will determine the changes that can be attributed to strategic interventions and government programmes implemented under the framework of the Centennial Vision 2060. Three periodic evaluations will be conducted in 2034, 2044, and 2054.

Vision mid-term evaluation (MTE) will be conducted at the halfway juncture of the Centennial Vision 2060 journey. This impact evaluation will cover the first 17.5 years of the journey. Apart from assessing the extent of realisation of the intermediate outcomes and impacts, the MTE will at this point determine the level to which aspirations such as middle-income status are on track

to being achieved. The MTE will be a key inflection point at which the Centennial Vision 2060 will be reviewed, especially regarding the targets, strategic priorities and overall theory of change. This MTE will be conducted in 2043 and will provide the opportunity for the Federal Government of Somalia to reflect on the aspirations with its partners and citizens and determine how to move forward in the second half of the journey.

Vision impact evaluation will be conducted in the first half of 2060 to determine the extent to which the country has arrived at its long-term aspirations. This impact evaluation will be the final assessment of the Centennial Vision 2060 journey and will determine the success of Somalia’s long-term strategy. The findings of this impact evaluation will be used to shape Somalia’s next Vision after 2060.

7.4 Risks and Mitigation Aspects

To strengthen the argument for achieving high GDP growth and a GDP per capita of **USD 6,163 by 2060**, it is important to address the **risks and challenges** that could arise and, most importantly, outline **mitigation strategies** to manage them effectively. The matrix below presents a list of the risks facing implementation of CV2060 and possible strategies that could be utilized to reduce or eliminate those risks.

RISKS	Risk	MITIGATION STRATEGY
Political Stability and Governance	Political instability and weak governance are major obstacles to sustained economic growth. If political turmoil or weak institutions disrupt governance, it could undermine economic progress and discourage both domestic and foreign investment.	<ul style="list-style-type: none"> ★ Strengthening Institutions: Focus on building robust, independent institutions to ensure the rule of law, enforce contracts, and minimize political interference. This will build investor confidence and ensure long-term stability. ★ Inclusive Political Processes: Ensure inclusive governance that represents all segments of society, reducing the likelihood of conflict. Creating an environment where all groups have a stake in governance can reduce political risks.
		<ul style="list-style-type: none"> ★ Anti-Corruption Measures: Implementing strong anti-corruption frameworks with independent auditing bodies will be crucial in ensuring public funds are used effectively, and foreign investors can trust the system. ★ Peacebuilding Initiatives: In fragile states, collaboration with international organizations for peacebuilding and mediation efforts can help ensure long-term stability.
Weak Infrastructure	Inadequate infrastructure is a significant bottleneck to growth, limiting the potential for industrialization, trade, and foreign investment. Poor roads, unreliable electricity, and weak logistics networks hinder the movement of goods and services	<ul style="list-style-type: none"> ★ Infrastructure Development Plans: Invest heavily in developing key infrastructure such as roads, ports, and electricity grids. Public-private partnerships (PPPs) can play a crucial role in financing large-scale infrastructure projects. ★ Focus on Renewable Energy: Investing in renewable energy sources such as solar, wind, and geothermal can help provide a stable power supply while also positioning Somalia as a leader in sustainable energy.

RISKS	Risk	MITIGATION STRATEGY
		<ul style="list-style-type: none"> ★ Regional Integration: Collaborating with neighbouring countries to improve cross-border infrastructure, such as transport and trade logistics, can facilitate access to larger markets and reduce trade barriers. ★ Leverage International Development Finance: Work with international organizations and development banks (World Bank, African Development Bank, etc.) to secure financing for large-scale infrastructure projects.
High Inflation and Macroeconomic Instability Risk	Rapid economic growth can lead to inflationary pressures, especially if demand outpaces supply in key sectors like housing, food, and energy. High inflation can erode purchasing power, disproportionately affecting lower-income households.	<ul style="list-style-type: none"> ★ Monetary Policy: As the Central Bank of Somalia begins reintroducing the Somali Shilling and the economy transitions away from dollarization, it is crucial to ensure monetary stability. This can be achieved through the implementation of robust and appropriate monetary policies and exchange rate regimes that enhance policy credibility. ★ Diversification of Economy: By diversifying the economy across sectors (e.g., agriculture, manufacturing, and services), dependency on any single sector is reduced, and inflationary pressures from price shocks in any single industry are mitigated. ★ Price Controls and Subsidies: In sectors with critical importance (e.g., food or energy), temporary price controls or targeted subsidies can help protect lower-income households from the immediate effects of inflation. ★ Foreign Exchange Reserves: Accumulating foreign reserves through strategic trade policies can buffer against external shocks and stabilize the currency, thereby reducing inflation risks.
Weak Financial and Banking Systems Risk	Limited access to credit, underdeveloped financial markets, and lack of trust in the banking system can prevent both consumers and businesses from accessing the financial resources they need to grow.	<ul style="list-style-type: none"> ★ Financial Inclusion Initiatives: Expand access to banking services, particularly in rural areas, through microfinance institutions and digital banking services. This will help encourage savings and investment among households and small businesses. ★ Strengthening Regulation: Ensure that the financial sector is well-regulated to prevent systemic risks. Build a robust framework for financial oversight, transparency, and risk management. ★ Encourage Foreign Investment: Create incentives for foreign banks and financial institutions to invest in Somalia, which can help transfer best practices and introduce new financial products and services.
Trade Barriers and Limited Market Access – linked to regional integration Risk	Export growth is critical for GDP expansion, but high tariffs, non-tariff barriers, and logistical bottlenecks can limit Somalia's ability to integrate into global markets, reducing export opportunities and economic diversification.	<ul style="list-style-type: none"> ★ Trade Agreements: Engage in bilateral and multilateral trade agreements to improve access to international markets, especially with neighbouring countries and major trading partners. ★ Logistics and Port Infrastructure: Improve the efficiency of key ports and border crossings to facilitate faster, cheaper movement of goods. Somalia's strategic position can make it a regional hub if trade logistics are modernized.

RISKS	Risk	MITIGATION STRATEGY
Environmental Degradation and Climate Change	Climate change poses a major risk, particularly for a country that depends heavily on agriculture and natural resources. Droughts, floods, and other climate-related events can drastically impact economic output and increase food insecurity.	<ul style="list-style-type: none"> ★ Develop Export-Oriented Industries: Encourage industries that have export potential, such as textiles, agriculture, livestock, and fisheries. Government subsidies or tax relief for export-oriented industries can drive growth. ★ Climate-Resilient Agriculture: Invest in climate-resilient farming techniques and infrastructure, such as irrigation systems, drought-resistant crops, and sustainable farming practices. ★ Renewable Energy Investments: Prioritize investments in renewable energy sources like solar, wind, and geothermal, which not only reduce carbon emissions but also provide reliable and clean energy. ★ Environmental Regulations: Develop and enforce strong environmental protection regulations to prevent over-exploitation of natural resources, including forest conservation, water management, and land use policies. ★ Partnerships with Global Environmental Funds: Partner with international climate organizations and global environmental funds to secure financing and technology transfers for sustainable development projects.
Social Inequality and Exclusion	Rapid economic growth that benefits only a small segment of the population can exacerbate social inequalities, leading to unrest, protests, and political instability. Unequal access to health care, education, and jobs can undermine long-term growth.	<ul style="list-style-type: none"> ★ Inclusive Growth Policies: Implement policies that ensure that economic benefits are widely shared, particularly targeting marginalized groups, rural populations, and women. This can be done through targeted social safety nets, microfinance programs, and job training initiatives. ★ Affordable Healthcare and Education: Expand access to affordable healthcare and education as part of an inclusive growth agenda. This will ensure that even the poorest segments of society can contribute to and benefit from economic growth. ★ Public Sector Reforms: Ensure that the public sector is transparent, accountable, and responsive to the needs of the population, especially in delivering public services to underserved areas.
<p>In Conclusion: To achieve the ambitious target of USD 6,163 GDP per capita by 2060, these risks need to be carefully managed at pillar levels. By investing in political stability, governance, infrastructure, human capital, and environmental sustainability, Somalia can not only overcome the risks but also position itself for sustainable and inclusive economic growth. Moreover, collaboration with international partners and a commitment to reform will be crucial in mitigating these challenges.</p>		

7.5 A Call to Action

CV2060 embodies Somalia’s commitment to building a sustainable, resilient, and prosperous society for all its citizens. Through a unified national effort, the Vision will transform Somalia into a model of inclusive governance, strategic investment in human and physical capital, environmental stewardship, regional economic integration, and social cohesion. Achieving these goals will require the steadfast commitment of government, the private sector, civil society, traditional leaders, and communities across the country—working together with a shared vision and national purpose. Though the journey ahead may be long, CV2060 offers a clear and viable pathway to a brighter future. The time has come for Somalis from all walks of life to unite and begin this transformative journey.

ANNEXES



CENTENNIAL VISION

ANNEX 1: Theory of Change of the Centennial Vision 2060

Centennial Vision 2060: The Somalia We Want A middle-income country with high quality standards of life for all people of Somalia Mission: Build and sustain a united, secure, stable and prosperous Somalia						
Goals	Inclusive Governance	Capable State	Human Capital Development	Harnessing Productive Sectors and Natural Resources	Infrastructure Development	Regional & Economic Integration
	Establish and sustain an inclusive and democratic governance system that engages citizens in decision-making to sustain development, peace, and unity	Establish efficient and accountable state institutions that are transparent, respect the rule of law, promote human rights, and capable of delivering resilient socio-economic transformation	Ensure Somalia's productive population equitably accesses inclusive rights-based quality education, health, social protection and WASH systems adhering to Islam and culture	Improve the livelihoods of all people in Somalia through competitive, diversified and resilient economic growth that promotes sustainable production and consumption	Increase modern and resilient economic infrastructure to catalyse and sustain inclusive economic growth	Strengthen regional, continental and global partnerships to drive Somalia's socio-economic development
Intermediate Outcomes	<p>1.1. Foster strong social cohesion and unity among diverse communities, promoting a resilient national identity that embraces various cultural, ethnic, and regional backgrounds.</p> <p>1.2. Achieve political stability through inclusive democratic dispensation that espouses diversity and citizen participation.</p> <p>1.3. Attain sustainable peace through inclusive governance that prioritizes dialogue, collaboration and equitable representation.</p>	<p>1.1. Establish a system of transparent and accountable governance that fosters trust and integrity within public institutions.</p> <p>1.2. Strengthen capacities and capabilities of public institutions to efficiently deliver inclusive services to all citizens.</p> <p>1.3. Ensure equitable access to justice and rule of law that safeguards the rights and freedoms of people in a secure environment.</p>	<p>1.1. Expand universal access to quality education at all levels</p> <p>1.2. Strengthen skills development through vocational and higher education and training</p> <p>1.3. Expand universal health coverage with critical focus on quality of healthcare</p> <p>1.4. Build a social protection system that enables and accelerates graduation from poverty.</p> <p>1.5. Strengthen the water, sanitation and hygiene systems and infrastructure to better well-being.</p>	<p>1.1. Prioritise investment in the manufacturing sector as a driver of growth and job creation.</p> <p>1.2. Leverage technology and innovation to optimise productivity and competitiveness</p> <p>1.3. Modernise agriculture and livestock production and drivers of inclusive growth</p> <p>1.4. Transform the blue economy into an engine of growth</p> <p>1.5. Efficiently and responsibly utilise natural resources for climate-resilient economic development</p>	<p>1.1. Modernise and expand physical infrastructure to facilitate intra and inter connectivity</p> <p>1.2. Increase energy production for increased competitiveness and productivity</p> <p>1.3. Upgrade information, communication and technology infrastructure as an economic sector and enabler.</p>	<p>1.1. Strengthen inter-state cooperation for further integration into regional blocks.</p> <p>1.2. Increase participation in economic corridors.</p> <p>1.3. Bolster intra-regional trade.</p>

<p>Flagship Programmes</p>	<ul style="list-style-type: none"> ★ National unity and reconciliation programmes ★ Deepening democratic governance programmes ★ Gender mainstreaming and women's empowerment 	<ul style="list-style-type: none"> ★ Constitutional reforms: Legal reform, Security and rule of law. ★ Public sector reforms: Institution restructuring, capacity building, public financial management ★ Federalism (Decentralisation) strengthening programmes: Institutional reforms, fiscal decentralisation 	<ul style="list-style-type: none"> ★ Education system reforms for quality and access. ★ Labour market skills development ★ Health infrastructure and health-care system strengthening ★ Pro-poor infrastructure social infrastructure development ★ Social protection and safety net systems development and coverage 	<ul style="list-style-type: none"> ★ Revitalising manufacturing and attracting Foreign Direct Investment ★ Exclusive and Special economic zone development ★ Food systems development ★ Livestock sector modernisation ★ Oil and gas exploration and exploitation ★ Sub-terranean resource exploration and exploitation ★ Water and land use management development 	<ul style="list-style-type: none"> ★ Transport sector development ★ Expanding energy infrastructure and research in renewable energy ★ ICT infrastructure expansion and investment in science, technology and innovation 	<ul style="list-style-type: none"> ★ Logistics sector development ★ Economic corridor development ★ Financial sector development ★ Trade competitiveness enhancement ★ Market expansion ★ Political integration
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ANNEX 2: Results Framework for the Centennial Vision 2060

Vision 2060 Pillars	Intermediate Outcomes	Indicators	Baseline 2025	Target 2034	Target 2044	Target 2060
1. Inclusive Governance	1.1. Foster strong social cohesion and unity among diverse communities, promoting a resilient national identity that embraces various cultural, ethnic, and regional backgrounds.	Percentage of population feeling that their community is united	TBD	+20%	+20%	+40%
		Percentage of people feeling a sense of belonging to their community, regardless of cultural or ethnic background	TBD	+20%	+20%	+40%
		Number of reported incidents of conflict or discrimination driven by ethnic, cultural or regional backgrounds	TBD	-20%	-20%	-40%
	1.2. Achieve political stability through inclusive democratic dispensation that espouses diversity and citizen participation.	Percentage of eligible voters participating in elections at local, regional, and national levels.	TBD	+20%	+20%	+40%
		Independent rating of integrity and fairness of electoral processes	TBD	+20%	+20%	+40%
		Percentage of citizens who feel their voices are heard in political processes.	TBD	+20%	+20%	+40%
	1.3. Attain sustainable peace through inclusive governance that prioritizes dialogue, collaboration and equitable representation	Proportion of federal government officials and elected representatives disaggregated by gender, age, and ethnicity	TBD	+20%	+20%	+40%
		Change in the number of reported violent incidents or civil unrest	TBD	-20%	-20%	-40%
		Proportion of diverse cultural, ethnic, and regional representatives in local governance and community leadership roles	TBD	+20%	+20%	+40%
	2. Capable State	2.1. Establish a system of transparent and accountable governance that fosters trust and integrity within public institutions.	Score of the national corruption index	-1.79	-1.31	-0.75
Percentage of unqualified audits of public institutions			TBD	+20%	+20%	+40%
Percentage of citizens expressing trust in public institutions			TBD	+20%	+20%	+40%
2.2. Strengthen capacities and capabilities of public institutions to efficiently deliver inclusive services to all citizens.		Percentage of citizens expressing satisfaction with quality public services	TBD	+20%	+20%	+40%
		Percentage of service requests completed within established timelines.	TBD	+20%	+20%	+40%
		Percentage of public service delivery points physically and functionally accessible to all people.	TBD	+20%	+20%	+40%
2.3. Ensure equitable access to justice and rule of law that safeguards the rights and freedoms of people in a secure environment.		Percentage of citizens expressing satisfaction with equitable access to justice	TBD	+20%	+20%	+40%
		Percentage of citizens who express trust in judicial and law enforcement institutions	TBD	+20%	+20%	+40%
		Number of human rights abuses reported	TBD	-20%	-20%	-40%
		Rule of Law	-2.21	-1.58	-0.99	0.18
	Percentage of citizens expressing satisfaction with their personal safety	TBD	+20%	+20%	+40%	

Vision 2060 Pillars	Intermediate Outcomes	Indicators	Baseline 2025	Target 2034	Target 2044	Target 2060
3. Human Capital Development	3.1. Expand universal access to quality education at all levels	Education Spending (% of Gov. Expenditure)	2.1	7.1	11.84	17
		National Literacy Rate (%)	55	73.27	85.37	95
	3.2. Strengthen skills development through vocational and higher education and training	TVET Enrolment (%)	2	6	9	15
		TVET Enrolment (Thousands)	2.5	58	141	220
	3.3. Expand universal health coverage with critical focus on quality of health care	Life Expectancy (Years)	56.1	60.28	64.09	76
		Death Rate, Crude (per 1,000)	10.8	8.86	7.28	5.5
	3.4. Build a social protection system that enables and accelerates graduation from poverty	Poverty Rate Headcount (%)	54.4	40.93	30.76	12.3
	3.5. Strengthen the water, sanitation and hygiene systems and infrastructure to ensure better wellbeing.	Proportion of Households using an Improved Water Source (%)	65	76.27	84.38	99
		Coverage for Basic Sanitation (%)	38	57.93	73.75	96
	4. Harnessing Productive Sectors and Natural Resources	4.1. GDP Sector Contribution (%)	Agriculture Contribution to GDP (%)	61	49	24
Industry Share of GDP (%)			5	10.75	27	34
4.2. Leverage technology and innovation to optimise productivity and competitiveness		Digital Media Literacy (%)	25	47	81	96
4.3. Modernise agriculture and livestock production and drivers of inclusive growth		Agriculture Employment Contribution (%)	79	56.91	43.99	25.1
4.4. Transform the blue economy into an engine of growth		Blue Economy Initiatives Contributions (%)	2	6.4	14.3	18
4.5. Efficiently and responsibly utilise natural resources for climate-resilient economic development		CO2 Emission Per Capita (tonnes)	0.05	0.06	0.07	0.11
		Water Use (m ³ per capita/year)	500	430	384	350
		Forest Cover (% of total land)	10	13	16	22
4.6. Food systems		Food Security (%)	50	63.71	76.26	96
		NDVI (Normalized Difference Vegetation Index)	0.31	0.37	0.42	0.52
	Crop Yield (tonnes/ha)	1	1.5	1.9	2.4	

Vision 2060 Pillars	Intermediate Outcomes	Indicators	Baseline 2025	Target 2034	Target 2044	Target 2060
5. Infrastructure Development	5.1. Modernise and expand physical infrastructure to facilitate intra- and inter-connectivity	Paved Road Network (Km)	2,860	6,532	34,025	145,192
		Electricity Generation (GWh/year)	539	10,676	117,046	140,124
	5.2. Increase energy production for increased competitiveness and productivity	Renewable Energy Share (%)	13	19	30	58
		Proportion of individuals using the internet (%)	28	55	86	92
	5.3. Upgrade information, communication and technology infrastructure as an economic sector and enabler					
	6. Regional and Economic Integration	6.1. Strengthen inter-state cooperation for further integration into regional blocs	Exports of goods and services (% of GDP)	19	23	28
Intra-African Trade Share (% of Total Trade)			0.69	0.85	1.4	3
Logistics Performance Index: Customs Efficiency (1-5)			1.8	2.2	2.7	3.1
6.2. Increase participation in economic corridors		Number of Economic Corridors in Operation	-	4	6	10
		Number of Inter-State Corridors across the Region	-	3	4	5
6.3. Bolster intra-regional trade		Cross-border Trading (%)	TBD	+20%	+20%	+40%
		Trading within the framework of AfCFTA (%)	TBD	+20%	+20%	+40%

ANNEX 3: Centennial Vision 2060 Projections

Table A1: Vision Targets

Indicator	2024	2034	2044	2060
Population (Million)	17.4	23.10	29.31	37.1
Population Growth Rate (%)	2.9	2.5	2.2	1.4
GDP Per Capita Income (US dollars)	695	2,013	4,709	6,163
Average GDP Economic Growth (%)	4.2	7.7	6.8	5.9
Tax-to-GDP Ratio (%)	3.0	9.45	12.9	15.7
Gross Domestic Product (billion \$)	10.9	47.6	136.1	228.0
Government Effectiveness Index (-2.5 to 2.5)	-2.0	-1.50	-0.65	0.23
Control of Corruption Index (-2.5 to 2.5)	-1.79	-1.31	-0.75	0.15

Table A2: Poverty

	2023	2034	2044	2060
Poverty Rate Headcount (%)	54.4	40.93	30.76	12.3
Extreme Poverty Rate (%)	20.9	12.49	6.8	2
Poverty Rate Headcount (Urban)(%)	46.1	31.6	19.83	5
Poverty Rate Headcount (Rural)(%)	65.5	47.78	33.87	15
Poverty Rate Headcount (Nomadic)(%)	78.4	54.12	35.41	11
Poverty Gap (%)	29.8	20.21	13.27	6.1
Gini Coefficient (Overall)	35.2	29.75	26.2	23.5
Gini Coefficient (Urban)	36	30.73	27.23	24.5
Gini Coefficient (Rural)	39.5	33.17	28.65	24.5
Gini Coefficient (Nomadic)	42	36.27	31.77	27
Human Development Index (0-1)	0.46	0.6	0.71	0.82

Table A3: Access to Basic Needs

	2023	2034	2044	2060
Access to Electricity (%)	61.9	72.05	80.51	98
Proportion using Improved Water Source (%)	65	76.27	84.38	99
Clean Drinking Water (Rural)(%)	8.8	27.05	45.48	80
Clean Drinking Water (Urban)(%)	70	80.47	86.87	92
Coverage for Basic Sanitation (%)	38	57.93	73.75	96
Persons with Basic Sanitation Access (%)	52	65.82	76.82	94
Water Coverage (Rural)(%)	28	48.69	63.84	80
Water Coverage (Urban)(%)	61	71.17	77.84	85
Non-functional Water Sources (%)	40	21.17	10.42	3
Groundwater Supply Share (%)	80	85.34	89.38	93

Table A4: Additional Indicators

	2024	2034	2044	2060
Access to Banking Services (%)	8	56	86	95
Digital Literacy Rate (%)	25	56	72.86	86
R&D Expenditure (% of GDP)	0.5	1.92	2.97	4
Urbanization Rate (%)	40	62.5	77.95	90
Support from Partners (% of GDP)	28	21.3	16.74	11.5
Mo Ibrahim Index	45	63.9	75.68	84
Rule of Law Index (-2.5 to 2.5)	-2.21	-1.58	-0.99	0.18
Transparency Index (Reduced Corruption)	30	45	60.1	69
Gender Adjusted Development Index (GDI)	0.65	0.79	0.87	0.92
Gender Empowerment Index	0.28	0.34	0.4	0.51
Food Security (%)	50	63.71	76.26	96

Table A5: Human Capital Development

	2022	2034	2044	2060
Education Spending (% of Gov. Expenditure)	2.1	7.1	11.84	17
Overall Literacy Rate (%)	55	73.27	85.37	95
Female Literacy Rate (15-24, %)	66	79.1	86.74	92
Male Literacy Rate (15-24, %)	77	86.29	91.55	98
Youth Literacy Rate (15-24, %)	72	81.59	87.57	99
Gross Intake Rate - Primary (%)	14	36.48	64.73	88
Female Gross Intake Rate (%)	12	34.48	62.31	84
Male Gross Intake Rate (%)	16	38.48	69.57	92
Gross Enrolment Rate - Primary (%)	33	58.54	79.66	95
Female Gross Enrolment Rate (%)	30	56.08	78.54	89
Male Gross Enrolment Rate (%)	36	61.01	83.77	92
Gross Enrolment Rate - Secondary (%)	26	54.04	71.02	84
Female GER - Secondary (%)	24	52.04	69.02	82
Male GER - Secondary (%)	28	56.09	72.63	84
Net Enrolment Rate - Secondary (%)	18	47.33	65.59	80
Female NER - Secondary (%)	16	45.59	63.99	78
Male NER - Secondary (%)	20	49.37	67.2	80

Table A6: Culture Indicators (2024-2060)

	2024	2034	2044	2060
Number of Museums	5	24	42	62
Cultural Participation Rate (%)	20	35	49	68
Cultural Events Held Annually	10	36	66	120

Table A7: Institutions of Innovation Indicators (2024-2060)

	2024	2034	2044	2060
Research & Innovation Centers (% of Edu Budget)	N/A	0.7	1.8	2.8
Industrial Development Institutions (Count)	5	27	46	63
Medicine & Human Health (Projects/Units)	2	13	23	37
Veterinary Medicine (Projects/Units)	2	8	14	16
Technology for Development (Projects)	5	11	26	42
TVET Enrolment (%)	2	6	9	15
TVET Enrolment (Thousands)	2.5	58	141	220
Digital Media Literacy (%)	25	47	81	96

Table A8: Health Sector Targets

	2020	2034	2044	2060
Health Expenditure (% of GDP)	3.4	4.84	5.82	7.1
Life Expectancy (years)	56.1	60.28	64.09	76
Neonatal Mortality Rate (per 1,000)	36	26.22	19.93	12
Deaths Under Age 5 (per 1,000)	101.9	69.22	49.5	25
Infant Mortality Rate (per 1,000)	68	48.64	36.64	12
Maternal Mortality Ratio (per 100,000)	692	423	250	40
Survival to Age 65, Female (%)	54	64.93	72.1	82
Survival to Age 65, Male (%)	45	56.31	63.97	75
Death Rate, Crude (per 1,000)	10.8	8.86	7.28	5.5
Adult Male Mortality Rate (per 1,000)	373	241.11	160.14	60
Birth Rate, Crude (per 1,000)	43	33.14	26.03	15
Children Under 5 Births Registered (%)	3.5	23.99	39.76	65
Stunting Under 5 (%)	27.8	16.53	10.86	6
Wasting Under 5 (%)	11.6	7.5	5.32	3
Malnutrition Under 5 (%)	22.7	12.97	7.87	3

Table A9: Employment Data

	2019	2034	2044	2060
Labour Force Participation Rate (Total)(%)	32.4	38.44	42.95	68.8
Labour Force Participation Rate (Male)(%)	45.91	52.26	56.45	78.5
Labour Force Participation Rate (Female)(%)	20.28	26.7	31.38	59.1
Employment-to-Population Ratio (Total)(%)	25.48	31.71	36.36	59.15
Employment-to-Population Ratio (Male)(%)	37.46	43.71	48.36	70.4
Employment-to-Population Ratio (Female)(%)	14.73	20.73	25.32	47.9
Unemployment Rate (15 and over)(%)	21.36	16.46	13.11	8
Unemployment Rate (15 and over) - Male (%)	18.42	13.47	10.1	5
Unemployment Rate (15 and over) - Female (%)	27.35	22.2	18.09	11
Youth Unemployment Rate (15 to 34 years)(%)	70.4	50.46	34.37	17
Youth NEET (%)	44.22	34.19	28	20
Youth NEET - Male (%)	37.71	28.57	23	16
Youth NEET - Female (%)	50.21	38.88	32	23

Table A10: GDP Sector Contribution (2024-2060)

	2023	2034	2044	2060
Agriculture Share of GDP (%)	61	49	24	12
Industry Share of GDP (%)	5	10.75	27	34
Service Share of GDP (%)	34.2	39.67	49	54
Fishery Sector Contribution to GDP (%)	1.5	4.4	10.3	14.6
Agriculture Employment Contribution (%)	79	56.91	43.99	25.1
Remittance in GDP (%)	27.3	21	11	4.8
Blue Economy Initiatives Contribution (% GDP)	2	6.4	14.3	18

Table 11: AEnergy Sector (2024-2060)

	2024	2034	2044	2060
Total Installed Capacity (MW)	344	2234	21,947	35,813
Renewable Energy Share (%)	13	19	30	58
Electricity Generation (GWh/year)	539	10,676	117,046	140,124
Electrification Rate (%)	40	61	77	98
Population Using Charcoal & Biomass (%)	85	32	9.6	3.9

Table A12: Transport Interconnectivity Targets (2024-2060)

	2024	2034	2044	2060
Country Railway Network (Km)	0	583	1442	1500
Paved Road Networks (Km)	2,860	6,532	34,025	145,192
Marine-Port Services Network (Ports)	5	14	23	30
Number of international Airports	1	4	5	7
Active Internet Users (Million)	5.2	9.76	19.01	32.8

Table A13: Environment Targets (2024-2060)

	2024	2034	2044	2060
CO2 Emission per Capita (tonnes)	0.05	0.06	0.07	0.11
% of Protected Area	1.2	7.68	13.54	22
% of Renewable Energy	12	17.91	28.7	58
Waste Management (%)	10	28.29	47.7	80
Recycling (%)	5	9.23	23.5	36
Water Use (m ³ per capita/year)	500	430.6	384.35	350
Forest Cover (% of total land)	10	13	16	22
NDVI (Vegetation Index)	0.3	0.37	0.42	0.5
Crop Yield (tonnes/ha)	1	1.47	1.87	2.4
Food Security (%)	50	63.71	76.26	96



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CENTENNIAL VISION



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