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## Somalia country strategic plan (2022–2025)

Duration	1 January 2022–31 December 2025
Total cost to WFP	USD 1,941,288,739
Gender and age marker*	3

\* <https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

### Executive summary

Despite measurable progress, Somalia continues to grapple with successive shocks, concurrent crises and multiple development challenges, both natural and human-made, that constrain its capacity to achieve sustainable food and nutrition security.

After two decades of protracted conflict, Somalis adopted a provisional constitution in 2012, establishing a parliament and a federal political system. The country's ninth national development plan, for the period 2020–2024, aligns and mainstreams the Sustainable Development Goals across the Government's agenda and reflects the principles of the 2030 Agenda for Sustainable Development.

To support the Government's ambition, the United Nations has matched the four strategic pillars of the national development plan against the four strategic priorities of the Somalia United Nations sustainable development cooperation framework for 2021–2025: inclusive politics and reconciliation (strategic priority 1); security and rule of law (strategic priority 2); economic development (strategic priority 3); and social development (strategic priority 4). WFP was a key contributor in developing the evidence base for the Somalia United Nations sustainable development cooperation framework (through the United Nations common country analysis process) and participated in defining its theory of change for developing pathways to peace and

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sustainable, inclusive development. These instruments complement the strategic objectives of the 2021 humanitarian response plan: reduce loss of life, sustain lives and uphold commitments to protection.

These concerns are fully reflected in this country strategic plan, which integrates WFP's responses to jointly support the Government's goals.

The common country analysis reflects the recognition that eradicating poverty and reaching zero hunger "will take the best of the upcoming decade in the most positive scenario".<sup>1</sup> With the outlook aggravated by the "triple shock" of 2020 – the coronavirus disease pandemic, a desert locust infestation and devastating floods – the consensus among all stakeholders is to intensify a "triple nexus" approach: responding to urgent humanitarian needs while scaling up safety nets to provide broad coverage and contributing wherever possible to stabilization and peacebuilding efforts. For WFP, this includes recognizing the harmful links between human conflict and hunger and reaching those furthest behind – who in Somalia now number in the millions across displaced and non-displaced communities in both rural and urban settings.

Based on evidence, experience and lessons learned, harnessing its comparative advantage with the Government and partners across the triple nexus, WFP proposes a strategy that will fulfil its humanitarian mandate and sustainably move affected populations onto a resilience path through five fully integrated and interrelated strategic outcomes:

- For strategic outcome 1, focusing on crisis response, WFP will provide life-saving, hunger-reducing support, including the treatment and prevention of malnutrition, for those most at risk during and in the aftermath of shocks, including returnees, refugees and internally displaced persons.
- For strategic outcome 2, focusing on resilience building, WFP will protect and develop human capital in rural and urban settings through nutrition-sensitive, shock-responsive safety nets, cash-based home-grown school feeding and gender-responsive, nutrition-sensitive social and behaviour change communications.
- For strategic outcome 3, WFP will build the resilience of communities and households to shocks and open pathways to self-reliance through solutions that make food systems more productive, inclusive, equitable, environmentally sustainable and capable of delivering healthy and nutritious diets to all.
- For strategic outcome 4, WFP will provide capacity strengthening and technical assistance to government entities responsible for national gender- and shock-responsive safety net programmes; disaster risk reduction and mitigation that empowers anticipatory action; school feeding; and food security needs assessment and response.
- For strategic outcome 5, WFP will provide mandated and on-demand services to the humanitarian community through the United Nations Humanitarian Air Service, the WFP-led logistics cluster and WFP's bilateral service provision, so that the humanitarian community in Somalia is better able to reach people at risk and respond to needs and emergencies.

Strategic outcomes 1 and 2 are framed as an integrated package of shock-responsive food and nutrition assistance, connecting humanitarian response and safety nets and supporting a gradual shift from unconditional to conditional relief interventions as households become self-reliant.

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<sup>1</sup> United Nations Somalia. *Common country analysis 2020*.

WFP will provide an integrated package of services to the people most at risk, especially those furthest behind, integrating nutrition into all its interventions and mainstreaming concerns regarding gender, protection and inclusion (noting the needs of children, young people, minorities and people with disabilities), accountability to affected populations, and conflict sensitivity. Assistance will be scaled during periods of crisis to meet humanitarian needs and support recovery, stability and peacebuilding. The plan includes expanded use of successful digital cash and market-based solutions and embraces environmentally sustainable approaches to addressing the impacts of climate change on food systems, the country's high dependence on food imports, the population's limited access to diverse, safe, good-quality foods and the double burden of malnutrition.

To achieve the outcomes of this plan, WFP will continue to apply proven approaches and pursue integration, from internal programming to external coordination, augmented by evidence generation to support advocacy and decision making. The long-term objective is to build national capacity, progressively shifting WFP towards a technical assistance, capacity-building and system-strengthening role and, in the subsequent country strategic plan (for 2026–2030), placing the Government on the path to full ownership.

The country office has designed the plan to align with government and United Nations frameworks, consistent with global United Nations reform efforts and WFP's own strategic plan. After 20 years' absence, WFP re-opened the country office in Mogadishu in 2015 and has gradually increased its staff presence across a network of 12 field offices, enabling it to provide assistance in a manner consistent with humanitarian principles and operationally independent of any form of political, economic or military objectives.

### **Draft decision\***

The Board approves the Somalia country strategic plan (2022–2025) (WFP/EB.2/2021/7-A/3) at a total cost to WFP of USD 1,941,288,739.

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

## 1. Country analysis

### 1.1 Country context

1. Somalia is a low-income, food-deficit<sup>2</sup> country that over the past decade has been undergoing the difficult transition from “failed” to “fragile” state.<sup>3</sup> Modest political gains are stymied by widespread insecurity, recurrent climate-related disasters, environmental degradation, underinvestment in basic social services, population growth outstripping economic performance, fragile governance and low state capacity.
2. Nearly seven in ten Somalis live on less than USD 1.90 per day,<sup>4</sup> the sixth-highest poverty rate in sub-Saharan Africa. Poverty is both widespread and deep, particularly for households in rural areas and internally displaced person (IDP) settlements.<sup>5</sup> Almost 80 percent of the population is at risk from external shocks such as natural disasters, conflict and economic disruption.<sup>6</sup> Somalia is ranked as the most vulnerable to climate change of 181 countries.<sup>7</sup>
3. Inadequate water resources and poor sanitation and hygiene practices contribute to health and nutrition challenges. Restrictive social and cultural norms inhibit social and economic development for the most vulnerable, most notably women and girls, young people, rural and nomadic communities, IDPs, asylum seekers in transit, refugees and returnees, minority groups and people with disabilities.
4. A majority of Somalis will be living in urban areas by 2040.<sup>8</sup> The rapid rate of urbanization has put significant pressure on urban centres to provide public services. Somalia’s 2.9 million IDPs, mostly living in and around urban centres, are among the poorest people in the country.<sup>9</sup>
5. Forty-five percent of Somali boys and men and 48 percent of girls and women have never participated in formal schooling.<sup>10</sup> Somalia has one of the world’s lowest overall school enrolment rates, with only 30 percent of children enrolled at the primary level (6–13 years) and 25 percent at the secondary level (14–17 years). IDP children are at higher risk of not attending school.
6. Despite legislative progress, women and girls remain at greater risk of socioeconomic exclusion. Maternal mortality rates are among the highest in the world. Female genital mutilation is nearly universal. Early and child marriage is commonplace, deterring adolescent girls from continuing their educations, limiting their employability and increasing their vulnerability to gender-based violence and adverse maternal and child health outcomes.
7. Somalia remains highly dependent on remittances and aid. Remittances are estimated at USD 1.3 billion per year – three times more than total foreign direct investment. The country

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<sup>2</sup> Food and Agriculture Organization of the United Nations. 2019. *The State of World Food Security and Nutrition in the World: Safeguarding against Economic Slowdown and Downturns*.

<sup>3</sup> Data is often non-existent, insufficient, outdated or inadequately disaggregated, impeding measurement of progress against the 2030 Agenda – exemplified by Somalia’s continuing absence from Human Development Index rankings.

<sup>4</sup> United Nations Somalia. 2020. *Progress Towards the 2030 Agenda In Somalia: A Companion to the United Nations Common Country Analysis*.

<sup>5</sup> World Bank. 2019. *Somali Poverty and Vulnerability Assessment: Findings from Wave 2 of the Somali High Frequency Survey*.

<sup>6</sup> Somalia, Ministry of Planning, Investment and Economic Development. 2019. *Somalia National Development Plan 2020 to 2024*.

<sup>7</sup> See <https://gain-new.crc.nd.edu/country/somalia>. Accessed on 28 May 2021.

<sup>8</sup> World Bank. 2021. *Somalia Urbanization Review: Fostering Cities as Anchors of Development*.

<sup>9</sup> United Nations Office for the Coordination of Humanitarian Affairs. 2021. *Somalia Humanitarian Response Plan*.

<sup>10</sup> Data disaggregated by sex and age are presented in this document whenever available.

received USD 1.9 billion in official development assistance in 2019, consisting of roughly equal parts humanitarian and development aid.

8. Somalia was among the countries least equipped to respond to the coronavirus disease (COVID-19) pandemic. Somalia ranked last of 195 countries on the 2019 Infectious Disease Vulnerability Index and last on the 2019 Global Health Security Index, confirming its vulnerability to disease outbreaks.<sup>11</sup>
9. Before the COVID-19 outbreak, Somalia's economy had been in recovery; however, the combined impact of the pandemic, locust infestation, cyclones, floods and drought saw it projected to contract by 2.5 percent in 2020.<sup>12</sup> Economic slowdown, declining remittances and falling exports have reduced household income and consumption, disrupted supply chains and entrenched poverty.

## 1.2 Progress towards the 2030 Agenda for Sustainable Development

10. The Somalia national development plan for 2020 to 2024 (NDP-9) aligns and mainstreams the Sustainable Development Goals (SDGs) across the Government's agenda and reflects the principles of the 2030 Agenda for Sustainable Development. Priorities, road maps and a monitoring and evaluation framework are mapped against, and integrated with, the SDG framework and each of its development targets.
11. Weak statistical systems preclude the comprehensive assessment of Somalia's progress in implementing the 2030 Agenda; the African Development Bank notes that "SDG-specific baselines, targets and indicators are largely absent from [the NDP-9] results framework".<sup>13</sup> NDP-9 indicates the Government's intention to use localized SDG targets to align with a common global framework and to make "alignment of funding and interventions straight-forward, with the added benefit of simplifying reporting".<sup>14</sup>

## 1.3 Progress towards SDGs 2 and 17

12. As a fully engaged member of the United Nations country team, WFP has been a leading participant in developing the common country analysis, especially for SDG 2 (zero hunger), and in developing the theory of change of the Somalia United Nations sustainable development cooperation framework (UNCF)<sup>15</sup> and articulating its outcomes and outputs for strategic priorities 2 and 3.

### **Progress towards SDG 2 targets**

13. *Access to food:* From 2013 to 2018, an average of 1.53 million people were recurrently food-insecure. The number of food-insecure people experiencing long-term stress is trending upwards, indicating that chronic food insecurity persists, requiring sustainable solutions. Recurrent climate-related shocks and political instability are key drivers of food insecurity and pose continuing risks to crop production and food access. Stronger market performance would facilitate the more equitable flow of food commodities and livestock

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<sup>11</sup> African Development Bank. 2020. [Africa's Economic Performance and Outlook Amid COVID-19](#).

<sup>12</sup> Randa, John and others. 2020. [Somalia Economic Update: Impact of COVID-19 – Policies to Manage the Crisis and Strengthen Economic Recovery](#).

<sup>13</sup> United Nations Somalia. [Common country analysis 2020](#).

<sup>14</sup> Somalia, Ministry of Planning, Investment and Economic Development. 2019. [Somalia National Development Plan 2020 to 2024](#).

<sup>15</sup> United Nations sustainable development cooperation frameworks are normally referred to by the acronym "UNSDCF". In Somalia, however, the sustainable cooperation development framework is commonly referred to as the "UNCF". Consistent with that practice the present document uses the acronym UNCF.

marketing.<sup>16</sup> Gender inequality and social exclusion are also major contributors to food insecurity, as are the socioeconomic effects of COVID-19.

14. *End malnutrition:* Malnutrition in Somalia is driven by a combination of factors such as child illnesses, high morbidity, micronutrient deficiencies, low immunization levels, gender inequality and discriminatory sociocultural attitudes leading to poor care practices.<sup>17</sup> Malnutrition varies seasonally and regionally. The prevalence of global acute malnutrition (GAM), or wasting, has been decreasing over the past decade but is still relatively high at 11.8 percent nationally at the end of 2020 and over 15 percent (critical) in certain regions. Stunting prevalence was 27.8 percent in 2020. Anaemia affects an alarming 38.5 percent of school-aged children (6–11 years) and 46.6 percent of non-pregnant women (15–49 years).<sup>18</sup> A 2019 study indicated that only two households in ten could afford a nutritious diet.<sup>19</sup>
15. *Smallholder productivity and incomes:* Agriculture is a key source of livelihoods in Somalia, representing 72 percent of employment in 2019 (a proportion that has barely changed in three decades) and 80 percent of rural employment.<sup>20</sup> Agriculture accounted for 43.4 percent of gross domestic product in 2017, and livestock made up 75 percent of annual exports in 2018. Women are most active in the informal sector<sup>21</sup> and have unequal access to production inputs and technology.<sup>22</sup> Women, young people and people with disabilities face severe barriers to economic participation.
16. *Sustainable food systems:* The agriculture sector and food systems in general are hampered by low levels of productivity, a low degree of industrialization, limited processing facilities, high post-harvest losses, low product quality and a shrinking labour force due to urban migration. Somalia lacks robust food safety and quality controls, market information systems and a public food reserve to mitigate shocks. Many people, particularly women, have little access to credit, insurance or other financial services.

### **Progress on SDG 17 targets**

17. *Capacity strengthening:* Somalia has been steadily rebuilding its institutions, especially in public financial management, revenue mobilization, planning, monitoring and evaluation and aid coordination management. NDP-9 has enhanced policy coherence in poverty reduction, sustainable development, national frameworks and development planning tools. The last population census was conducted in 1975; the new National Bureau of Statistics plans to conduct a census within the timeframe of NDP-9.
18. *Enhance global partnership:* Aid coordination mechanisms have been established to drive both technical and political aspects of peacebuilding and development initiatives. Somalia's aid architecture was further restructured in 2020, with "must-not-fail" milestones and a mutual accountability framework to support the achievement of NDP-9 objectives and Somalia's SDG commitments.

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<sup>16</sup> WFP and Somalia, Ministry of Planning, Investment and Economic Development. 2019. *The Integrated Context Analysis (ICA) for Somalia (2020)*.

<sup>17</sup> United Nations Somalia. *Common country analysis 2020*.

<sup>18</sup> Directorate of National Statistics, Federal Government of Somalia. 2020. *The Somali Health and Demographic Survey 2020*.

<sup>19</sup> Office of the Prime Minister, Scaling Up Nutrition Movement and WFP. 2019. *Somali Fill the Nutrient Gap and Cost of the Diet Assessment*.

<sup>20</sup> United Nations Somalia. *Common country analysis 2020*.

<sup>21</sup> Pape, Utz Johann. 2017. *Somali poverty profile: Findings from Wave 1 of the Somali High Frequency Survey*.

<sup>22</sup> Federal Government of Somalia, the World Bank, the European Union and the United Nations. 2018. *Somalia Drought Impact & Needs Assessment*.

## 1.4 Hunger gaps and challenges

19. The zero-hunger target remains a major challenge in Somalia due to multiple factors:
- *Social protection capacity gaps.* Gaps in social protection systems and coverage mean that people already most at risk of food insecurity are being left further behind. While the Government has developed a social protection policy framework and launched an ambitious rural safety net (supported by WFP), scaling up implementation capacity is a challenge; the public sector needs assistance to discharge all its functions, including implementation of social safety nets.<sup>23</sup>
  - *Gaps in human capital and education.* Poor diets negatively affect education (human capital) and productivity, further compounding household poverty and overall economic performance.<sup>24</sup> COVID-19 forced the closure of schools between March and August 2020, affecting the learning, food security and nutrition of nearly 1.2 million children (43 percent of whom were girls). Some schools have re-opened with transmission mitigation measures in place but remain vulnerable to COVID-19 impacts.
  - *Gender inequality and women's economic empowerment.* Early marriage and pregnancy remain prevalent, while restrictive customary beliefs inhibit the adoption of healthy maternal and early childcare practices such as exclusive breastfeeding; only 34 percent of children under six months are exclusively breastfed.
  - *Protection for extremely at-risk groups.* Social exclusion most affects IDPs, the estimated 11,000 people living with HIV, minority clans and people with disabilities, especially regarding access to services and humanitarian and development assistance – including vital food assistance. People with disabilities are often denied access to water, food and sanitation through lack of inclusion in humanitarian responses.<sup>25</sup>
  - *Systemic supply chain gaps.* Food imports, accounting for up to 60 percent of needs, are prone to disruption owing to insecurity and lack of regulation and financial liquidity. Poor infrastructure and security restrictions on interstate road transport have left airlifts as the principal alternative, increasing transportation costs. Maritime access is a viable option for transporting large quantities of food, but only four ports – Mogadishu, Bossaso, Berbera and Kismayo – are operational and reliable commercial shipping options are limited; moreover, the areas with the highest logistics support needs lack direct access to ports. These factors affect the availability, accessibility and affordability of nutritious food for those at most risk.

## 2. Strategic implications for WFP

### 2.1 Achievements, lessons learned and strategic changes for WFP

20. WFP recognizes its central role in supporting the humanitarian-development-peace nexus in Somalia by forging pathways to self-reliance and stability. It has sought and received feedback from the Government and its agencies, development partners, stakeholders, beneficiaries and affected populations.
21. The Somalia country portfolio evaluation for 2012–2017 showed that WFP's main comparative advantage was leading emergency responses at scale. It also highlighted the potential for expanding resilience initiatives in collaboration with strategic partners and for deepening coordinated engagement with the Government on capacity strengthening,

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<sup>23</sup> United Nations Somalia. [Common country analysis 2020](#).

<sup>24</sup> Ibid.

<sup>25</sup> United Nations Office for the Coordination of Humanitarian Affairs. 2020. [Humanitarian Needs Overview Somalia](#).

- including by developing a long-term approach to assisting IDPs. The associated recommendations were taken into account in the Somalia interim country strategic plan (ICSP) for 2019–2021. A mid-term review of the ICSP in 2021 drew on the ICSP monitoring and evaluation framework; independent third-party monitoring; the common country analysis and UNCF; the 2019 Fill the Nutrient Gap analysis undertaken under the Scaling Up Nutrition (SUN) movement workplan; and the 2019 integrated context analysis.
22. Building on these lessons, WFP is proposing a long-term resilience and human capital development approach in Somalia. WFP will maintain its capacity to respond to recurring crises while promoting more integrated ways of working with the Government and partners to end hunger through capacity-building and support for policy development and delivery systems. Food security is a pre-requisite to peace. A conflict analysis under way in 2021 will help WFP define indicators for reporting on its contribution to stability and peace.
  23. WFP will seek opportunities to expand joint programmes such as the Rome-based agencies' resilience initiative and the joint resilience action with the United Nations Children's Fund (UNICEF) and the Food and Agriculture Organization of the United Nations, which integrates nutrition, education, water, sanitation and hygiene, locally-sourced school feeding, deworming and livelihoods, with positive results. As a co-sponsor of the Joint United Nations Programme on HIV/AIDS, WFP will continue to lead the programmatic integration of HIV and nutrition.
  24. In 2020, WFP shifted its school meals programme entirely to cash-based home-grown school feeding (HGSF), offering a varied, nutritious diet to students while fostering market links between schools and local producers and retailers.
  25. Through innovative food system interventions, WFP supports grain and fresh produce value chains with improved storage solutions for producers and retailers, climate-smart production technologies and direct links to WFP beneficiary demand through its [e-Shop](#) e-commerce system. Central to the country office's digital advisory and solutions services strategy, e-Shop has also enabled COVID-19 safe home delivery of food purchased with WFP cash-based transfers (CBTs) and, as of January 2021, in-kind WFP food assistance as well.
  26. WFP will continue to procure food through the Global Commodity Management Facility via the port in Berbera and will maintain the corridor for WFP's operations in the region, supplying food to neighbouring countries as well as within Somalia.
  27. WFP will continue to make its logistics capacity and expertise available and expand its corporate service model by providing on-demand services to the humanitarian community through bilateral arrangements. As the lead agency for the logistics cluster, WFP will continue to facilitate the provision of mandated common logistics services and information management and coordination support for the humanitarian community.
  28. The United Nations Humanitarian Air Service (UNHAS), managed by WFP, is the only airline in Somalia transporting government and humanitarian workers and supplies to hard-to-reach areas amid ongoing COVID-19 restrictions.
  29. WFP partnered with other United Nations entities to incorporate the views of Somali women into the common country analysis and the UNCF. WFP will build on the progress made to date in mainstreaming gender into programme design, aiming to promote transformative change and increasing women's participation in leadership, decision making and resource management.<sup>26</sup>

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<sup>26</sup> WFP. 2019. *Synthesis of Country Portfolio Evaluations in Africa*.

## **2.2 Alignment with the national development plans, the United Nations sustainable development cooperation framework and other frameworks**

30. NDP-9, laying out Somalia's poverty reduction, peace and development priorities for the period 2020–2024, was adopted on 23 December 2019. It prioritizes inclusive and accountable politics, improved security, the rule of law and economic and social development, with gender, youth, capacity development, human rights and the environment as cross-cutting themes.
31. The UNCF, signed in October 2020, represents the collective response of United Nations entities to the priorities outlined in NDP-9 and their contribution to the implementation of the 2030 Agenda and Agenda 2063 of the African Union and the achievement of the SDGs in Somalia.
32. WFP's strategic orientation links the country strategic plan (CSP) to the strategic objectives of the humanitarian response plan and the strategic priorities of the UNCF. WFP will deliver the strategy over four years to align with both NDP-9 and the UNCF.

## **2.3 Engagement with key stakeholders**

33. In developing the CSP, WFP consulted extensively with key partners and stakeholders such as federal and state ministries, donors, cooperating partners, other United Nations agencies and civil society. WFP shared the proposed CSP strategic orientation, priorities, evidence and rationale, receiving valuable feedback and ensuring agreement with regard to shared goals, including strong consensus on a shock-responsive, resilience-building approach that saves lives, promotes peacebuilding and protects livelihoods, leaving no one behind.
34. In the context of COVID-19, these consultations included both teleconferences and in-person meetings to ensure inclusive and diverse participation without compromising participants' safety.

## **3. WFP strategic portfolio**

### **3.1 Direction, focus and intended impacts**

35. WFP will harness its comparative advantages around five strategic outcomes designed to further measurable progress on both SDG 2 (zero hunger) and SDG 17 (partnerships for the goals). Building on national consensus around applying resilience approaches across the "triple nexus", WFP will continue to meet critical needs while leveraging opportunities to support national systems, including the implementation of shock-responsive social protection programmes. Mainstreaming nutrition, gender, protection (including the needs of people with disabilities), accountability to affected populations and conflict sensitivity, WFP will provide an integrated package of services to the people most at risk and furthest behind, scaling assistance during crises to support recovery, peacebuilding and stability. Transfer modality will be selected based on feasibility and programme objectives, with cash-based interventions implemented and monitored according to the harmonized approach set out in the UNCF.<sup>27</sup>
36. WFP will implement this CSP in line with its mandate and with strategic priorities 3 and 4 of the UNCF, also contributing to collective efforts on several other SDGs, especially SDG 1 (no poverty), SDG 3 (good health and well-being), SDG 4 (quality education), SDG 5 (gender equality) and SDG 16 (peace, justice and strong institutions). The Somalia country office will continue to uphold, and to advocate that the Government and partners adhere to, the principles of humanity, impartiality, neutrality and independence. WFP will strengthen its efforts to ensure the inclusion of minority groups, provide assistance where improved

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<sup>27</sup> United Nations Somalia. 2020. *United Nations Sustainable Development Cooperation Framework 2021–2025*, annex IV.

security offers windows for access and reinforce a harmonized and transparent system for partner engagement and selection.

### **3.2 Strategic outcomes, focus areas, expected outputs and key activities**

***Strategic outcome 1: Food-insecure and nutrition-insecure people, in disaster-affected areas, have access to adequate and nutritious food and specialized nutritious foods that meet their basic food and nutritional needs, during and in the aftermath of shocks***

37. Strategic outcome 1 links to strategic outcome 2; together they serve as an integrated package of shock-responsive food and nutritional assistance, connecting humanitarian response and safety nets to support eligible households in gradually shifting from unconditional to conditional relief interventions, thus building self-reliance.
38. WFP will respond in the immediate aftermath of natural or human-caused shocks such as drought, floods, conflicts and pest invasions through relief assistance or expansion of safety nets to crisis-affected, food-insecure people, including IDPs, the newly displaced and returnees. Unconditional short-term support will be provided to save lives, deter people from resorting to extreme coping mechanisms and provide pathways to safety nets and conditional resilience-building support. CBTs will be a critical component, empowering people to meet their food needs in local markets according to their priorities.
39. Children, pregnant and lactating women and girls (PLWG) and anti-retroviral therapy (ART) and directly observed therapy for tuberculosis (TB-DOT) clients will be treated for malnutrition to prevent the more severe malnutrition associated with higher morbidity and mortality in high-prevalence areas and during lean seasons.

#### ***Focus area***

40. This strategic outcome focuses on crisis response.

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

41. Through this outcome, WFP aligns with pillars 3 (economic development) and 4 (social development) of NDP-9 and contributes to the first, second and third strategic objectives of the humanitarian response plan: reduce loss of life, sustain lives and uphold commitments to protection.

#### ***Expected outputs***

42. Strategic outcome 1 will be achieved through the following seven outputs:
  - Crisis-affected people (tier 1) receive unconditional nutritious food or CBT to meet their basic food and nutritional needs during times of crisis and to support stability and contribute to peace.
  - Crisis-affected people, including children aged 6–59 months, PLWG and ART/TB-DOT clients (tier 1) in areas where GAM is high during crises, receive targeted specialized nutritious foods that ameliorate malnutrition and improve their nutritional status.
  - Crisis-affected people (tier 1), including children aged 6–23 months and PLWG in areas with high GAM during crises receive targeted specialized nutritious foods or CBT that prevent malnutrition and improve their nutritional status.
  - Targeted individuals (tiers 1 and 2) benefit from improved knowledge of nutrition, care practices, diverse healthy diets, climate, agriculture, gender and protection that effects behaviour change to contribute to improvement in their nutritional status.
  - Crisis-affected populations (tier 3) benefit from a well-coordinated food security and logistics humanitarian response that delivers life-saving assistance in a timely and accountable manner.

- Returning refugees and IDPs (tier 1) can access food security and nutrition programmes in their areas of return to avert malnutrition.
- National and regional authorities receive technical support to improve their capacity to ensure food access to food-insecure and undernourished people.

### **Key activities**

#### *Activity 1: Provide integrated food and nutritional assistance to crisis-affected people*

43. WFP will provide vulnerable food-insecure people with unconditional in-kind food or cash-based assistance, including through vertical and horizontal expansion of shock-responsive safety nets. Beneficiaries will be targeted geographically through food security and nutrition needs assessments and at the household level using vulnerability criteria that reflect the particular needs of men, women, boys and girls. Targeting and assistance delivery will integrate protection, gender and conflict-sensitivity concerns.
44. During crises, WFP will support children aged 6–59 months, PLWG and ART/TB-DOT clients affected by shocks through integrated nutrition packages. These will include blanket and targeted supplementary feeding programmes; nutritional assessment, counselling and support for malnourished TB patients and people living with HIV; mother-and-child health and nutrition (MCHN) programmes; and gender-informed social and behaviour change communications (SBCC). Targeting will be done geographically, based on high GAM and Integrated Food Security Phase Classification levels during crises, and individually, based on nutrition status measured during nutrition screening and referrals. Men, boys and other family members in beneficiary households will be engaged through SBCC to highlight their responsibilities with regard to improving nutrition.
45. There are approximately 25,000 refugees<sup>28</sup> and asylum seekers in Somalia, mainly from Ethiopia and Yemen. Approximately 765,000 Somalis live as refugees outside the country, while 130,000 refugees have returned since December 2014.<sup>29</sup> WFP will support the voluntary return of refugees and will seek to include them in food security and nutrition relief programmes.
46. WFP will continue to co-lead the Somalia food security cluster with the Food and Agriculture Organization to coordinate effective emergency response across United Nations and other humanitarian organizations.

### **Partnerships**

47. Referral pathways will be established where feasible; for instance, families that benefit from targeted supplementary feeding programmes will be referred to livelihood programmes and government-led rural and urban safety nets. Partners include the Ministry of Humanitarian Affairs and Disaster Management, the Ministry of Health and Social Care and the Ministry of Labour and Social Affairs, at the federal and state levels. Support for refugees and IDPs includes contributions to the tripartite agreement between Kenya, Somalia and the Office of the United Nations High Commissioner for Refugees (UNHCR).

### **Assumptions**

48. Food production disrupted temporarily by conflict or natural disasters but resumes in the aftermath of shock. Food consumption and internal market mechanism are stable during shock. Donor's funding received

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<sup>28</sup> Office of the United Nations High Commissioner for Refugees. 2021. [Fact sheet: Somalia, February 2021](#).

<sup>29</sup> United Nations Somalia. 2020. [United Nations Sustainable Development Cooperation Framework 2021–2025](#).

***Strategic outcome 2: Vulnerable people in targeted areas have improved nutrition and resilience, and benefit from inclusive access to integrated basic social services, shock-responsive safety nets, and enhanced national capacity to build human capital, all year round***

49. WFP will strengthen human capital in both rural and urban settings through social protection and access to basic services, including education and nutrition. WFP will support the provision of rural and urban safety nets to at-risk Somalis through long-term predictable CBTs to cushion them against shocks and lift them out of poverty. WFP will also provide home-grown school meals to schoolchildren, treatment and prevention of malnutrition for children under 5 and PLWG and nutrition-sensitive training and SBCC.

***Focus area***

50. This strategic outcome focuses on resilience building.

***Alignment with national priorities***

51. Through this strategic outcome, WFP will ensure access to safe, nutritious and sufficient food (SDG 2, target 2.1), aligning with the national priorities set out in pillar 4 of NDP-9 and with strategic priority 4 of the UNCF in accordance with the theory of change of the UNCF.

***Expected outputs***

52. Strategic outcome 2 will be achieved through the following six outputs:

- Food-insecure urban households (tier 1) receive safety net assistance (conditional and unconditional CBT) that improves their food security, enhances their self-reliance, and cushions against shocks.
- Food-insecure rural households (tier 1) receive safety net assistance (unconditional CBT) that improves their food security and cushions them against shocks.
- Food-insecure people (tier 1), including schoolchildren, in targeted areas receive gender-responsive and nutrition-sensitive SBCC to improve their nutritional status, reduce vulnerability to climate-related shocks and protect access to food.
- Somali schoolchildren and smallholder farmers (tier 2) benefit from the improved capacity of related government institutions to meet their basic food and nutritional needs through a national home-grown school feeding programme.
- Schoolchildren (tier 1) in targeted areas receive healthy and nutritious meals through cash-based HGFS to meet their basic food and nutritional needs, increase school attendance and retention, and improve learning.
- Children aged 6–59 months, PLWG and ART/TB-DOT clients (tier 1) in targeted areas receive integrated nutrition support and surveillance (targeted supplementary feeding programmes (TSFP), MCHN, blanket supplementary feeding programmes (BSFP), SBCC, community nutrition worker networks) to enhance and protect their nutritional status, and strengthen household and community resilience.

***Key activities***

*Activity 2: Provide conditional and unconditional food and/or cash-based food assistance and nutrition-sensitive messaging to food-insecure people through reliable safety nets, including HGFS*

53. *Safety nets:* WFP will augment the national capacity to deliver social protection across rural and urban settings. On behalf of the federal Ministry of Labour and Social Affairs, WFP is implementing the government-led, international-financial-institution-funded Shock Responsive Safety Net for Human Capital Project (SNHCP), “building a bridge beyond the delivery of humanitarian assistance and lay[ing] the foundations for human capital and

government systems building.”<sup>30</sup> WFP will continue to support Somali federal member states in implementing safety nets and building links to multisectoral assistance, including the provision of basic services in areas such as nutrition, income-generating activities and education.

54. *Home-grown school feeding*: Through the HGSP programme, WFP will support the provision of nutritious meals sourced from retailers and targeted smallholder farmers to schoolchildren. The programme seeks to develop human capital through growing school enrolment, attendance and retention while fostering market development, dietary diversity and long-term behavioural change in food and dietary habits. Under the leadership of the Ministry of Education, Culture and Higher Education, the joint integrated package of school health and nutrition services currently in place in some areas with UNICEF – including quality education, water, sanitation and hygiene, locally-sourced school meals and deworming – will expand to other supported schools, contingent on funding.
55. WFP will support a multisectoral approach, including connecting the Ministry of Health and Social Care and the Ministry of Agriculture and Irrigation. Strengthening the capacity of line ministries will be a major focus and the Government-led Systems Approach for Better Education Results (SABER) exercise will inform the development of a road map for a transition to national ownership. WFP will also link school feeding with its food systems and livelihoods programmes.

*Activity 3: Provide an integrated nutrition support and malnutrition prevention and treatment package to targeted vulnerable people*

56. Outside of crises, WFP will provide nutrition support to children aged 6–59 months, adolescent girls, PLWG and ART/TB-DOT clients in areas with persistently high GAM prevalence, to prevent and treat malnutrition and stimulate positive behaviour change. This support will be provided through an integrated nutrition prevention and treatment package, including MCHN services and strengthened referral links with interventions for the prevention of mother-to-child transmission, to improve outcomes using government partners and structures.
57. Capacity strengthening activities in communities will include training for community workers and leaders on nutrition assessment and education, and support for improved referral links between nutrition, resilience and health programmes.

### **Partnerships**

58. WFP will deliver this outcome through government systems such as those operated by the Ministry of Labour and Social Affairs and the Ministry of Education, Culture and Higher Education for social protection and school meals and those operated by the Ministry of Health and Social Care for nutrition treatment and prevention (in close coordination with UNICEF).
59. WFP will continue to partner with the Somali SUN secretariat, providing human resources and supporting research and other evidence-generating initiatives.

### **Assumptions**

60. Food production disrupted temporarily by conflict or natural disasters but resumes in the aftermath of shock. Food consumption and internal market mechanism are stable during shock. Donor’s funding received.

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<sup>30</sup> Somalia, Ministry of Labour and Social Affairs. 2019. *Somalia: Shock Responsive Safety Net for Human Capital Project (SNHCR)*.

***Strategic outcome 3: National institutions, private sector, smallholder farmers, and food-insecure and nutritionally vulnerable populations in Somalia benefit from climate-smart, productive, resilient, inclusive, and nutritious food systems by 2030***

61. WFP will strengthen the resilience of communities and households to shocks and their pathways to self-reliance and address persistent food system bottlenecks at the levels of production, transformation and consumption to make food systems more productive, more inclusive of poor and marginalized populations, more environmentally sustainable and resilient and better able to deliver healthy and nutritious diets to all.

***Focus area***

62. This strategic outcome focuses on resilience building.

***Alignment with national priorities***

63. Through this strategic outcome WFP will promote sustainable food systems (SDG 2, target 2.4), aligning with pillars 3 and 4 of NDP-9 and strategic priorities 3 and 4 of the UNCF through the theory of change of the UNCF.

***Expected outputs***

64. Strategic outcome 3 will be achieved through the following five outputs:
- Food-insecure people (tier 1) in targeted areas receive assistance through conditional in-kind or cash-based transfers for vocational training and the rehabilitation of natural resources and community assets to support their livelihoods and enhancing their self-reliance.
  - Targeted smallholder farmers (tier 1), especially women and youth, and including suppliers to HGFS, and other food supply chain actors, benefit from enhanced access to technology and training in climate-smart agriculture, post-harvest management, processing, fortification, and market linkages to strengthen their productive capacity, food security status, and adaptive resilience to climate-related challenges and shocks.
  - Nutritionally vulnerable populations (tier 3) benefit from improved government and private sector capacity to improve nutrition through support for standards on food fortification, quality and safety.
  - Consumers and food supply chain actors (tier 2) benefit from digital innovation in market information and business platforms to support retail and wholesale supply chains.
  - Smallholder farmer cooperatives and other private sector producers (tier 2) benefit from the rehabilitation of key infrastructure that promotes trades and improves food supply chains and the availability of food.

***Key activities***

*Activity 4: Provide an integrated package of livelihood support activities, services, skills, assets and infrastructure to households and communities to strengthen their resilience and food systems*

65. WFP will support climate-adaptive initiatives that enhance the capacity of households and communities to absorb and adapt to shocks and address food system bottlenecks by leveraging WFP's strong operational footprint, supply chain and transfer delivery systems.
66. Community and household asset creation activities will assist households in meeting their immediate food needs; support the rehabilitation of assets that enhance household nutrition status and long-term resilience; and foster community planning and dialogue on the shared use of natural resources. Gender-sensitive activities that improve access to water or restore or protect land will be layered with support for household-level production of nutrient-rich produce and livelihood diversification.

67. In urban areas, sustainable livelihood interventions include training in literacy, numeracy, entrepreneurship and vocational skills to improve employment prospects for people at risk. WFP will improve targeting to ensure that groups traditionally excluded from markets and job opportunities are assisted.
68. Supply chain interventions will improve the quality and quantity of domestic cereals and fresh food through the adoption of climate-smart technologies and practices for smallholder farmers, aggregators and retailers. WFP will support agricultural suppliers in increasing the availability of post-harvest equipment, identifying opportunities to enhance domestic fortification with local small and medium-sized enterprises and rehabilitating trade infrastructure to promote commerce and market linkages. WFP is strengthening government agricultural extension services, standardizing post-harvest management and facilitating grain testing and food safety initiatives.
69. WFP will scale up access to traditional and digital marketplace platforms, including its [e-Shop](#). This e-commerce system connects beneficiaries of WFP cash-based assistance directly with WFP-supported retailers, empowering beneficiaries with improved access to price and supply information while linking supply chain actors to broader customer bases.

### **Partnerships**

70. WFP will continue to develop partnerships with government and key non-governmental and private sector entities, notably the Ministry of Agriculture and Irrigation (at the federal and state levels), the Somali SUN secretariat, business organizations such as the national and regional chambers of commerce and industry and farmers' cooperatives.

### **Assumptions**

71. Funding requirements are met up to a sufficient level. Security does not deteriorate significantly. Climatic conditions are conducive to crop performance. Smallholder farmers' willingness to join cooperatives and attend trainings. Acceptability to new post-harvest technologies. Government enforces food quality and safety standards. E-commerce technology is adopted; digital literacy is not a barrier.

### **Strategic outcome 4: National institutions and government agencies in Somalia benefit from strengthened capacities, policies, and systems by 2025**

72. WFP will provide policy advice, capacity development and knowledge-sharing in the areas of data collection, food security and nutrition analysis, logistics and supply chain management to enhance government systems, institutions and programmes that respond to shocks and sustainably address hunger. WFP will provide capacity strengthening (including direct deployment of human resources), technical assistance (including through training and workshops) and basic infrastructure support to federal and state government entities responsible for national safety nets, disaster risk reduction and mitigation, school feeding and food security needs assessment and response.

### **Focus area**

73. This strategic outcome focuses on resilience building.

### **Alignment with national priorities**

74. Through this strategic outcome, WFP will provide capacity strengthening services (SDG 17.9), aligning with pillars 3 and 4 of NDP-9 and the corresponding strategic priorities 3 and 4 of the UNCF in accordance with the theory of change of the UNCF.

**Expected outputs**

75. Strategic outcome 4 will be achieved through the following seven outputs:
- Somalis (tier 3) benefit from strengthened capacities of related ministries to develop and operationalize food security and nutrition policies and strategies, to support stability.
  - Vulnerable populations (tier 3) benefit from the establishment and implementation of a social protection policy framework and strategy that improves their access to basic services and safety nets and supports human capital development.
  - Somalis (tier 3) benefit from the strengthened capacity of national authorities to implement disaster management and early warning, climate change mitigation and adaptation systems, in order to protect food security and nutrition and support stability.
  - Somalis (tier 3) benefit from strengthened capacity and policies of national authorities to support infrastructure rehabilitation in order to improve access to nutritious food.
  - Somalis (tier 3) benefit from strengthened capacities of the Government and its partners to generate, analyse and disseminate accurate and timely food security and nutrition information that informs appropriate humanitarian and development responses.
  - National and local government authorities in Somalia (tier 3) benefit from WFP logistics and supply chain expertise to strengthen capacity and streamline operations.
  - Somalis (tier 3) benefit from South–South and triangular cooperation initiatives that strengthen the capacity of national actors to implement food security and nutrition action plans.

**Key activities**

*Activity 5: Provide technical support to national and subnational actors that strengthens capacities to develop and implement peacebuilding, hunger-reducing national policies*

76. WFP will support relevant government agencies in improving capacity in emergency preparedness and response, vulnerability analysis and mapping, sector assessments, social protection instruments and nutrition monitoring, ensuring that the collection, analysis and use of information is gender-sensitive, reflecting the diverse needs of women, men, girls and boys. With partners, WFP will reinforce the national platform for disaster risk reduction and support implementation of the risk mitigation strategy, including a community-based early warning system that can empower national actors to take anticipatory action.
77. WFP will lead facilitation of the development and implementation of the national food fortification policy and strategy, including by strengthening fortification facilities and cooperatives of small-scale millers.
78. WFP will link the national school feeding programme with the agriculture sector to ensure dietary diversity and micronutrient intake. WFP's support will cover strategy, policy and legislative frameworks, financial management, institutional coordination and programme design and implementation.
79. Capacity strengthening support for the Government will be based on needs mapping<sup>31</sup> and will include logistics and supply chain technical support for the Ministry of Humanitarian

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<sup>31</sup> WFP. 2018. [Summary of evaluation evidence: Somalia 2012–2018](#). The usefulness of a robust analysis of national capacities is noted as a lesson learned.

Affairs and Disaster Management and the Ministry of Health and Social Care to facilitate the streamlining of operations and adequate preparedness for future responses.

### **Partnerships**

80. Through support for the SUN movement, WFP will engage in national platforms that coordinate food and nutrition security activities, including through South–South and triangular cooperation.
81. WFP will support the Somali Bureau of Standards through capacity strengthening, assistance in identifying potential sources of micronutrients and, on request, assistance with procurement. The objective is to increase the availability and scale up the distribution of fortified foods and ensure quality control.
82. In collaboration with the Food and Agriculture Organization of the United Nations, WFP will continue to support training in improved agricultural practices to reduce food losses and increase production and sales through market linkages.

### **Assumptions**

83. Donor's funding received.

### **Strategic outcome 5: The humanitarian community in Somalia is better able to reach vulnerable people and respond to needs throughout the year**

84. WFP will provide mandated and on-demand services to the humanitarian and development community through UNHAS, the WFP-led logistics cluster and WFP's bilateral service provision.
85. WFP manages UNHAS on behalf of the humanitarian community, providing critical and safe air transport services to deliver life-saving humanitarian assistance and move aid workers to and within Somalia. UNHAS also supports medical and security evacuations and airlifts essential cargo such as medical supplies to inaccessible areas.
86. The logistics cluster was reactivated in April 2020 due to the increasing demand from the humanitarian community for common logistics, coordination and information management services. In accordance with the 2021 humanitarian response plan, humanitarian needs are expected to increase due to an anticipated surge in seasonal hazards.
87. WFP will continue to make a range of bilateral service provision options available to the humanitarian community (logistics, administrative, procurement and more, as requested.)

### **Focus area**

88. This strategic outcome focuses on crisis response.

### **Alignment with national priorities**

89. Through this strategic outcome, WFP will enhance partnerships (SDG 17.16), aligning with pillars 3 and 4 of NDP-9 and contributing to the first, second and third strategic objectives of the humanitarian response plan.

### **Expected outputs**

90. Strategic outcome 5 will be achieved through the following five outputs:
  - Crisis-affected populations targeted by humanitarian and development partners benefit from timely and efficient UNHAS services to receive timely life-saving assistance.
  - The humanitarian community in Somalia has access to timely passenger and light cargo transport, security, and medical evacuation services through UNHAS.

- The humanitarian community benefits from information management, access coordination and common logistics services through the WFP-led logistics cluster.
- Vulnerable populations (tier 3) benefit from safe and reliable on-demand services to humanitarian partners, resulting in timely and efficient assistance.
- The Government, humanitarian actors and partners in Somalia and the East Africa region have enhanced operational context visibility, through access to regular WFP supply chain analyses.

### **Key activities**

#### *Activity 6: Provide air transport services (passengers and light cargo) to the humanitarian community*

91. Due to the lack of reliable commercial carriers and carriers that meet the United Nations Aviation Standards for Peacekeeping and Humanitarian Air Transport Operations, UNHAS provides the humanitarian community with critical air services for locations within Somalia. UNHAS transports passengers and light cargo (essential equipment and relief items) on behalf of partners and the Government. In addition, UNHAS aircraft remain on standby to address security and medical evacuation requirements. WFP will leverage its strengths and capacity to provide services at competitive rates.

#### *Activity 7: Provide mandated logistics services to the humanitarian community through the coordination mechanism of the logistics cluster*

92. The logistics cluster, led by WFP, will continue to be activated based on need, providing coordination and operational information management services and facilitating common logistics services (sea, road, air and storage) to support partners' programmatic objectives. Through the cluster, WFP will continue to support the Government with logistics and supply chain expertise and assets such as mobile storage units, when required and based on funding.

#### *Activity 8: Provide on-demand services to the humanitarian community*

93. WFP will provide on-demand services to humanitarian partners in a crisis response context, beyond the scope of mandated service provision activities, with regard to logistics, procurement, information technology and administration. Services will be provided on a full cost recovery basis in accordance with relevant guidelines.
94. WFP will remain a key corridor service provider for humanitarian operations in the East Africa region. Through Berbera Port, WFP will continue to ship aid throughout the Horn of Africa and beyond, supporting the movement of critical assistance during emergencies. WFP will continue to engage local service providers for this purpose, stimulating local economies.
95. WFP will continue to conduct regular regional supply chain analyses, providing the Government and partners with greater visibility of their operating context.

### **Partnerships**

96. Through coordination mechanisms such as the logistics cluster, as well as through UNHAS and the provision of bilateral logistics services, WFP will continue to cement partnerships with key entities operating in Somalia such as the Government, non-governmental organizations and other United Nations entities.

### **Assumptions**

97. Donor's funding received.

***Transition/handover strategy for all activities***

98. In alignment with the UNCF, WFP is embedding approaches that will continue to support the building of government capacity while remaining responsive to the range of risks. Stronger links between relief and resilience activities will improve Somalis' ability to withstand and mitigate shocks, reducing the need for protracted humanitarian interventions. Evidence-based exit plans and agreements will be developed in collaboration with partners prior to transition.
99. As the capacity of national and regional health and education authorities develops, WFP will seek to progressively hand over safety net, nutrition and education activities to the Government. For example, the design of the SNHCP rural safety net includes a gradual handover to the Government during the course of the CSP. Effective accountability tools and approaches – such as complaint and feedback mechanisms (CFMs) – will be supported within safety nets to strengthen reciprocal relationships between the Government and its citizens.
100. In the event that commercial services are proven to be reliable and to meet the United Nations Aviation Standards for Peacekeeping and Humanitarian Air Transport Operations, UNHAS will reduce its fleet size, flight frequency and/or number of destinations accordingly. WFP will position national stakeholders to assume ownership of supply chains through a transition process and will gradually transfer the skills, knowledge and capacities related to each operational role to its respective national counterparts.

**4. Implementation arrangements****4.1 Beneficiary analysis**

101. Over its four-year duration, the CSP is framed to reach 4.2 million unique beneficiaries across all programmes. Sixty-six percent will be women and girls, reflecting the importance of addressing both their specific nutritional needs and the inequalities that could inhibit their recovery and weaken their resilience.
102. WFP will undertake community-based participatory planning to ensure that women and men are equitably involved in programme design, beneficiary selection and implementation. Food and CBT assistance will be provided to women and men depending on the activity and based on assessments informed by gender analysis. Procedures for identifying and mitigating protection issues include flexible transfer modalities, safe and accessible CFMs, stakeholder consultations and safe distribution principles. Identification and targeting data on vulnerable groups will be collected through WFP's digital beneficiary information and transfer management platform (SCOPE) and monitoring and evaluation mechanisms.
103. WFP will continue to register all its beneficiaries biometrically on SCOPE, storing data that includes the ages, names, location and gender of household members. WFP will prioritize the most at-risk households, such as those with children under 5, those led by women, those with members living with disabilities and those with members over 60. Digital registration of all nutrition beneficiaries on SCOPE will continue, facilitating better monitoring of nutrition assistance, strengthening the capacity and accountability of national health systems and improving referral pathways.

**TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY (2022–2025)**

Strategic outcome	Activity	Subactivity	Beneficiaries	Year 1 2022	Year 2 2023	Year 3 2024	Year 4 2025	Total
1	1	Relief	Girls	247 680	235 296	223 531	223 531	<b>247 680</b>
			Boys	260 160	247 152	234 794	234 794	<b>260 160</b>
			Women	227 520	216 144	205 337	205 337	<b>227 520</b>
			Men	224 640	213 408	202 738	202 738	<b>224 640</b>
			<b>Total</b>	<b>960 000</b>	<b>912 000</b>	<b>866 400</b>	<b>866 400</b>	<b>960 000</b>
		Nutrition	Girls	613 038	613 038	613 038	613 038	<b>613 038</b>
			Boys	588 997	588 997	588 997	588 997	<b>588 997</b>
			Women	1 054 933	1 054 933	1 054 933	1 054 933	<b>2 884 483</b>
			Men	17 150	17 150	17 150	17 150	<b>68 600</b>
			<b>Total</b>	<b>2 274 118</b>	<b>2 274 118</b>	<b>2 274 118</b>	<b>2 274 118</b>	<b>4 155 118</b>
2	2	Rural safety net	Girls	309 600	266 103	187 667	49 980	<b>309 600</b>
			Boys	325 200	279 511	197 123	52 499	<b>325 200</b>
			Women	284 400	244 443	172 392	45 912	<b>284 400</b>
			Men	280 800	241 349	170 210	45 331	<b>280 800</b>
			<b>Total</b>	<b>1 200 000</b>	<b>1 031 406</b>	<b>727 392</b>	<b>193 722</b>	<b>1 200 000</b>
		Urban safety net	Girls	47 988	47 988	47 988	47 988	<b>47 988</b>
			Boys	50 406	50 406	50 406	50 406	<b>50 406</b>
			Women	44 082	44 082	44 082	44 082	<b>44 082</b>
			Men	43 524	43 524	43 524	43 524	<b>43 524</b>
			<b>Total</b>	<b>186 000</b>	<b>186 000</b>	<b>186 000</b>	<b>186 000</b>	<b>186 000</b>
		School meals – children	Girls	101 760	101 760	101 760	101 760	<b>101 760</b>
			Boys	110 240	110 240	110 240	110 240	<b>110 240</b>
			Women	-	-	-	-	-
			Men	-	-	-	-	-
			<b>Total</b>	<b>212 000</b>	<b>212 000</b>	<b>212 000</b>	<b>212 000</b>	<b>212 000</b>
		School meals – support staff	Girls	-	-	-	-	-
			Boys	-	-	-	-	-
			Women	14 000	14 000	14 000	14 000	<b>14 000</b>
			Men	-	-	-	-	-
			<b>Total</b>	<b>14 000</b>	<b>14 000</b>	<b>14 000</b>	<b>14 000</b>	<b>14 000</b>
3	Nutrition	Girls	76 500	76 500	76 500	76 500	<b>76 500</b>	
		Boys	73 500	73 500	73 500	73 500	<b>73 500</b>	
		Women	86 014	86 014	86 014	86 014	<b>122 056</b>	
		Men	-	-	-	-	-	
		<b>Total</b>	<b>236 014</b>	<b>236 014</b>	<b>236 014</b>	<b>236 014</b>	<b>272 056</b>	

**TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY (2022–2025)**

Strategic outcome	Activity	Subactivity	Beneficiaries	Year 1 2022	Year 2 2023	Year 3 2024	Year 4 2025	Total
<b>3</b>	4	Livelihoods	Girls	99 330	99 330	99 330	99 330	<b>119 196</b>
			Boys	104 335	104 335	104 335	104 335	<b>125 202</b>
			Women	91 245	91 245	91 245	91 245	<b>109 494</b>
			Men	90 090	90 090	90 090	90 090	<b>108 108</b>
			<b>Total</b>	<b>385 000</b>	<b>385 000</b>	<b>385 000</b>	<b>385 000</b>	<b>462 000</b>
<b>Total unique beneficiaries (without overlap)</b>			<b>Girls</b>	<b>1 194 641</b>	<b>1 138 760</b>	<b>1 048 559</b>	<b>910 872</b>	<b>1 214 507</b>
			<b>Boys</b>	<b>1 220 279</b>	<b>1 161 582</b>	<b>1 066 837</b>	<b>922 212</b>	<b>1 241 146</b>
			<b>Women</b>	<b>990 547</b>	<b>939 214</b>	<b>856 355</b>	<b>729 876</b>	<b>1 062 346</b>
			<b>Men</b>	<b>656 204</b>	<b>605 521</b>	<b>523 711</b>	<b>398 833</b>	<b>725 672</b>
			<b>Total</b>	<b>4 061 671</b>	<b>3 845 077</b>	<b>3 495 463</b>	<b>2 961 793</b>	<b>4 243 671</b>

## 4.2 Transfers

### *Food and cash-based transfers*

104. Transfer modalities will be based on food security and nutrition needs, supply chain capacity and the efficiency and cost-effectiveness of modalities across population groups, activities and locations. Cash-based responses have been gradually expanded in Somalia, as the private sector and markets continue to function despite challenges related to insecurity and conflict.
105. CBTs will be distributed through e-vouchers, and increasingly through unrestricted cash, via mobile money or directly to beneficiary bank accounts. This modality benefits beneficiaries through improved choice and financial and digital inclusion. Due to COVID-19, contactless CBTs via mobile money will be prioritized. Where needed, a combination of two or more modalities will also be considered. In-kind assistance will be used where CBTs are not feasible.
106. CBT values will reflect the level of vulnerability and the cost of local nutritious food, in line with guidance from the Somalia cash working group on the minimum expenditure basket.
107. All beneficiaries will be registered in SCOPE and will be required to biometrically authenticate before receiving transfers; however, due to challenges such as COVID-19, authentication may be waived for some programmes based on risk analysis. For mobile money, WFP is exploring biometric authentication through voice verification.

TABLE 2: FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY																				
		Strategic outcomes 1 and 2																	Strategic outcome 3	
		Activities 1, 2 and 3																	Activity 4	
Beneficiary type	Crisis-affected households		Children 6–59 months (MAM treatment)	PLWG (MAM treatment)	Children 6–23 months (MAM prevention)	PLWG (MAM prevention)	Children 6–23 months (MCHN)	PLWG (MCHN)	PLWG (MCHN delivery incentive) and SC caretakers	PLWG (MCHN e-vegetables)	ART/TB-DOT	Food-insecure urban households	Food-insecure rural households	School-age children	School-aged children	Support staff	Support staff	Food-insecure people		
Modality	Food	CBTs	Food	Food	Food	Food	Food	Food	Food	CBTs	CBTs	Food	CBTs	CBTs	Food	CBTs	Food	CBTs	Food	CBTs
Cereals	400								139						230		500		400	
Pulses	40								56						30		50		40	
Oil	22								29						25		30		22	
Super Cereal Plus				200		200		200			200									
LNS – large quantity			100																	
LNS – medium quantity					50		50													
Micronutrient powders														1 RNI						
Total kcal/day	1 686		510	820	270	820	270	820	918		820			1 153		2 130		1 686		
% kcal from protein	13		11	17	10	17	10	17	12		17			9		13		13		
CBTs (USD/ person/day)		0.39								0.39	0.5		0.19	0.11		0.33		0.39		0.39
Number of feeding days per month	30	30	30	30	30	30	30	30	30	30	30	30	30	30	25	25	30	30	30	30

Abbreviations: LNS = lipid-based nutrient supplements; MAM = moderate acute malnutrition; SC = stabilization centres.

<b>TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES</b>		
<b>Food type/cash-based transfer</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	236 979	84 364 434
Pulses	25 291	13 404 287
Oil and fats	14 802	15 643 077
Mixed and blended foods	134 400	224 361 572
Other	64	1 176 600
<b>Total (food)</b>	<b>411 536</b>	<b>338 949 970</b>
Cash-based transfers and commodity vouchers		791 083 279
Capacity strengthening		43 173 795
Service delivery		80 165 025
<b>Total (cash-based transfers)</b>		<b>791 083 279</b>
<b>Total (food and cash-based transfer value)</b>	<b>411 536</b>	<b>1 130 033 249</b>

#### 4.3 Country office capacity and profile

108. The Somalia country office is based in Mogadishu, Somalia. WFP has a deep field presence through 12 area and field offices throughout the country and a liaison office in Nairobi, Kenya.
109. WFP will continue to expand its operational presence in Somalia. Where security concerns prevent staff from taking up residence, the liaison office in Nairobi will continue to provide back-office support. Technical teams will manage implementation of the CSP activities and the country office will work to develop staff skills, particularly those of national staff, to support long-term operational and institutional continuity.

#### 4.4 Partnerships

110. With this CSP, WFP will support Somalia's food and nutrition security priorities through partnerships with the Government, United Nations agencies, international financial institutions, non-governmental organizations and donors and with cross-sectoral and complementary activities and joint programming.
111. National and regional government authorities are key WFP partners. These include the Office of the Prime Minister; the Ministry of Planning, Investment and Economic Development; the Ministry of Agriculture and Irrigation; the Ministry of Education, Culture and Higher Education; the Ministry of Health and Social Care; the Ministry of Humanitarian Affairs and Disaster Management; the Ministry of Labour and Social Affairs; the Ministry of Livestock, Forestry and Range; the Ministry of Ports and Marine Transport; the Ministry of Transport and Civil Aviation; and the Somali SUN secretariat.
112. WFP is the implementing partner for government safety nets funded by international financial institutions such as the SNHCP and the Shock Responsive Safety Net for Locust Response Project, both funded by the World Bank. WFP will seek to broaden opportunities with international financial institutions during the period of this CSP and beyond.
113. WFP will work closely with private sector partners for its school meals programme and with local firms such as telecom operators to scale up innovations, especially in mobile finance technology. WFP will continue to pursue small business partnerships in hydroponics and in solar refrigeration for post-harvest management.

114. WFP coordinates implementation with government and United Nations agencies and over 100 cooperating partners, in close dialogue with international and bilateral development partners, including local and international non-governmental organizations and government entities. WFP works with partners through the pillar working groups operationalizing NDP-9, as well as through the food security cluster, the nutrition cluster, the protection cluster and similar groups. During emergencies, the International Organization for Migration tracks new displacement and, along with UNHCR, registers newly displaced people.
115. In joint programming initiatives, WFP partners with UNHCR to support refugees affected by COVID-19, with UNICEF to address root causes of malnutrition and with the Food and Agriculture Organization of the United Nations to offer integrated nutrition and livelihood interventions through the Rome-based agencies' resilience project in Somaliland.
116. WFP will continue to work with the United Nations Population Fund under the umbrella of the Somalia cash working group to ensure compliance with gender-based violence risk mitigation guidelines for cash actors.

## **5. Performance management and evaluation**

### **5.1 Monitoring and evaluation arrangements**

117. WFP has in place a gender-responsive monitoring and evaluation system that is aligned with its corporate results framework and a comprehensive monitoring and evaluation strategy focused on:
  - strengthening outcome monitoring for programme decision making;
  - conducting evaluations to measure the impact of its activities on beneficiaries;
  - maintaining risk management systems through the monitoring of implementation processes and outputs;
  - building field staff capacity to ensure timely and consistent issue identification and follow-up;
  - establishing and maintaining accountability mechanisms that enable beneficiary feedback;
  - exploring and rolling out technologies that enable more cost- and time-efficient data collection and analysis; and
  - conducting surveys to indicate the way forward for new programmes or activities or tailor-made post-distribution monitoring.
118. WFP will measure performance by analysing outcomes and cross-cutting indicators for all activities, including by tracking project output reports from cooperating partners through COMET (country office tool for managing effectively); through regular physical monitoring (by WFP staff or third parties, as dictated by access limitations) and by crosschecking through CFM monitoring. Process monitoring will also be conducted to ensure adherence to project requirements, prevent diversion of resources, mitigate safety risks and ensure beneficiary satisfaction. The CFM will continue to provide a channel for beneficiaries to contact WFP directly for feedback via a call centre hotline and a mechanism for feedback and redress.
119. WFP will carry out a mid-term review in the second quarter of 2023; a CSP evaluation in 2024; decentralized evaluations for urban and rural safety nets (both in 2022) and food systems (2023); and two joint decentralized evaluations (mid-term in 2022 and at the end of the term of the CSP in 2025) with United Nations partners on resilience projects, to measure progress towards the CSP strategic outcomes.

## **5.2 Risk management**

### ***Strategic risks***

120. In Somalia, competing national humanitarian and development priorities, in addition to political fragmentation, are key strategic challenges for food assistance activities. Under the CSP, WFP will continue to invest in its significant field presence to facilitate communication and coordination with government officials at all levels and to embed functional expertise across offices.
121. Aside from climate-related shocks, WFP programmes are calibrated to respond to strategic risks posed by three variable key drivers: the security situation, the political situation and humanitarian needs. The presence of illegitimate non-State actors and clan-based violence are expected to continue, exacerbating the humanitarian situation and driving further displacement and food insecurity.
122. Through preparedness mechanisms like the business continuity plan, WFP will maintain operations, including during public health crises such as COVID-19. WFP will continue to leverage and scale innovations to ensure that beneficiaries can safely obtain food assistance.

### ***Operational risks***

123. Drawing lessons from the challenges faced over the ICSP period, WFP will continue to improve the effectiveness of internal systems. WFP will invest in logistics infrastructure that enables safe management of commodities throughout Somalia and the upper Horn of Africa corridors. WFP will also continue to implement beneficiary protection measures to ensure site safety, prevent sexual exploitation and abuse, and harassment, detect misappropriation of resources and mitigate other risks that might exacerbate tensions within and between communities. WFP will also invest in staff training and awareness-raising on beneficiary data management to ensure that data protection standards are observed.
124. Security and access challenges affect WFP's ability to operate at the "last mile" of implementation in some parts of the country. To mitigate these risks, WFP works with a range of cooperating partners to ensure access to the most remote or insecure areas. WFP also engages external monitors to augment its capacity to conduct process, distribution and outcome monitoring, enabling quality review and improvements.

### ***Financial risks***

125. Fraud and corruption risks are mitigated throughout WFP's processes and delivery chain. All staff, partners and vendors are vetted against the current United Nations sanctions list and competitive reviews and due diligence of new partners and vendors are conducted prior to contracting. WFP's field monitors and beneficiary call centre also play an important role in dealing with allegations of fraud and corruption. Coordination and risk information-sharing with the Resident Coordinator's risk management unit, other United Nations partners and the United Nations Panel of Experts on Somalia provide additional assurance. The security of WFP personnel and assets will be managed in coordination with the United Nations Support Office in Somalia and the United Nations Department of Safety and Security.

## **5.3 Social and environmental safeguards**

126. WFP will endeavour to reduce inclusion and exclusion errors at the community level by addressing related differential risks, including those based on societal discrimination, power structures, vulnerability, age and gender, as spelled out in the Somalia Humanitarian Country Team Centrality of Protection Strategy (2020–2021). This will be done through engagement with government at all levels and with local leaders, communities, minority rights groups and organizations for people with disabilities.

127. For all programmes involving infrastructure works, WFP uses social and environmental screening tools to identify and manage significant risks, including environmental and community-level impacts.
128. The existing CFM is equipped to receive and handle all kinds of complaints, including those related to gender-based violence, sexual exploitation and abuse and any other harm that may be caused by WFP or its partners or contractors.

## 6. Resources for results

### 6.1 Country portfolio budget

<b>TABLE 4: COUNTRY PORTFOLIO BUDGET (USD)</b>						
<b>Strategic outcome</b>	<b>Activity</b>	<b>Year 1 2022</b>	<b>Year 2 2023</b>	<b>Year 3 2024</b>	<b>Year 4 2025</b>	<b>Total</b>
1	1	258 156 245	251 732 889	245 767 911	246 728 415	<b>1 002 385 460</b>
2	2	130 707 575	119 604 698	104 080 092	86 229 809	<b>440 622 174</b>
	3	14 948 341	15 089 163	15 109 730	15 085 704	<b>60 232 937</b>
3	4	83 176 024	83 966 268	84 734 670	85 659 991	<b>337 536 953</b>
4	5	2 129 406	2 185 119	2 241 283	2 299 923	<b>8 855 731</b>
5	6	19 816 560	19 933 364	20 030 187	20 133 246	<b>79 913 357</b>
	7	2 710 839	2 006 014	434 911	449 303	<b>5 601 067</b>
	8	1 456 520	1 508 212	1 560 501	1 615 829	<b>6 141 061</b>
<b>Total</b>		<b>513 101 511</b>	<b>496 025 726</b>	<b>473 959 283</b>	<b>458 202 219</b>	<b>1 941 288 739</b>

129. The budget required to implement this CSP for four years is USD 1.94 billion, with 56 percent allocated to crisis response and the rest to resilience building as part of the shift in WFP's approach. The budget for 2022 is higher than for other years because the contingency for relief is placed in the first year; however, relief operations could be scaled up at any time during the CSP to respond to events. Strategic outcomes 1 and 2 have the largest budgets, as they include substantial food and CBTs, while the budgets for strategic outcomes 3, 4 and 5 focus on providing technical expertise and common services. WFP will allocate 13 percent of the funds to gender equality activities.

### 6.2 Resourcing outlook and strategy

130. Resourcing for WFP's operations in Somalia has been largely consistent, with an average of 65 percent of needs funded over the past five years. Donors have been responsive to emergency needs, with funding reaching a record high of USD 469 million in 2020 in response to drought, floods, desert locusts, the COVID-19 pandemic and conflict. Based on discussions with donors and in the light of the severe impact of COVID-19 on the global economy, coupled with increasing competing demands for humanitarian assistance, WFP will need to accelerate advocacy to attract the same level of humanitarian resources in future years.

***Resource mobilization strategy***

131. WFP's resource mobilization strategy is built on three pillars and involves close collaboration with donors. First, WFP will continue to engage donor partners through consultation, communicating results and operational developments to foster increased confidence and support. Second, WFP will engage the Government of Somalia in joint advocacy to demonstrate government buy-in, strengthen appeals and promote donor partnerships for collective results. Joint fundraising with other United Nations entities will also be pursued to achieve cost-effectiveness. Third, WFP will seek new opportunities with donors, international financial institutions and the private sector to support its stronger focus on resilience building and crisis prevention. Predictable multi-year funding will be sought to ensure sustained implementation of activities and achieve the goals of this CSP.

## ANNEX I

### LOGICAL FRAMEWORK FOR SOMALIA COUNTRY STRATEGIC PLAN (JANUARY 2022–DECEMBER 2025)

**Strategic Goal 1: Support countries to achieve zero hunger**

**Strategic Objective 1: End hunger by protecting access to food**

**Strategic Result 1: Everyone has access to food**

**Strategic outcome 1: Food-insecure and nutrition-insecure people, in disaster-affected areas, have access to adequate and nutritious food and specialized nutritious foods that meet their basic food and nutritional needs, during and in the aftermath of shocks**

Outcome category: Nutrition-sensitive  
 Maintained/enhanced individual and household access to adequate food  
 Focus area: crisis response

#### **Assumptions:**

Food production disrupted temporarily by conflict or natural disasters but resumes in the aftermath of shock. Food consumption and internal market mechanism are stable during shock. Donor's funding received

#### **Outcome indicators**

ART default rate

ART nutritional recovery rate

Consumption-based coping strategy index (average)

Economic capacity to meet essential needs (new)

Food consumption score

Food expenditure share

Livelihood-based coping strategy index (percentage of households using coping strategies)

MAM treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Minimum dietary diversity – women

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

TB nutritional recovery rate

TB treatment default rate

User satisfaction rate

## Activities and outputs

### 1. Provide integrated food and nutritional assistance to crisis-affected people. (URT: Unconditional resource transfers to support access to food)

Crisis-affected people, including children aged 6–23 months and PLWG in areas with high GAM during crises receive targeted specialized nutritious foods or cash-based transfers that prevent malnutrition and improve their nutritional status. (A: Resources transferred)

Crisis-affected people, including children aged 6–23 months and PLWG in areas with high GAM during crises receive targeted specialized nutritious foods or cash-based transfers that prevent malnutrition and improve their nutritional status. (B: Nutritious foods provided)

Crisis-affected people, including children aged 6–59 months, PLWG, and ART/TB-DOT clients in areas where GAM is high during crises, receive targeted specialized nutritious foods that ameliorate malnutrition and improve their nutritional status. (A: Resources transferred)

Crisis-affected people, including children aged 6–59 months, PLWG, and ART/TB-DOT clients in areas where GAM is high during crises, receive targeted specialized nutritious foods that ameliorate malnutrition and improve their nutritional status. (B: Nutritious foods provided)

Crisis-affected people receive unconditional nutritious food or cash-based transfers to meet basic food and nutritional needs during times of crisis and to support stability and contribute to peace. (A: Resources transferred)

Crisis-affected populations benefit from a well-coordinated food security and logistics humanitarian response that delivers life-saving assistance in a timely and accountable manner. (C: Capacity development and technical support provided)

Crisis-affected populations benefit from a well-coordinated food security and logistics humanitarian response that delivers life-saving assistance in a timely and accountable manner. (H: Shared services and platforms provided)

National and regional authorities receive technical support to improve their capacity to ensure food access to food-insecure and undernourished people. (C: Capacity development and technical support provided)

Returning refugees and IDPs can access food security and nutrition programmes in their areas of return to avert malnutrition. (A: Resources transferred)

Targeted individuals benefit from improved knowledge of nutrition, care practices, diverse healthy diets, climate, agriculture, gender and protection that effects behaviour change to contribute to improvement in their nutritional status. (E\*: Social and behaviour change communication (SBCC) delivered)

**Strategic outcome 2: Vulnerable people in targeted areas have improved nutrition and resilience, and benefit from inclusive access to integrated basic social services, shock-responsive safety nets, and enhanced national capacity to build human capital, all year round**

Outcome category:	Nutrition-sensitive
Maintained/enhanced individual and household access to adequate food	
Focus area:	resilience building

#### **Assumptions:**

Food production disrupted temporally by conflict or natural disasters but resumes in the aftermath of shock. Food consumption and internal market mechanism are stable during shock. Donor's funding received

#### **Outcome indicators**

ART default rate

ART nutritional recovery rate

Consumption-based coping strategy index (average)

Economic capacity to meet essential needs (new)

Enrolment rate

Food consumption score

Food expenditure share

Gender ratio

Graduation rate (new)

Livelihood-based coping strategy index (percentage of households using coping strategies)

MAM treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Minimum dietary diversity – women

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

Retention rate/drop-out rate (new)

SABER school feeding national capacity (new)

TB nutritional recovery rate

TB treatment default rate

### **Activities and outputs**

#### **2. Provide conditional and unconditional food and/or cash-based food assistance and nutrition-sensitive messaging to food-insecure people through reliable safety nets, including HGsf. (URT: Unconditional resource transfers to support access to food)**

Food-insecure people, including schoolchildren, in targeted areas receive gender-responsive and nutrition-sensitive SBCC to improve their nutritional status, reduce vulnerability to climate-related shocks and protect access to food. (E\*: Social and behaviour change communication (SBCC) delivered)

Food-insecure rural households receive safety net assistance (unconditional cash-based transfers) that improves their food security and cushions them against shocks. (A: Resources transferred)

Food-insecure urban households receive safety net assistance (conditional and unconditional cash-based transfers) that improves their food security, enhances their self-reliance, and cushions against shocks. (A: Resources transferred)

Food-insecure urban households receive safety net assistance (conditional and unconditional cash-based transfers) that improves their food security, enhances their self-reliance, and cushions against shocks. (D: Assets created)

Schoolchildren in targeted areas receive healthy and nutritious meals through cash-based home-grown school feeding (HGSF) to meet their basic food and nutritional needs, increase school attendance and retention, and improve learning. (A: Resources transferred)

Schoolchildren in targeted areas receive healthy and nutritious meals through cash-based home-grown school feeding (HGSF) to meet their basic food and nutritional needs, increase school attendance and retention, and improve learning. (N\*: School feeding provided)

Somali schoolchildren and smallholder farmers benefit from the improved capacity of related government institutions to meet their basic food and nutritional needs through a national home-grown school feeding programme. (C: Capacity development and technical support provided)

### **3. Provide an integrated nutrition support and malnutrition prevention and treatment package to targeted vulnerable people. (NPA: Malnutrition prevention activities)**

Children aged 6–59 months, PLWG and ART/TB-DOT clients in targeted areas receive integrated nutrition support and surveillance (TSFP, MCHN, BSFP, SBCC, community nutrition worker networks) to enhance and protect their nutritional status, and strengthen household and community resilience. (A: Resources transferred)

Children aged 6–59 months, PLWG and ART/TB-DOT clients in targeted areas receive integrated nutrition support and surveillance (TSFP, MCHN, BSFP, SBCC, community nutrition worker networks) to enhance and protect their nutritional status, and strengthen household and community resilience. (B: Nutritious foods provided)

Children aged 6–59 months, PLWG and ART/TB-DOT clients in targeted areas receive integrated nutrition support and surveillance (TSFP, MCHN, BSFP, SBCC, community nutrition worker networks) to enhance and protect their nutritional status, and strengthen household and community resilience. (E\*: Social and behaviour change communication (SBCC) delivered)

**Strategic Objective 3: Achieve food security****Strategic Result 4: Food systems are sustainable****Strategic outcome 3: National institutions, private sector, smallholder farmers, and food-insecure and nutritionally vulnerable populations in Somalia benefit from climate-smart, productive, resilient, inclusive, and nutritious food systems by 2030**

Outcome category:  
Improved availability of  
food system-  
strengthening public  
goods and services

Focus area:  
resilience building

**Assumptions:**

Funding requirements are met up to a sufficient level  
Security does not deteriorate significantly  
Climatic conditions are conducive to crop performance  
Smallholder farmers' willingness to join cooperatives and attend trainings  
Acceptability to new post-harvest technologies  
Government enforces food quality and safety standards  
E-commerce technology is adopted; digital literacy is not a barrier

**Outcome indicators**

Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems  
Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks  
Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base  
Value and volume of smallholder sales through WFP-supported aggregation systems

## Activities and outputs

### **4. Provide an integrated package of livelihood support activities, services, skills, assets and infrastructure to households and communities to strengthen their resilience and food systems. (ACL: Asset creation and livelihood support activities)**

Consumers and food supply chain actors benefit from digital innovation in market information and business platforms to support retail and wholesale supply chains. (C: Capacity development and technical support provided)

Food-insecure people in targeted areas receive assistance through conditional in-kind or cash-based transfers for vocational training and the rehabilitation of natural resources and community assets to support their livelihoods and enhancing their self-reliance. (A: Resources transferred)

Food-insecure people in targeted areas receive assistance through conditional in-kind or cash-based transfers for vocational training and the rehabilitation of natural resources and community assets to support their livelihoods and enhancing their self-reliance. (C: Capacity development and technical support provided)

Food-insecure people in targeted areas receive assistance through conditional in-kind or cash-based transfers for vocational training and the rehabilitation of natural resources and community assets to support their livelihoods and enhancing their self-reliance. (D: Assets created)

Food-insecure people in targeted areas receive assistance through conditional in-kind or cash-based transfers for vocational training and the rehabilitation of natural resources and community assets to support their livelihoods and enhancing their self-reliance. (G: Linkages to financial resources and insurance services facilitated)

Nutritionally vulnerable populations benefit from improved government and private sector capacity to improve nutrition through support for standards on food fortification, quality and safety. (C: Capacity development and technical support provided)

Smallholder farmer cooperatives and other private sector producers benefit from the rehabilitation of key infrastructure that promotes trades and improves food supply chains and the availability of food. (L: Infrastructure and equipment investments supported)

Targeted smallholder farmers, especially women and youth, and including suppliers to HGSP, and other food supply chain actors, benefit from enhanced access to technology and training in climate-smart agriculture, post-harvest management, processing, fortification, and market linkages to strengthen their productive capacity, food security status, and adaptive resilience to climate-related challenges and shocks. (C: Capacity development and technical support provided)

Targeted smallholder farmers, especially women and youth, and including suppliers to HGSP, and other food supply chain actors, benefit from enhanced access to technology and training in climate-smart agriculture, post-harvest management, processing, fortification, and market linkages to strengthen their productive capacity, food security status, and adaptive resilience to climate-related challenges and shocks. (F: Purchases from smallholders completed)

Targeted smallholder farmers, especially women and youth, and including suppliers to HGSP, and other food supply chain actors, benefit from enhanced access to technology and training in climate-smart agriculture, post-harvest management, processing, fortification, and market linkages to strengthen their productive capacity, food security status, and adaptive resilience to climate-related challenges and shocks. (G: Linkages to financial resources and insurance services facilitated )

**Strategic Goal 2: Partner to support implementation of the SDGs****Strategic Objective 4: Support SDG implementation****Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs****Strategic outcome 4: National institutions and government agencies in Somalia benefit from strengthened capacities, policies, and systems by 2025**

Outcome category:  
Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area:  
resilience building

**Assumptions:**

Donor's funding received

**Outcome indicators**

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)

**Activities and outputs****5. Provide technical support to national and subnational actors that strengthens capacities to develop and implement peacebuilding, hunger-reducing national policies. (CSI: Institutional capacity strengthening activities)**

National and local government authorities in Somalia benefit from WFP logistics and supply chain expertise to strengthen capacity and streamline operations. (C: Capacity development and technical support provided)

Somalis benefit from South–South and triangular cooperation initiatives that strengthen the capacity of national actors to implement food security and nutrition action plans. (C: Capacity development and technical support provided)

Somalis benefit from strengthened capacities of related ministries to develop and operationalize food security and nutrition policies and strategies, to support stability. (C: Capacity development and technical support provided)

Somalis benefit from strengthened capacity and policies of national authorities to support infrastructure rehabilitation in order to improve access to nutritious food. (I: Policy engagement strategies developed/implemented)

Somalis benefit from the strengthened capacities of the government and its partners to generate, analyse and disseminate accurate and timely food security and nutrition information that informs appropriate humanitarian and development responses (C: Capacity development and technical support provided)

Somalis benefit from the strengthened capacity of national authorities to implement disaster management and early warning, climate change mitigation and adaptation systems, in order to protect food security and nutrition and support stability. (C: Capacity development and technical support provided)

Vulnerable populations benefit from the establishment and implementation of a social protection policy framework and strategy that improves their access to basic services and safety nets and supports human capital development. (I: Policy engagement strategies developed/implemented)

#### **Strategic Objective 5: Partner for SDG results**

#### **Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs**

#### **Strategic outcome 5: The humanitarian community in Somalia is better able to reach vulnerable people and respond to needs throughout the year**

Outcome category:  
Enhanced common  
coordination platforms

Focus area:  
crisis response

#### **Assumptions:**

Donor's funding received

#### **Outcome indicators**

User satisfaction rate

**Activities and outputs****6. Provide air transport services (passengers and light cargo) to the humanitarian community. (CPA: Service provision and platforms activities)**

Crisis-affected populations targeted by humanitarian and development partners benefit from timely and efficient UNHAS services to receive timely life-saving assistance. (H: Shared services and platforms provided)

The humanitarian community in Somalia has access to timely passenger and light cargo transport, security, and medical evacuation services through UNHAS. (H: Shared services and platforms provided)

**7. Provide mandated logistics services to the humanitarian community through the coordination mechanism of the logistics cluster. (CPA: Service provision and platforms activities)**

The humanitarian community benefits from information management, access coordination, and common logistics services through the WFP-led logistics cluster. (H: Shared services and platforms provided)

**8. Provide on-demand services to the humanitarian community. (CPA: Service provision and platforms activities)**

The Government, humanitarian actors and partners in Somalia and the East Africa region have enhanced operational context visibility, through access to regular WFP supply chain analyses. (M: National coordination mechanisms supported)

Vulnerable populations benefit from safe and reliable on-demand services to humanitarian partners, resulting in timely and efficient assistance. (H: Shared services and platforms provided)

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**Goal 1: Support countries to achieve zero hunger**

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**C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences**

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**Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

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**C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity**

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**Cross-cutting indicators**

C.2.2: Proportion of targeted people receiving assistance without safety challenges (new)

C.2.3: Proportion of targeted people who report that WFP programmes are dignified (new)

C.2.4: Proportion of targeted people having unhindered access to WFP programmes (new)

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**C.3. Improved gender equality and women's empowerment among WFP-assisted population**

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**Cross-cutting indicators**

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

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**C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment**

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**Cross-cutting indicators**

C.4.1\*: Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risk

## ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)						
	WFP Strategic Result 1/ SDG target 2.1	WFP Strategic Result 1/ SDG target 2.1	WFP Strategic Result 4/ SDG target 2.4	WFP Strategic Result 5/ SDG target 17.9	WFP Strategic Result 8/ SDG target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Focus area	Crisis response	Resilience building	Resilience building	Resilience building	Crisis response	
Transfers	847 875 674	409 153 479	282 072 633	7 536 115	79 781 025	<b>1 626 418 926</b>
Implementation	50 331 794	39 784 959	20 359 928	398 222	2 709 576	<b>113 584 480</b>
Adjusted direct support costs	42 999 536	21 348 051	14 503 545	380 903	3 945 693	<b>83 177 728</b>
<b>Subtotal</b>	941 207 004	470 286 489	316 936 106	8 315 240	86 436 294	<b>1 823 181 134</b>
Indirect support costs (6.5 percent)	61 178 455	30 568 622	20 600 847	540 491	5 219 190	<b>118 107 605</b>
<b>Total</b>	<b>1 002 385 460</b>	<b>500 855 111</b>	<b>337 536 953</b>	<b>8 855 731</b>	<b>91 655 484</b>	<b>1 941 288 739</b>

## Acronyms

ART	anti-retroviral therapy
CBT	cash-based transfers
CFM	complaint and feedback mechanism
CSP	country strategic plan
GAM	global acute malnutrition
HGSF	home-grown school feeding
ICSP	interim country strategic plan
IDP	internally displaced person
MCHN	mother-and-child health and nutrition
NDP-9	Somalia National Development Plan 2020 to 2024
PLWG	pregnant and lactating women and girls
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
SNHCP	Shock Responsive Safety Net for Human Capital Project
SUN	Scaling Up Nutrition
TB-DOT	directly observed treatment for tuberculosis
UNCF	Somalia United Nations Sustainable Development Cooperation Framework
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
SABER	Systems Approach for Better Education Results