

AU-AIP Multi-Country GCF Readiness Climate Resilient Water Investment Initiative

Accelerating mobilisation of finance for climate resilient
water investments in Africa



COUNTRY CAPACITY ASSESSMENT REPORT AND
CAPACITY DEVELOPMENT PLAN

FEDERAL REPUBLIC OF SOMALIA

Support for African countries to develop and implement climate resilience water investment programmes

Executive Summary

Somalia faces acute climate challenges—recurrent droughts, floods, desertification, and food insecurity—compounded by fragile governance and limited institutional capacity. In response, the Federal Government of Somalia, through the Ministry of Environment and Climate Change (MoECC), has initiated a strategic effort to strengthen climate governance and improve access to international climate finance, particularly through the Green Climate Fund (GCF).

Somalia's National Designated Authority (NDA), housed within the MoECC, plays a pivotal role in accessing and managing international climate finance, including from the Green Climate Fund (GCF), Global Environmental Facility (GEF), and Adaptation Fund (AF). However, the NDA faces significant institutional, technical, and structural challenges that hinder its effectiveness in mobilizing climate finance and implementing climate-resilient development strategies.

This report presents a comprehensive Capacity Needs Assessment (CNA) and a Capacity Development Plan (CDP) aimed at enhancing Somalia's ability to mobilise and manage climate finance effectively. The assessment identifies critical gaps in technical expertise, institutional coordination, data systems, and policy frameworks, particularly within the National Designated Authority (NDA), which serves as the country's focal point for GCF engagement.

Key Findings

- **Fragmented Coordination:** Weak inter-ministerial collaboration and disjointed governance structures impede cohesive climate action.
- **Low Stakeholder Engagement:** Civil society and private sector involvement in climate finance processes is minimal.
- **Lack of Coherent Strategy:** Somalia lacks a national climate finance strategy and robust Monitoring, Reporting and Verification (MRV) systems.
- **Limited Technical Capacity:** Only 15% of NDA staff have formal training in climate finance. There are major gaps in project proposal development, monitoring and evaluation (M&E), and climate finance management.
- **Inadequate Training Resources:** 80% of stakeholders rated the availability of training materials as poor; 70% reported never using existing materials.
- **Barriers to Capacity Development:** Time constraints, inconvenient scheduling, and lack of awareness of training opportunities are major obstacles.

Stakeholder Mapping

- Key ministries: MoECC, MoEWR, MoAI, MoF, MoPIED, MoWHRD.
- No accredited Direct Access Entities (DAEs) yet; potential candidates include MoF and SDRB.
- Active International Access Entities (IAEs): UNDP, FAO, WFP, AfDB, World Bank.
- Executing Entities (EEs): government ministries, private sector, CSOs, NGOs.

Training Needs

The assessment identified high demand for training in:

- GCF modalities
- Climate finance programming
- Strategic frameworks for climate-resilient water investment
- Integrated Water Resources Management (IWRM)
- Gender equality and stakeholder engagement

Preferred Training Approaches

- Blended Learning: Majority prefer a mix of online and in-person training.
- Instructor-Led & Peer Learning: Favoured for their interactive and guided nature.
- Flexible Scheduling: Needed to accommodate busy professionals and remote participants.

Strategic Objectives of the CDP

- Build technical capacity in climate finance and project development.
- Strengthen inter-ministerial coordination and stakeholder engagement.
- Establish MRV systems and a national climate finance strategy.
- Promote inclusive climate governance, integrating gender and community participation.
- Foster partnerships with regional and international organisations.

Implementation Plan (2025–2026)

- The CDP outlines targeted actions including:
- Specialised training programmes and Training-of-Trainers (ToT) initiatives.
- Creation of a climate finance coordination unit.
- Development of digital MRV tools and a knowledge-sharing platform.
- Drafting of climate finance regulations and strategic frameworks.
- Engagement with the private sector and civil society through structured platforms.
- Budget allocations range from \$5,000 to \$20,000 per activity; some covered by existing resources.

The CDP provides a clear roadmap for strengthening Somalia's climate governance and institutional capacity. By addressing key gaps and promoting inclusive, coordinated, and sustainable approaches, Somalia can enhance its resilience to climate change and improve its ability to access and utilise climate finance. This effort aligns with Somalia's commitments under the Paris Agreement and its Nationally Determined Contributions (NDCs) and sets the foundation for long-term climate-adaptive development.

ACRONYMS

AE	Accredited Entity
AF	Adaptation Fund
AfDB	African Development Bank
AI	Artificial Intelligence
AIP	Continental Africa Water Investment Programme
AU	African Union
CBO	Community-Based Organization
CDP	Capacity Development Plan
CNA	Capacity Needs Assessment
CNs	Concept Notes
CSO	Civil Society Organization
DAE	Direct Access Entity
DP	Development Partner
EE	Executing Entity
ESG	Environmental, Social, and Governance
ESMS	Environmental and Social Management System
ESRA	Environmental and Social Risk Assessment
ESS	Environmental and Social Safeguards
FAO	Food and Agriculture Organisation
FAQs	Frequently Asked Questions
FMS	Federal Member States
FPs	Focal Persons
GAP	Gender Action Plan
GCF	Green Climate Fund
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GHG	Green House Gases
GIS	Geographic Information Systems

GRMs	Grievance Redress Mechanisms
GWP	Global Water Partnership
GWPSA	Global Water Partnership Southern Africa
IAE	International Accredited Entity
IBRD	International Bank for Reconstruction and Development
ICPAC	IGAD Climate Prediction and Applications Centre
IFC	International Finance Corporation
IFRS	International Financial Reporting Standards
IGAD	Intergovernmental Authority of Development
IPCC	Intergovernmental Panel on Climate Change
IPSAS	International Public Sector Accounting Standards
IT	Information Technology
IWRM	Integrated Water Resources Management
KYC	Know Your Customer
LEDS	Low Emission Development Strategies
M&E	Monitoring and Evaluation
MoAI	Ministry of Agriculture and Irrigation
MoECC	Ministry of Environment and Climate Change
MoEWR	Ministry of Energy and Water Resources
MoF	Ministry of Finance
MoFBE	Ministry of Fisheries and Blue Economy
MoFHRD	Ministry of Family and Human Rights Development
MoLRF	Ministry of Livestock, Range and Forestry
MoPIED	Ministry of Planning, Investment and Economic Development
MoPMT	Ministry of Ports and Marine Transport
MoPWRH	Ministry of Public Works, Housing and Reconstruction
MoTCA	Ministry of Transport and Civil Aviation
MRV	Monitoring, Reporting and Verification
NAP	National Adaptation Plan
NDA	National Designated Authority
NDC	Nationally Determined Contribution

NGO Non-Governmental Organization
OECD Organisation for Economic Co-operation and Development
PPF Project Preparation Facility
PPP Public Private Partnership
SCCN Somali Climate Change Network
SDRB Somalia Development and Reconstruction Bank
SEPA Somali Environmental Protection Alliance
SMRRC Somali Marine Resource Research Centre
ToT Training of Trainers
UNDP United Nations Development Programme
UNFCCC United Nations Framework Convention on Climate Change
WFP World Food Programme

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1 Background

1.1 National Context and Climate Vulnerabilities

Somalia, located in the Horn of Africa, is among the most climate-vulnerable countries globally. It faces a range of escalating climate challenges—including recurrent droughts, floods, desertification, and chronic food insecurity—that compound existing vulnerabilities stemming from political instability, weak governance, and limited institutional capacity. These environmental stressors have triggered severe humanitarian crises and significantly hindered the country's ability to pursue sustainable development. Climate projections suggest increasing variability and more frequent extreme weather events, further intensifying the risks.

Despite these daunting challenges, Somalia has taken important steps to strengthen its climate governance and improve access to international climate finance. Mechanisms such as the Green Climate Fund (GCF), Global Environment Facility (GEF), and Adaptation Fund (AF) have become focal points for mobilizing resources. A major milestone was the establishment of the Ministry of Environment and Climate Change (MoECC) in 2022, which now serves as the central coordinating body for climate-related initiatives.

However, Somalia's climate response continues to be constrained by institutional weaknesses, a shortage of technical expertise, and fragmented coordination among government agencies, civil society, and the private sector. These limitations undermine the effectiveness of climate action and the country's ability to fully leverage available financing opportunities.

This Country Capacity Assessment Report and Capacity Development Plan (CDP) identifies critical gaps, challenges, and opportunities within Somalia's climate governance framework. It outlines a strategic roadmap to strengthen institutional capacity, enhance climate resilience, and improve access to climate finance. The CDP aims to support the development of coherent climate policies, foster inter-agency collaboration, and ensure alignment with Somalia's international commitments—including the Paris Agreement and its Nationally Determined Contributions (NDCs).

1.2 Country Coordination

Somalia's climate response is led by the Ministry of Environment and Climate Change (MoECC), which serves as the central institution for developing climate policies, strategies, and engaging with international climate finance mechanisms. The MoECC collaborates closely with key ministries—including Agriculture and Irrigation, Energy and Water Resources, and Finance—to integrate climate considerations into national development planning.

The National Designated Authority (NDA), housed within the MoECC, is responsible for liaising with the GCF and other climate finance bodies. While the NDA currently faces technical and institutional challenges—such as limited expertise in preparing bankable proposals, weak monitoring and evaluation (M&E) systems, and fragmented inter-ministerial coordination—a 2023 assessment revealed that only 15% of NDA staff had received formal training in climate finance. This underscores the urgent need for targeted capacity-building interventions.

Somalia's decentralised political system adds complexity to climate governance, with federal and state-level institutions often operating in isolation. This fragmentation has led to uncoordinated policies and limited collaboration across levels of government. Decades of conflict and instability have further weakened institutional structures, making long-term climate planning difficult.

Despite these challenges, Somalia is making meaningful progress. The country has developed a National Adaptation Plan (NAP) and is actively working to finalize its Climate Finance Strategy. Engagement with regional bodies such as the Intergovernmental Authority on Development (IGAD) has opened doors for capacity-building and knowledge exchange. These efforts reflect Somalia's growing commitment to climate resilience and sustainable development.

To build on this momentum, strengthening institutional frameworks, enhancing inter-agency collaboration, and expanding access to training programmes will be essential. With continued support and strategic investment, Somalia is well-positioned to transform its climate governance landscape—unlocking new opportunities for inclusive growth, resilience, and international partnership.

1.3 Rationale

Somalia's high vulnerability to climate change—marked by recurring droughts, floods, and environmental degradation—demands a strategic and coordinated response. The Capacity Development Plan (CDP) is a vital instrument designed to systematically address the institutional and technical gaps that currently hinder effective climate governance and the mobilisation of climate finance.

A key objective of the CDP is to enhance Somalia's ability to access and manage international climate finance. At present, the country faces considerable barriers to securing funding from mechanisms such as the Green Climate Fund (GCF) and the Global Environment Facility (GEF). These challenges stem from limited institutional capacity, weak financial tracking systems, and insufficient technical expertise in project preparation. According to a 2024 World Bank report, climate funds in Somalia are often absorbed into general government budgets, reducing their impact on climate adaptation priorities. By implementing a structured capacity-building approach, Somalia can significantly improve its ability to develop high-quality funding proposals, execute climate projects efficiently, and ensure transparent financial management.

The urgency of this effort is underscored by the global climate finance gap. In 2022, fragile and conflict-affected countries like Somalia received only about 25% of the funding needed to meet their adaptation goals. This shortfall highlights the importance of building national capacity to attract and effectively utilise climate finance.

Beyond financial access, the CDP aims to strengthen inter-agency coordination across federal, state, and local institutions. Climate adaptation and mitigation require a multi-sectoral approach, yet Somalia's governance framework remains fragmented. Ministries responsible for agriculture, water, and energy often operate in silos, leading to duplicated efforts and inefficient resource use. The CDP will help harmonise climate policies, clarify institutional roles, and foster collaboration among key stakeholders.

Another critical focus of the CDP is enhancing technical expertise in climate risk assessment, monitoring and evaluation (M&E), and integrated resource management. A 2023 UNDP report emphasized that Somalia's weak data systems and inadequate M&E frameworks limit evidence-based decision-making and hinder progress tracking. Through targeted training and capacity-building programs, the CDP will equip government agencies, civil society, and private sector actors with the skills needed to design, implement, and monitor climate-resilient projects.

Importantly, the CDP promotes inclusive and participatory climate governance. Vulnerable populations—especially women, youth, and marginalized communities—are disproportionately affected by climate change, yet their involvement in decision-making remains limited. A 2022 SCCN study found that only 10% of climate finance initiatives in Somalia included provisions for community engagement. The CDP will address this gap by integrating gender-sensitive strategies and empowering local actors to participate meaningfully in climate adaptation efforts.

In summary, the CDP offers a forward-looking framework to strengthen Somalia's climate governance and resilience. By addressing institutional and technical gaps, improving coordination, and fostering inclusive climate action, Somalia is poised to transform its climate response. With sustained commitment and strategic support, the CDP will help build a more adaptive, equitable, and sustainable future for Somalia.

2 Strategic Objective

2.1 Overall Objective of Preparing the Capacity Development Plan

The overarching goal of Somalia's CDP is to strengthen the country's institutional, technical, and financial capabilities to effectively govern climate action and mobilize climate finance. The CDP is designed to establish a resilient and responsive framework that empowers Somalia to design, implement, and manage climate adaptation and mitigation projects. It also aims to enhance cross-sectoral coordination and improve access to international climate finance mechanisms such as the Green Climate Fund (GCF), the Global Environment Facility (GEF), and the Adaptation Fund (AF).

By systematically addressing existing capacity gaps, the CDP supports Somalia's efforts to meet its climate commitments under the Paris Agreement and its Nationally Determined Contributions (NDCs). More importantly, it lays the foundation for inclusive, sustainable development—ensuring that climate action is not only effective but also equitable and locally driven. With the right investments and partnerships, Somalia is well-positioned to transform its climate challenges into opportunities for resilience, innovation, and growth.

2.2 Specific Strategic Objectives

- 1. Build Technical Expertise:** Strengthen the capabilities of government institutions—particularly the National Designated Authority (NDA)—to effectively design, prepare, and implement climate finance programmes and projects.

2. **Enhance Institutional Coordination:** Improve inter-ministerial and multi-sectoral collaboration to streamline climate governance across national and sub-national levels, reducing fragmentation and promoting policy coherence.
3. **Empower Key Stakeholders:** Increase the capacity of civil society organizations, private sector actors, and local institutions to actively participate in climate adaptation and mitigation efforts.
4. **Establish Robust MRV Systems:** Develop and operationalise comprehensive Monitoring, Reporting, and Verification (MRV) frameworks to track climate finance flows and evaluate the impact of climate interventions.
5. **Expand Access to Climate Finance:** Strengthen Somalia's ability to secure and effectively manage funding from international climate finance sources such as the GCF, GEF, and AF.
6. **Promote Inclusive Climate Action:** Ensure meaningful participation of local communities, women, and marginalised groups in climate decision-making and implementation, fostering equity and sustainability.
7. **Leverage Regional and Global Partnerships:** Foster strategic collaborations with regional and international organisations to access technical expertise, share knowledge, and mobilise financial resources.
8. **Institutionalise Capacity Building:** Establish a sustainable framework for ongoing capacity development, ensuring long-term institutional learning, knowledge retention, and adaptive climate governance.

3 Methodology

3.1 Overview

The capacity gap assessment employed a mixed-methods approach, combining both primary and secondary data sources to ensure a comprehensive understanding of the existing capacities and challenges within Somalia's National Designated Authority (NDA) and its key stakeholders.

- **Primary data** were collected through structured interviews and stakeholder consultations, providing direct insights into institutional experiences, technical competencies, and operational challenges.
- **Secondary data** were gathered through an extensive desk review of relevant policies, reports, and previous assessments, offering contextual background and benchmarking against best practices.

This integrated methodology enabled the triangulation of findings, ensuring a holistic and evidence-based analysis of capacity needs. It also facilitated the identification of targeted interventions to strengthen Somalia's climate governance and enhance its readiness to access and manage international climate finance.

3.2 Multi-dimensional Approach to Capacity Assessment

The capacity needs assessment employed a multi-step approach to gather and analyse relevant data, combining desk research, stakeholder engagement, and structured analytical tools.

3.2.1 Interview and Stakeholder Consultations

To gather primary data for the capacity gap assessment, structured questionnaires and targeted consultations were conducted with representatives from key line ministries—including those responsible for water, agriculture, livestock, environment, finance, and planning. These stakeholders form the steering committee of

the National Designated Authority (NDA) and play a central role in climate finance programming and project implementation.

The assessment focused on evaluating stakeholders' knowledge, skills, and experience in critical areas such as climate finance, project proposal development, gender integration, and water resilience planning. The insights gained were instrumental in identifying practical challenges and specific training needs.

The primary data collection process included:

- **Stakeholder Consultations:** One-on-one interviews and group discussions were held with officials from the NDA, MoECC, and other relevant ministries. These sessions provided qualitative insights into institutional dynamics, operational constraints, and opportunities for improvement.
- **Structured Questionnaires:** Surveys were administered to quantitatively assess the technical competencies and capacity gaps of stakeholders involved in climate-resilient water investment planning. The results helped establish a baseline for targeted capacity-building interventions.

This participatory approach ensured that the assessment was grounded in real-world experiences and institutional realities, laying a strong foundation for the development of a responsive and context-specific CDP.

3.2.2 Desk Review

The secondary data collection component of the assessment involved a comprehensive desk review of existing policies, reports, and training materials related to climate change adaptation and water resource management in Somalia. This included key documents outlining Somalia's climate initiatives, previous capacity-building efforts, and the country's engagement with international climate finance mechanisms such as the **Green Climate Fund (GCF)**, **Global Environment Facility (GEF)**, and **Adaptation Fund (AF)**.

The desk review helped establish a baseline of Somalia's current institutional and technical capacities, while also identifying best practices and lessons learned from similar contexts—particularly from other fragile and conflict-affected states. These insights provided valuable context for understanding Somalia's unique challenges and opportunities in climate governance.

By triangulating findings from both primary data (interviews and consultations) and secondary sources, the assessment ensured a well-rounded and evidence-based understanding of capacity gaps. This integrated approach informed the design of tailored training programmes and capacity development strategies. It also guided the identification of key stakeholders to be included in future capacity-building initiatives, ensuring alignment with Somalia's climate resilience objectives and sustainable development goals.

3.3 Stakeholder Mapping and Analysis

The GCF Readiness project in Somalia engages a diverse range of stakeholders across the public sector, private sector, and civil society. This mapping exercise identifies key actors and their respective roles in advancing climate finance readiness and implementation.

Stakeholders include:

- **Government Agencies:** Ministries and institutions responsible for environment, finance, agriculture, water, energy, planning, and gender, which are central to policy formulation, coordination, and execution of climate initiatives.
- **Potential Direct Access Entities (DAEs):** Somali institutions with the potential to meet GCF accreditation standards and directly access climate finance in the future.
- **International Access Entities (IAEs):** Accredited organisations such as UNDP, FAO, and the World Bank that currently serve as intermediaries for channelling GCF resources into Somalia.
- **Executing Entities (EEs):** Public institutions, private companies, NGOs, and community-based organisations that implement climate projects on the ground under the supervision of IAEs.
- **Development Partners (DPs):** International and regional organisations providing technical assistance, capacity-building support, and co-financing for climate-related initiatives.

This stakeholder mapping provides a foundational understanding of the institutional landscape for climate finance in Somalia. It informs strategic engagement, capacity-building priorities, and the design of inclusive and effective climate governance mechanisms.

3.3.1 Government Agencies

Table 1 summarises the roles and involvement of key Somali government agencies in climate finance readiness.

Table 1: Government Agencies and Their Roles in Climate Finance Readiness

Government Agency	Role / Involvement
Ministry of Environment and Climate Change (MoECC)	<ul style="list-style-type: none">• Leads national climate policy and coordination; serves as the GCF National Designated Authority (NDA)• Responsible for climate monitoring, reporting, and stakeholder engagement.
Federal Member States (FMS) Environmental Ministries	<ul style="list-style-type: none">• Collaborate with MoECC to implement climate policies at sub-national levels• Support decentralised climate governance.
Ministry of Energy and Water Resources (MoEWR)	<ul style="list-style-type: none">• Oversees sustainable energy and water development• Promotes clean energy access and water resilience• Key actor in climate mitigation and adaptation.
Ministry of Petroleum and Mineral Resources	<ul style="list-style-type: none">• Develops hydrocarbon and mineral sectors; ensures climate safeguards are integrated into extractive industry investments• Supports alignment with GCF water and energy priorities.

Government Agency	Role / Involvement
Ministry of Agriculture and Irrigation (MoAI)	<ul style="list-style-type: none"> Promotes climate-resilient agriculture Supports food security and rural livelihoods through sustainable farming practices.
Ministry of Livestock, Range and Forestry (MoLRF)	<ul style="list-style-type: none"> Manages climate-sensitive rangelands and forestry Contributes to ecosystem resilience and sustainable pastoralism.
Ministry of Fisheries and Blue Economy (MoFBE)	<ul style="list-style-type: none"> Protects marine biodiversity and fish stocks Addresses climate impacts such as sea-level rise and ocean warming.
Ministry of Ports and Marine Transport (MoPMT)	<ul style="list-style-type: none"> Oversees coastal infrastructure Integrates climate resilience into port and marine transport systems.
Somali Marine Resource Research Centre (SMRRC)	<ul style="list-style-type: none"> Conducts research on marine ecosystems and climate impacts Informs policy and adaptation strategies.
Ministry of Transport and Civil Aviation (MoTCA)	<ul style="list-style-type: none"> Provides weather and climate data Supports early warning systems and climate-informed planning.
Ministry of Health & National Disaster Management Centre	<ul style="list-style-type: none"> Manages public health responses to climate hazards Coordinates disaster risk reduction and emergency preparedness.
Ministry of Public Works, Housing and Reconstruction (MoPWHR)	<ul style="list-style-type: none"> Develops climate-resilient infrastructure (e.g., flood defences, water storage) Integrates climate risk into planning.
Ministry of Education	<ul style="list-style-type: none"> Promotes climate awareness and education Integrates climate change into curricula and community outreach.
Ministry of Planning, Investment and Economic Development (MoPIED)	<ul style="list-style-type: none"> Aligns climate projects with national development priorities Coordinates development aid and planning.

Government Agency	Role / Involvement
Ministry of Finance (MoF)	<ul style="list-style-type: none"> Manages public financial systems Negotiates and oversees climate finance agreements Potential candidate for GCF Direct Access Entity (DAE) accreditation.
Ministry of Women and Human Rights Development (MoWHRD)	<ul style="list-style-type: none"> Ensures gender mainstreaming in climate initiatives Promotes inclusive climate governance and equitable resource allocation.

3.3.2 DAEs, EEs and Other Stakeholders

Somalia's engagement with the GCF requires a well-coordinated ecosystem of institutions, each playing complementary roles in climate finance mobilisation and implementation. While the country currently lacks nationally accredited Direct Access Entities (DAEs), several public, private, and civil society institutions show potential to meet GCF accreditation standards over time. In the interim, International Access Entities (IAEs) serve as the primary conduit for GCF resources, acting as intermediaries that channel funds and provide technical support to build local capacity.

On the ground, a diverse range of Executing Entities (EEs)—including government ministries, private companies, non-governmental organizations (NGOs), and community-based organisations—are responsible for implementing climate projects under the oversight of IAEs. Development Partners (DPs), such as UNDP and the Global Water Partnership, also play a critical role by supporting readiness activities and project preparation. This section outlines the current institutional landscape, identifies capacity gaps, and proposes pathways for Somali entities to assume greater responsibility within the GCF funding architecture.

Potential Direct Access Entities (DAEs)

Somalia currently does not have any nationally accredited DAEs, primarily due to gaps in fiduciary management, environmental and social safeguards, and technical capacity. However, the Ministry of Finance (MoF) is a strong candidate for future accreditation, given its mandate over public financial management and its central role in coordinating international climate finance.

Other sectoral ministries, such as the Ministry of Environment and Climate Change (MoECC) and the Ministry of Energy and Water Resources (MoEWR), also possess relevant mandates and experience. However, they require significant improvements in implementation capacity and fiduciary systems to meet GCF standards. Additionally, the Somalia Development and Reconstruction Bank (SDRB) could potentially serve as a financial intermediary, provided it strengthens its risk management and accountability frameworks.

Achieving DAE status will require sustained investment in GCF-aligned systems, including results-based management, gender-sensitive programming, and robust environmental and social safeguards. Until these standards are met, Somalia will continue to rely on IAEs to access GCF resources.

International Access Entities (IAEs)

IAEs currently represent Somalia's sole pathway to GCF funding. Accredited organisations such as UNDP, FAO, Save the Children, the World Food Programme (WFP), the African Development Bank (AfDB), and the World Bank (IBRD) are actively engaged in the country. These entities have demonstrated strong fiduciary systems and the capacity to manage environmental and social risks.

Beyond fund disbursement, IAEs provide essential technical assistance to strengthen Somalia's national systems and build local implementation capacity. They oversee project design and execution, ensuring alignment with both Somalia's climate priorities and GCF compliance standards. While IAEs help safeguard accountability and project success, their involvement also limits direct national ownership of climate finance initiatives. Nonetheless, given Somalia's fragile context, IAEs remain vital in the short term. As national capacity improves through the Capacity Development Plan (CDP), Somalia can gradually transition toward more direct implementation roles.

Potential Executing Entities (EEs)

Executing Entities (EEs) are responsible for implementing climate projects on the ground, often in collaboration with IAEs. In Somalia, potential EEs span across public institutions, private enterprises, civil society organizations, and NGOs.

- **Public Sector EEs:** Line ministries such as those responsible for agriculture, energy, water, and health are well-positioned to serve as EEs for sector-specific climate interventions. For example, the Ministry of Agriculture can lead climate-smart agriculture projects, while the Ministry of Energy can implement renewable energy initiatives. Institutions like the Central Bank or Treasury Department may also provide financial oversight for large-scale projects. Acting as EEs under IAE supervision allows these entities to build their capacity and potentially progress toward DAE accreditation.
- **Private Sector EEs:** Somalia's emerging private sector has a role to play in delivering innovative climate solutions. Renewable energy companies (e.g., Benadir Electricity Company) and climate-smart agribusinesses can contribute technical expertise and market-based approaches to GCF-funded programs. However, challenges such as limited access to commercial finance and an underdeveloped regulatory framework constrain private sector engagement. Close collaboration with IAEs, along with enabling measures like credit guarantees, is essential to support private sector participation.

Civil Society Organisations (CSOs)

CSOs, including the Somali Environmental Protection Alliance (SEPA) and various women's and youth groups, are instrumental in delivering grassroots climate action. These organisations specialise in ecosystem-based adaptation, natural resource management, and community education. As EEs, CSOs ensure local ownership and social inclusion. However, they often require support to meet GCF fiduciary and reporting standards. Partnerships with IAEs or larger NGOs can help bridge these gaps while preserving local relevance.

Non-Governmental Organisations (NGOs)

Both international and national NGOs play a critical role in Somalia's climate response, particularly in areas with limited government presence. International NGOs, such as the Norwegian Refugee Council, bring humanitarian

expertise and can integrate climate adaptation into development work. National NGOs, like the Zamzam Foundation, offer strong community ties and local knowledge. As EEs, NGOs can implement projects in high-risk or remote areas, ensuring culturally appropriate and conflict-sensitive interventions. Operating under IAE supervision and receiving capacity-building support is a common model for enabling effective NGO participation.

Identifying and strengthening potential DAEs, EEs and other stakeholders across government, business, and civil society is a cornerstone of Somalia's climate capacity development. By empowering a diverse set of actors to implement climate projects, Somalia can expand the reach and sustainability of climate finance interventions. This inclusive approach ensures that climate funds translate into tangible resilience outcomes across all levels of society.

3.4 Summary of Stakeholder Analysis Findings

The stakeholder scores reflect a diverse landscape with both strong allies and critical gaps. While the overall balance leans toward support for climate finance readiness, the presence of influential stakeholders with opposing interests signals potential challenges in coordination and policy coherence. Addressing these gaps through inclusive dialogue, capacity-building, and strategic alignment will be essential to ensure the success of Somalia's GCF readiness efforts.

- **Strong Support from Core Climate Institutions:** The Ministry of Environment and Climate Change (MoECC) and the National Designated Authority (NDA) emerged as the most supportive and influential stakeholders. Both scored the maximum of +9, indicating high interest, high power, and high importance in advancing climate finance readiness. Their leadership roles and direct engagement with the GCF position them as central drivers of the capacity-building (CB) process.
- **Mixed Engagement from Sectoral Ministries:** Several line ministries, including the Ministry of Agriculture and Irrigation, Ministry of Livestock, Forest and Range, and Ministry of Planning, Investment and Economic Development, showed lower support levels and varying degrees of influence. While these ministries are critical for implementing climate-resilient strategies, their current stance—marked by neutral or opposing interests—suggests a need for targeted engagement and alignment with national climate finance goals.
- **High Influence but Low Alignment in Key Economic Ministries:** The Ministry of Finance and Ministry of Energy and Water Resources possess significant power and importance but were assessed as opposing the CB process. Their scores (5 and -9 respectively) highlight a misalignment between institutional priorities and climate finance objectives. These ministries require strategic dialogue and capacity-building to foster ownership and collaboration.
- **Active Role of Development Partners and Regional Networks:** International organisations such as UNDP, FAO, UNEP, and the Global Water Partnership (GWPO) demonstrated strong support and moderate influence. Their involvement is essential for technical assistance, resource mobilisation, and knowledge sharing. The Somalia Water Partnership (SWP) also showed positive engagement, reinforcing the role of regional networks in facilitating readiness activities.
- **Emerging Potential Among Civil Society and Academia:** CSOs, NGOs, and the academic sector were identified as supportive but with relatively low influence. Their inclusion in the stakeholder landscape is vital for promoting community-based adaptation, public awareness, and inclusive governance. Strengthening their capacity and visibility can enhance grassroots ownership and sustainability of climate initiatives.
- **Financial Institutions as Strategic Enablers:** Banks and financial institutions were supportive and moderately influential, indicating potential for future engagement in climate finance delivery

mechanisms. Their involvement could be pivotal in developing domestic financial instruments and facilitating private sector participation.

4 Capacity Needs Assessment

4.1 NDA Assessment and Capacity Gaps

The National Designated Authority (NDA) in Somalia plays a central role in mobilising climate finance and coordinating climate-related initiatives. However, a comprehensive assessment has revealed significant institutional and technical capacity gaps that undermine its effectiveness. These gaps include limited expertise in climate finance mechanisms, weak inter-agency coordination, and insufficient resources for developing bankable project proposals.

Despite ongoing support through initiatives such as the GCF Readiness Programme, the NDA continues to face major constraints. The absence of structured training programmes and knowledge-sharing platforms restricts its ability to access and manage international climate finance effectively. Furthermore, inadequate data management and monitoring systems hinder the NDA's capacity to track project progress and evaluate impact, thereby weakening evidence-based decision-making.

Fragmentation between national and state-level agencies further complicates coordination, resulting in inefficiencies and misalignment in policy implementation. Overlapping mandates and resource constraints among ministries pose challenges to integrating climate finance priorities into broader development planning. Addressing these gaps will require targeted interventions, including technical training for staff, clarification of institutional roles, and the development of coherent policy frameworks. Strengthening the NDA's capacity is essential for Somalia to fully leverage climate finance opportunities and enhance climate resilience at both national and community levels. The assessment of Somalia's NDA identified several critical areas where capacity gaps persist. **Table 2** provides summary findings of the NDA capacity assessment and identified gaps.

To overcome these challenges, the NDA—supported by the AIP GCF Readiness project—must pursue institutional reforms, expand training initiatives, and establish robust data systems. These efforts will be instrumental in enhancing the NDA's capacity to access international climate finance and implement impactful, sustainable climate projects across Somalia.

Table 2: Summary Findings of the NDA Capacity Assessment

Functional Category	Identified Gap
Limited Technical Expertise	<ul style="list-style-type: none">Only 15% of NDA staff have received formal training in climate finance mechanisms.This deficit significantly hampers the NDA's ability to prepare competitive funding proposals and manage climate projects effectively.

Functional Category	Identified Gap
Weak Institutional Coordination	<ul style="list-style-type: none"> The NDA struggles to coordinate with key ministries such as Agriculture, Water, and Energy due to fragmented governance structures. This leads to duplication of efforts and inefficient allocation of resources across climate initiatives.
Poor Data Collection and Monitoring Systems	<ul style="list-style-type: none"> The NDA lacks a comprehensive Monitoring, Reporting, and Verification (MRV) system. Weak data tracking and analysis capabilities reduce transparency and hinder the assessment of climate finance project impacts.
Absence of a Climate Finance Strategy	<ul style="list-style-type: none"> Somalia does not yet have a dedicated strategy for mobilising and managing climate finance. Without clear strategic guidance, access to funding from mechanisms like the GCF and GEF remains ad hoc and inconsistent.
Limited Engagement with Private Sector and Civil Society	<ul style="list-style-type: none"> The involvement of private sector actors and local NGOs in climate finance processes is minimal. This limits opportunities for innovative financing models, such as public-private partnerships, and reduces the potential for community-driven adaptation initiatives.
Insufficient Training and Capacity-Building Opportunities	<ul style="list-style-type: none"> Structured training and professional development programs for NDA staff and stakeholders are scarce. A recent survey revealed that 80% of NDA personnel had never participated in climate finance-related training, constraining institutional learning and skill development.
Regulatory and Policy Gaps	<ul style="list-style-type: none"> The NDA operates without a clearly defined legal and regulatory framework specific to climate finance. This lack of formalised roles and procedures impedes the enforcement of policies and the institutionalisation of best practices.

4.2 Recommended Action and Progress Indicators

A comprehensive assessment of Somalia's National Designated Authority (NDA) has identified several critical capacity gaps that hinder its ability to effectively mobilise and manage climate finance. Addressing these gaps is essential to strengthen climate governance and enhance the country's readiness to access international funding mechanisms such as the Green Climate Fund (GCF), the Global Environment Facility (GEF), and the Adaptation Fund (AF).

Table 3 is a refined and logically structured presentation of the 7 capacity gaps, corresponding recommended actions, and clear indicators of progress for the National Designated Authority (NDA) in Somalia.

Table 3: Capacity Gaps and Recommended Action

Capacity Gap	Recommended Action	Indicator of Progress
Limited Technical Expertise in Climate Finance	<ul style="list-style-type: none"> Implement targeted training programmes focused on GCF, GEF, and AF proposal development. 	<ul style="list-style-type: none"> Number of staff trained (disaggregated by gender); pre- and post-training evaluations; use of appraisal tool/checklist; evidence of knowledge application.
Weak Institutional Coordination	<ul style="list-style-type: none"> Re-establish an inter-ministerial climate finance coordination unit to streamline efforts and foster collaboration. 	<ul style="list-style-type: none"> Number of joint climate finance initiatives among ministries will serve as a key indicator of improved coordination.
Poor Data Collection and Monitoring, Reporting, and Verification (MRV) Systems	<ul style="list-style-type: none"> Establish and operationalise a robust MRV system to enhance accountability and data-driven decision-making. 	<ul style="list-style-type: none"> Regular reporting functionality to assess system effectiveness.
Low Engagement with the Private Sector and Civil Society	<ul style="list-style-type: none"> Establish public–private partnerships (PPPs) and platforms for NGO involvement to enhance stakeholder participation. 	<ul style="list-style-type: none"> Number of PPPs and NGO-led climate projects.
Lack of a National Climate Finance Strategy	<ul style="list-style-type: none"> Develop and secure official approval for a national climate finance strategy and action plan. 	<ul style="list-style-type: none"> Implementation of the strategy is a key milestone in institutional development.
Limited Access to Training and Capacity-Building Programmes	<ul style="list-style-type: none"> Institute an annual training programme for NDA staff and key stakeholders to support continuous learning and capacity enhancement. 	<ul style="list-style-type: none"> Number of staff trained; formalised feedback mechanism in place; number of feedback reports generated and utilised to evaluate effectiveness.

Capacity Gap	Recommended Action	Indicator of Progress
Regulatory and Policy Gaps	<ul style="list-style-type: none"> Develop and enact relevant regulations and policies to formalise roles and responsibilities, ensuring compliance and consistency. 	<ul style="list-style-type: none"> Enactment of these frameworks and their implementation rates will serve as indicators of progress.

The recommended actions outlined above provide a strategic roadmap for strengthening Somalia's NDA and enhancing its capacity to access and manage climate finance. By addressing technical, institutional, and policy-related gaps, Somalia can improve its climate governance and position itself to secure and utilize international climate finance more effectively. Enhanced inter-agency collaboration and stakeholder engagement—including with the private sector and civil society—will be instrumental in achieving sustainable and impactful climate interventions across the country.

5 Capacity Development Strategy

5.1 Trainings

Training is a cornerstone of Somalia's capacity development strategy aimed at strengthening the National Designated Authority (NDA) and related institutions. In response to identified gaps in technical expertise, a series of structured training programs will be implemented to enhance the competencies of NDA staff and key stakeholders. These programmes will focus on critical areas such as climate finance, project management, and inter-agency coordination.

The training approach will be multifaceted, incorporating specialised workshops, online courses, and on-the-job learning opportunities. These sessions will be facilitated by both national and international climate finance experts. Priority topics will include the GCF accreditation process, project proposal development—emphasising gender and climate resilience integration—monitoring and evaluation (M&E) methodologies, and financial management for climate-related projects.

To promote sustainability and local ownership of knowledge, Training-of-Trainers (ToT) programmes will be introduced. Selected participants will be equipped to serve as trainers, enabling them to disseminate skills and knowledge within their institutions. Partnerships with academic and training institutions, such as local universities and regional centres of excellence, will be pursued to develop context-specific curricula. Additionally, collaboration with development agencies and international organisations—including UNDP and the GCF via the Global Water Partnership—will ensure access to global expertise.

To maximise reach and inclusivity, digital learning platforms will be utilised, offering webinars and e-learning modules accessible to stakeholders across Somalia, including those in remote regions. Training materials will be translated into Somali and other local languages to ensure clarity and comprehension.

5.2 Tools and Knowledge Sharing

Effective knowledge sharing is vital for sustaining improvements in Somalia's climate governance. To facilitate this, the NDA will establish an open-access knowledge-sharing platform designed to disseminate best practices, guidelines, case studies, and policy documents related to climate finance and project implementation. This digital repository will be accessible to all stakeholders and will host training materials, climate data, and other relevant resources to support continuous learning.

To foster cross-sectoral dialogue, regular forums and peer-learning workshops will be organised both virtually and in person. These may include quarterly "climate finance roundtables" where ministries and partners exchange experiences and updates, as well as annual conferences to reflect on lessons learned from the Capacity Development Plan (CDP). These platforms will promote horizontal knowledge transfer across government entities and vertical integration between national and local actors.

International knowledge exchange will be strengthened through partnerships with global and regional institutions. This may involve twinning arrangements or mentorship programs with NDAs from other countries, participation in regional networks such as IGAD's Climate Knowledge Network, and engagement with global initiatives like the NDC Partnership. Embedding knowledge sharing into the capacity development strategy will enable Somalia's NDA and stakeholders to continuously adapt and improve by leveraging both domestic insights and international best practices.

5.3 Technical Assistance

Technical assistance will be instrumental in addressing specific institutional and operational gaps within the NDA. Under the CDP, Somalia will draw on expertise from international and regional climate finance institutions to provide hands-on support in key areas. This will include the deployment of technical advisors or consultants to work closely with NDA staff over a medium-term period.

Priority areas for technical assistance include project development, financial management, and policy implementation. Expert advisors will mentor NDA personnel in preparing high-quality funding proposals, guiding them through concept note development, feasibility studies, economic analysis, and alignment with GCF and GEF criteria. Additionally, they will support the establishment of a robust climate finance tracking system, potentially involving the customisation of software or databases to monitor fund flows and project performance, thereby enhancing transparency and accountability.

On the policy front, technical assistance will facilitate the drafting of essential documents such as Somalia's national climate finance strategy and related regulations. These documents will be informed by international best practices, including the integration of climate finance into national budget processes and the use of climate budget tagging. Advisors will also provide training to ensure smooth implementation of new systems and policies.

This technical support will be coordinated through partnerships with institutions such as the GCF Readiness Programme, UNDP, the World Bank, and the African Development Bank, which have experience in capacity building within fragile states. By embedding experienced professionals within the NDA, Somalia can accelerate

institutional learning and avoid common pitfalls. Regular evaluations will ensure that knowledge transfer is effective, with the goal of enabling NDA staff to operate independently and sustainably.

5.4 Other Capacity Development Measures

In addition to training, knowledge sharing, and technical assistance, the Capacity Development Plan (CDP) for Somalia's National Designated Authority (NDA) incorporates a set of complementary measures designed to institutionalise capacity gains and enhance long-term performance.

1. **Strengthening Coordination Mechanisms:** To improve inter-agency collaboration, the CDP will establish formal coordination structures such as committees or task forces that convene regularly. A proposed inter-ministerial climate finance committee—comprising focal points from key ministries and the NDA—will oversee the implementation of the national climate finance strategy. Clear terms of reference will be developed to define roles, responsibilities, and decision-making processes, ensuring that efforts are harmonised and siloed approaches are avoided.
2. **Institutional Incentives:** Recognising the importance of retaining skilled personnel, the CDP will introduce incentive mechanisms to motivate high performance within the NDA. These may include recognition awards for successful project proposals, opportunities for professional development and advanced education, and the establishment of clear career progression pathways for staff engaged in climate finance. Enhancing job satisfaction and career prospects is essential to prevent attrition following investments in training and capacity-building.
3. **Inclusive Stakeholder Engagement:** The CDP emphasizes inclusive capacity development, ensuring that women, youth, and marginalised groups are meaningfully engaged. All programmes and policies will undergo gender and social inclusion reviews to promote equity. The NDA will actively include women professionals in training and leadership roles. Additionally, outreach initiatives—such as Training-of-Trainer's sessions—will be designed to empower community leaders and NGO representatives to mobilize local participation in climate adaptation efforts.
4. **Private Sector Engagement:** Acknowledging that public and donor resources alone are insufficient to meet Somalia's climate investment needs, the CDP will foster strategic partnerships with the private sector. This may involve establishing a climate finance advisory group for private sector actors or hosting investor dialogues to showcase bankable climate project opportunities. The goal is to build mutual understanding: enabling the private sector to navigate climate finance mechanisms, while equipping the NDA with insights into private financing models. Over time, this engagement can help mobilise alternative funding sources such as impact investments, green bonds, and corporate social responsibility contributions.

Together, these measures—spanning coordination, incentives, inclusivity, and partnerships—complement the core pillars of training, knowledge sharing, and technical assistance. This multi-pronged strategy ensures that capacity development is embedded within institutions and individuals, laying the foundation for a resilient, self-sustaining climate finance ecosystem in Somalia.

6 Capacity Development Plan

Table 4 outlines a structured capacity development for Somalia's NDA, detailing specific actions, the strategy/approach for each action, responsible parties, timelines, and indicative budgets. This plan

operationalises the capacity development strategy described above, providing a clear implementation framework for 2025–2026.

This Capacity Development Plan provides a sequenced and resourced roadmap to strengthen the NDA. For each action, a clear approach is defined—for instance, how training will be delivered or what establishing an MRV system entails—and responsible actors are assigned to promote accountability. The timeline focuses on the 2025–2026 period, aligning with the immediate readiness support timeframe.

The budget estimates indicate required financial inputs, demonstrating that some initiatives require modest funding (e.g., workshops, coordination meetings), while others primarily need policy commitment or external expertise (hence a zero-budget allocation from the project). Effective implementation of this plan will be monitored through the defined indicators of progress (from **Table 3**) and regular reporting by the responsible parties.

Table 4: Operational Capacity Development Plan

Development Action	Strategy/Approach	Responsible	Timeline	Budget (US\$)
1. Conduct targeted training programmes on GCF, GEF, and AF proposal development.	<ul style="list-style-type: none"> Organise specialised workshops, online courses, and on-the-job training with climate finance experts (including Training-of-Trainers programs). 	<ul style="list-style-type: none"> AIP Readiness PIU, MoECC, NDA 	<ul style="list-style-type: none"> 2025-2026 	<ul style="list-style-type: none"> 20,000
2. Re-establish an inter-ministerial climate finance coordination unit	<ul style="list-style-type: none"> Develop an official framework for coordination (e.g., a committee with defined roles) and regular meeting schedule among ministries. 	<ul style="list-style-type: none"> NDA, AIP Readiness PIU, MoECC 	<ul style="list-style-type: none"> 2025-2026 	<ul style="list-style-type: none"> 5,000
3. Establish and implement a comprehensive MRV system for climate finance and projects	<ul style="list-style-type: none"> Set up digital tracking and reporting tools for climate finance (e.g., database or software) and train staff in data collection and analysis. 	<ul style="list-style-type: none"> NDA, MoECC 	<ul style="list-style-type: none"> 2025-2026 	<ul style="list-style-type: none"> 0*
4. Formulate a national climate finance strategy	<ul style="list-style-type: none"> Engage stakeholders and international consultants to draft and finalize an integrated climate finance strategy 	<ul style="list-style-type: none"> NDA, MoECC, International Consultants 	<ul style="list-style-type: none"> 2025-2026 	<ul style="list-style-type: none"> 0*

Development Action	Strategy/Approach	Responsible	Timeline	Budget (US\$)
	and seek formal government approval.			
5. Foster public–private partnerships (PPPs) for climate projects	<ul style="list-style-type: none"> Host stakeholder forums to engage private sector and sign Memoranda of Understanding (MoU) for collaboration on climate initiatives. 	<ul style="list-style-type: none"> NDA, Private Sector, Development Partners 	<ul style="list-style-type: none"> 2025-2026 	<ul style="list-style-type: none"> 5,000
6. Establish an annual training program for NDA staff and stakeholders	<ul style="list-style-type: none"> Design a recurring capacity-building programme (workshops/seminars each year) covering key topics; refresh content annually and involve local institutions. 	<ul style="list-style-type: none"> NDA, AIP Readiness PIU, MoECC 	<ul style="list-style-type: none"> 2025-2026 	<ul style="list-style-type: none"> 20,000
7. Develop a legal framework for climate finance management	<ul style="list-style-type: none"> Work with policymakers to draft regulations or legislation on climate finance (e.g., integrating climate finance in public finance law) and advocate for its enactment. 	<ul style="list-style-type: none"> NDA, Ministry of Justice, Parliament 	<ul style="list-style-type: none"> 2025-2026 	<ul style="list-style-type: none"> 0*

Development Action	Strategy/Approach	Responsible	Timeline	Budget (US\$)
8. Re-establish an inter-ministerial climate finance coordination unit	<ul style="list-style-type: none"> • Develop an official framework for coordination (e.g., a committee with defined roles) and regular meeting schedule among ministries. 	<ul style="list-style-type: none"> • NDA, AIP Readiness PIU, MoECC 	<ul style="list-style-type: none"> • 2025-2026 	<ul style="list-style-type: none"> • 5,000
Total Estimated Budget				<ul style="list-style-type: none"> • 55,000

Notes:

- a) The budget was calculated based on what is available and allocated for capacity development component as informed by the GWPSA.
- b) Budget entries marked as “0*” indicate activities expected to be covered by existing resources or through technical assistance without additional cost to the project budget.

7 Conclusion

Somalia is experiencing acute climate change impacts—including recurrent droughts, floods, and desertification—that compound existing vulnerabilities such as political instability, food insecurity, and weak governance. This assessment has identified significant gaps in the country's capacity to respond effectively to climate change. Key challenges include:

- **Institutional fragmentation and poor coordination**, particularly between federal and state entities;
- **Limited technical capacity** within the National Designated Authority (NDA);
- **Inadequate data collection and monitoring systems**;
- **Absence of a dedicated climate finance strategy**;
- **Insufficient training in climate finance mechanisms**, which hampers the NDA's ability to develop competitive project proposals and manage climate funding;
- **Weak Monitoring, Reporting, and Verification (MRV) systems**, undermining transparency and accountability.

To address these challenges, the report proposes a comprehensive Capacity Development Plan (CDP) focused on institutional strengthening, targeted training, and policy enhancement. Key recommendations include:

- Structured training programs for NDA personnel and relevant stakeholders;
- Improved inter-ministerial coordination and stakeholder engagement, including the private sector and civil society;
- Development of digital tools and knowledge-sharing platforms to support long-term capacity retention and institutional memory.

A central pillar of the strategy is the integration of climate finance into national development planning. Finalising and operationalising Somalia's Climate Finance Strategy will be a critical milestone, offering clear guidance for accessing and managing resources from international mechanisms such as the Green Climate Fund (GCF) and the Global Environment Facility (GEF).

The CDP also emphasises the importance of regional and international partnerships. Leveraging external expertise through technical assistance and exchange programs can accelerate capacity development, enhance project formulation, and improve financial management.

In summary, while Somalia has made initial progress—such as establishing the Ministry of Environment and Climate Change (MoECC) and developing a National Adaptation Plan (NAP)—substantial efforts are required to close the institutional and technical gaps identified. Implementing the proposed capacity development measures will enhance Somalia's ability to access and manage climate finance, foster coordinated action, and promote sustainable, climate-resilient development.

With sustained commitment and strategic support, Somalia can build the institutional and technical foundations necessary to respond effectively to climate change. This report and its Capacity Development Plan provide a guiding framework for that journey, aligning national efforts with international best practices and Somalia's broader development aspirations.

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