

<b>Requesting Organization :</b>	International NGO Safety Organization				
<b>Allocation Type :</b>	Reserve 2017				
<b>Primary Cluster</b>	<b>Sub Cluster</b>	<b>Percentage</b>			
Enabling Programmes		100.00			
		<b>100</b>			
<b>Project Title :</b>	Provision of essential cooperation and information services on safety & security and access to humanitarian aid organisations in Somalia				
<b>Allocation Type Category :</b>					
<b>OPS Details</b>					
<b>Project Code :</b>		<b>Fund Project Code :</b>	SOM-17/3485/R/EP/INGO/6901		
<b>Cluster :</b>		<b>Project Budget in US\$ :</b>	199,999.98		
<b>Planned project duration :</b>	5 months	<b>Priority:</b>			
<b>Planned Start Date :</b>	01/11/2017	<b>Planned End Date :</b>	31/03/2018		
<b>Actual Start Date:</b>	01/11/2017	<b>Actual End Date:</b>	31/03/2018		
<b>Project Summary :</b>	<p>The NGO safety program was established in 2004 to support NGOs operating in Somalia in terms of staff safety. In this complex context, NGOs face strong challenges related to access and security, including: a lack of understanding of the context; difficulty to access and to verify information; a lack of information sharing; a lack of security coordination and harmonized security practices; poor security awareness of staff; and a lack of training opportunities. This safety platform is managed since April 2015 by INSO</p> <p>In response to, and following the guidance of an Advisory Board (which is composed by 4 INGOs and 3 LNGOs), the project focuses in three axes of support: [1] the provision of adequate information and analysis on the Somalia context, [2] capacity building of the NGOs security management skills, and [3] support in the response to critical and non-critical security incidents. These three areas have constituted the pillars of the Program activity since its inception, alongside with the support on SPU management, which due to the evolution of the SPU program is now embedded within axes 1 and 3.</p> <p>Through INSO's own network of Field Officers, NGO reports, collaboration with other security actors and media follow up, INSO collects, verifies, compiles and analyses security incidents. Besides, since 2010, the project has developed a database of more than 33,000 incidents that constitutes a unique tool for data analysis. The INSO Training Team runs training programs which targets both individual safety and management of the organization's security. Finally, INSO field teams help NGOs on the ground to deal with daily security incidents, such as arrests, accidents and threats, while the INSO senior management team can provide support to critical incidents such as kidnappings, abductions and medical evacuations. The extent of INSO involvement is determined by the NGO who requests our services.</p> <p>The project is covering the whole of Somalia (Somaliland, Puntland and South Central) with three offices in Hargeisa, Garowe and Mogadiscio and Field Officers in various locations.</p> <p>Due to the peculiar mandate and mission of INSO, its Nairobi office has a dual role, both as coordination hub and implementer of core INSO activities (such as verbal briefings and production or maps and reports). Likewise, senior management (including the Country Director) are highly involved in the direct delivery of our services: they are not just managers but also direct implementers in their role of advisors to other NGOs.</p> <p>The project budget leans heavily in HR costs because the project's core product is knowledge. That's in essence what INSO's beneficiaries receive. When the main output of an organization is information, the organization core cost is HR – same as e.g. an online newspaper or a management consulting firm.</p>				
<b>Direct beneficiaries :</b>					
<b>Men</b>	<b>Women</b>	<b>Boys</b>	<b>Girls</b>	<b>Total</b>	
7,500	2,500	0	0	10,000	
<b>Other Beneficiaries :</b>					
<b>Beneficiary name</b>	<b>Men</b>	<b>Women</b>	<b>Boys</b>	<b>Girls</b>	<b>Total</b>
Staff (own or partner staff, authorities)	7,500	2,500	0	0	10,000

**Indirect Beneficiaries :****Catchment Population:**

INSO provides services to 190 aid agencies in Somalia, with an estimated total of 10,000 staff (75% men).

Other people indirectly benefiting from INSO analytical products and advice are daily workers and third-party contractors who shall follow the instructions given by the NGOs based on INSO's guidance.

**Link with allocation strategy :**

With the proposed project, INSO will continue the much required services that are crucial to the operation of both INGOS and LNGOs in a challenging working environment such as Somalia. The project will also be implemented at a time when security updates and guidance is critical, with at least seven cases of abductions and 18 aid workers taken hostages by Al Shabaab in the last 6 months.

**Sub-Grants to Implementing Partners :**

Partner Name	Partner Type	Budget in US\$

**Other funding secured for the same project (to date) :**

Other Funding Source	Other Funding Amount
ECHO (2m)	140,000.00
SDC (5m)	155,000.00
GMFA (5m)	190,000.00
	<b>485,000.00</b>

**Organization focal point :**

Name	Title	Email	Phone
Marcos Ferreira	Section Director	marcos.ferreiro@oso.ngosafety.org	+254(0)700.390.793
Philippe Durand	Country Director	director@som.ngosafety.org	+254 (0) 729 205 005

**BACKGROUND****1. Humanitarian context analysis**

The political and security situation in South Central Somalia continues to be highly volatile. Somalia remains a major and complex humanitarian and political crisis, where humanitarian assistance is challenged to the limits. Since 1997, at least 246 aid workers have been killed in Somalia (sources: Humanitarian Outcomes and INSO database). Kidnappings for ransom, abductions and random arrests, carjacking, looting of aid or NGO premises and hand grenade attacks are some of the most common threats against aid agencies in this country. This year 2017, up to August 31st, NGOs have faced 47 security incidents, including 3 fatalities and at least 16 abductions.

On top of this already challenging landscape, humanitarian space and access shrank to an unprecedented level from 2008 to 2012 with numerous attacks specifically targeting NGOs and UN agencies. Towards the end of 2009, NGO international staff presence in South Somalia was very limited, which explains the relative reduction in major security incidents affecting NGOs in the South since then. In 2010 and 2011, Al Shabaab (AS) increased and systematized its harassment of NGOs and UN aid agencies, blacklisting some on the grounds of religion or nationality, while attempting to control NGO operations to unprecedented levels (movement control, taxation). However, and since mid-2011 up to now, a coalition of anti-Al Shabaab (anti-AS) forces led by AMISOM, Kenyan and Ethiopian forces, took back the control of several key locations in South-Central Central from AS, most noticeably Mogadishu, Baidoa, Beletweyn and Kismayo among other cities. This has resulted in a fragile but real improvement in access, but also in increased risks for NGOs as fighting is ongoing. As a result, several NGOs have started to re-engage in those areas, but not without a high level of exposure.

The increasing military operations from the US forces and their allies add a new layer of risk to an already dangerous environment. AS is under pressure and, in many areas, on the run, which hinders its ability to collect taxes and limits its access to other sources of income. This has triggered a spike of abductions hitting NGOs in south Central Somalia (at least 16 aid workers abducted for ransom by AS in the last 6 months), constraining even more the already exiguous humanitarian access.

**2. Needs assessment**

In addition to the difficulties described in the section above, new challenges have surfaced in the last couple of years for NGOs operating in Somalia. Following AMISOM military operations "Indian Ocean" (2014) and "Juba Corridor" (2015) and the unrolling of the new federal system, South Central Somalia has become more fragmented, with multiple front-lines, towns where nobody is any longer in charge, and unclear lines of command between local, regional and central administrations in those areas not controlled by AS. The security situation in the country has become more complex. The fragmentation and the loose control that armed groups exercise over them, are forcing NGOs to work in a context of great unpredictability and volatility, often in absence of valid interlocutors. This heightens the risk of responding to the demands of the local and international stakeholders, with growing political pressures to respond to allegedly accessible population. Politicization of aid by a multitude of actors has significantly increased the vulnerability of NGOs, who face the dilemma of scaling up their operations and widening their reach on the population, at the cost of being perceived as supporting some of the political stands in the country, and therefore assuming higher security risks for their staff.

In fact, since 2013, UN agencies have become an explicit military target for AS, who no longer perceives them as a neutral actor. The spectacular attack to the UN Common Compound in Mogadishu on June 2013, has been followed by several attacks to UN convoys in Mogadishu (February 2014, December 2014 and September 2015) as well as the SPBIED in Garowe (April 2014) that killed 4 UNICEF international staffers. The UN has not yet recovered the mobility it enjoyed before these incidents, which represented an eye opener to NGOs. While the NGO community has not yet been targeted by AS (that is, they are financial targets but not military targets), this is probably due to their relatively insignificant weight within the overall system. However, the most recent events (AS infighting between pro-ISIS and pro-AQ; increasing hostility of AS against foreign aid agencies; AS losses of territory under AMISOM/US pressure; growing politicization of aid, with NGOs being increasingly co-opted by stabilization agendas...) are increasing the risk for NGOs of becoming political/military targets in the near future. While access maybe growing in some areas, the security constraints remain in force, and recommend a more than ever cautious study of the prevailing conflict. Several attacks happened during the year to humanitarian workers, as a reminder of this.

The lack of financial means, expertise and resources to implement proper security mitigation measures, was the reason for an NGO safety platform being founded by NGOs back in 2004. This gap is still affecting most of the NGOs, and INSO intends to keep covering it in 2017 and 2018. Turnover remains high for the NGOs, and capacity building remains a permanent need. A serious deterioration of the aid agencies security situation, which could be triggered e.g. by the consolidation of the ongoing wave of abductions of aid workers, would reinforce the need for INSO activities.

In the first 8 months of 2017, as highlighted in the humanitarian context analysis, NGOs have faced 47 security incidents, including 3 fatalities and at least 16 abductions -- which speaks on its own for the need of a NGO safety coordination platform. In addition, needs are reassessed every year through online satisfaction surveys and through the guidance of the steering committee who is representing the NGOs beneficiaries of INSO Services. For 2017 the emphasis was put on producing access briefs that were requested by NGOs to facilitate the implementation of humanitarian activities in new areas.

### **3. Description Of Beneficiaries**

Beneficiaries of this action are non-governmental organisations (NGOs) that are operational in Somalia. They can be national or international NGOs. Additional conditions of access can be decided by the INSO Somalia Advisory Board (AB).

UNDSS and OCHA are granted automatic access to INSO Information and analysis services, as part of the Saving Lives together framework. Where it makes sense, other UN Humanitarian agencies can be added, after validation by the AB.

Donors funding INSO Somalia have also access to the full range of INSO services.

For the reports, we set no maximum limit – the only condition is that our reports must not be spread outside the organization nor quoted (in part or the whole) in their publications. For the trainings, the number of trainees per organization depends on the number of vacancies and the relevance of the training for the applicant.

#### **SELECTION CRITERIA**

There are three main criteria for the selection of beneficiaries: To be registered anywhere in the world as NGOs (or non-profit organisations), to be operational in Somalia and to observe the Red Cross, Red Crescent and NGOs Code of Conduct for Humanitarian Assistance.

Given the difficulties for registering in Somalia, INSO is somewhat more flexible with Somali NGOs, and involves Somali NGOs present in its Advisory Board for assessing the seriousness and adequacy of the requests received by these NGOs to be eligible as beneficiaries.

#### **SNAPSHOT OF OUR BENEFICIARIES**

As per the 1st September 2017, the number of aid agencies signed up in the distribution list is of 190: 131 International NGOs, 45 National NGOs, 6 UN agencies, 5 Red Cross/Red Crescent societies and 3 donors. It is foreseen that this number will be stable, as already most International NGOs are registered with INSO Somalia, as well as the larger national NGOs.

In terms of number of individuals registered in the mailing list, the following breakdown prevails:

- INGOs: 709 staff
- LNGOs: 79 staff
- UN: 39 staff
- ICRC/IFRC: 31 staff
- INSO Donors: 26 staff

### **4. Grant Request Justification**

INSO is the only organization present in Somalia providing free and tailored analysis & support to NGOs operating on the ground in terms of safety and security of their staff. INSO provides registered NGOs with a range of free services including real-time incident tracking, analytical reports, safety related data and mapping, crisis management support, staff orientations and training. INSO services help NGOs with their day-to-day risk management responsibilities and improve their overall situational awareness to support evidence-based humanitarian access decisions.

Contemporary armed conflict poses unprecedented challenges to humanitarian organisations in delivering aid to vulnerable populations. Whereas in the context of international armed conflicts aid workers are attributed formally recognised protection under international humanitarian law; today the changing nature of conflicts and the proliferation of non-state armed groups often mean that this assurance is no longer guaranteed. Across the globe, aid workers are subject to violent attacks with 2 - 4 deaths per week worldwide. While many NGOs take individual measures to mitigate the risks, coordinated action between agencies - seen by many as the more important requirement - has lagged behind with no common system at field level prior to 2011. INSO was designed to fill this gap and today provides the humanitarian sector with a globally standardised mechanism for establishing and operating such platforms wherever they are needed.

Humanitarian access is the ability of NGOs to reach populations in need as well as the ability of those populations to reach the aid and protection they need. It is a complex and ever changing dynamic involving a host of considerations and challenges. INSO works to support the first side of this equation - NGOs accessing populations in need - by improving situational awareness and enabling humanitarians to make more evidence-based access decisions. Of course, situational awareness alone does not create humanitarian access - and can do the opposite - but where NGOs are seeking to expand access high quality, relevant and up to date safety information has been shown to play a vital role in the process.

INSO has revolutionized the humanitarian safety coordination sector by introducing a robust and high quality field safety platform model that has been deployed in some of the world's most high-risk settings. The strong focus on humanitarian principles and exclusive NGO-only membership criteria have caused INSO to become generally accepted as a standard component of modern humanitarian response offering independent frontline reporting and coordination services that save lives, strengthen operational practice and enable humanitarian access.

## 5. Complementarity

INSO is an enabling project that helps NGOs to enhance their context awareness, improve the management of their staff safety, and ease access. In terms of context awareness and staff safety, INSO complements the work done by UNDSS for UN agencies, with a focus on the NGOs. In terms of access, it is the natural counterpart of OCHA, with the UN agency typically concentrating efforts on the broader context (the 'macro' level) and INSO putting its focus on the 'micro' level, supporting NGOs in coping with day-to-day challenges. Coordination with UNDSS and OCHA is a cornerstone of INSO action. On this regard, communication and information exchange with these two UN agencies takes place on a daily basis.

This 5-months project provides continuity to the services that INSO (and formerly NSP) has uninterruptedly provided to NGOs in Somalia since 2004, and allows to bridge the financial gap that INSO was facing for the end of 2017.

The continuity of activities in 2018 is, in the first part of the year, guaranteed by SDC and GMFA funds. In addition, other donors (ECHO, DFID) have already signaled interest in chipping in. INSO also expects to renew SHF funding in the 2nd half of 2018.

## LOGICAL FRAMEWORK

### Overall project objective

To assist humanitarian aid organizations in fulfilling their own mandates through the provision of essential security cooperation and information services and the building of their safety capacities.

### Enabling Programmes

Cluster objectives	Strategic Response Plan (SRP) objectives	Percentage of activities
Enable humanitarian activities and personnel with safety and security programmes in Somalia.	Somalia HRP 2017	100

**Contribution to Cluster/Sector Objectives :** The project shall provide dedicated safety and security services to NGOs working in Somalia, including information and analysis reports and briefings; aid workers safety training; and support to NGOs on crisis management, in order to improve their awareness and understanding of the working environment, as well as their security management practices and capacities.

### Outcome 1

NGOs operating in Somalia have improved their understanding of the Somali security context and can base their decisions on relevant and timely security information and analysis.

### Output 1.1

#### Description

Delivery of context reports and analytic maps to NGOs

#### Assumptions & Risks

- Assume: NGOs remain involved with the Advisory Board
- Assume: The services and information provided will be translated by NGOs in to better security management practices.
- Assume: All stakeholders will continue to support INSO by providing information and participating.
- Assume: Underlying safety and security conditions are sufficient to allow operations. Local Authorities remains supportive of INSO presence and action.
- Risk: Failure of means of information delivery (SMS, e-mail etc)

### Indicators

Code	Cluster	Indicator	End cycle beneficiaries				End cycle
			Men	Women	Boys	Girls	Target
Indicator 1.1.1	Enabling Programmes	Number of INSO reports (alerts, dailies, biweeklies, quarterlies, special reports, etc) issued during the grant period					150
<b>Means of Verification</b> : INSO mailing							
Indicator 1.1.2	Enabling Programmes	None					0
<b>Means of Verification</b> :							
<b>Activities</b>							
<b>Activity 1.1.1</b>							
<b>Standard Activity : Not Selected</b>							
Preparation and issuance of the following products:							
<p>DAILY REPORTS.- The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors.</p> <p>BI-WEEKLY REPORTS.-The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff &amp; security advisors.</p> <p>QUARTERLY REPORTS.- The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations.</p> <p>ALERTS and INSO REPORTS.- Alerts and specific reports will continue to be issued when events require through the most relevant means of communication: emails, sms, phone, etc, aimed to reach the field staff and security managers as quickly as possible.</p> <p>AREA BRIEFS / ACCESS BRIEFS.- Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs. Access briefs are condensed versions (6/7 pages) of the area briefs.</p> <p>MAPS.- INSO has developed a highly valued portfolio of geographic maps, covering most of the regions of Somalia, a country with a serious lack of reliable and updated cartography. INSO maps have proved useful to NGOs and other humanitarian actors in their work. Moreover, INSO regularly produces the Access Map, in collaboration with OCHA Somalia, collecting humanitarian access coefficients for different districts and towns. Last but not least, the Areas of Influence Map has become a reference for the aid community in Somalia. It is as well updated regularly, according to context changes.</p>							
<b>Output 1.2</b>							
<b>Description</b>							
NGOs receive safety briefings and advice							
<b>Assumptions &amp; Risks</b>							
<ul style="list-style-type: none"> <li>Assume: NGOs remain involved with the Advisory Board</li> <li>Assume: The services and information provided will be translated by NGOs in to better security management practices.</li> <li>Assume: All stakeholders will continue to support INSO by providing information and participating.</li> <li>Assume: Underlying safety and security conditions are sufficient to allow operations. Local Authorities remains supportive of INSO presence and action.</li> <li>Risk: Failure of means of information delivery (SMS, e-mail etc)</li> </ul>							
<b>Indicators</b>							
Code	Cluster	Indicator	End cycle beneficiaries				End cycle
			Men	Women	Boys	Girls	Target
Indicator 1.2.1	Enabling Programmes	Number of coordination meetings held or facilitated					30
<b>Means of Verification</b> : Attendance sheets for INSO biweekly and monthly briefings							
<b>Activities</b>							
<b>Activity 1.2.1</b>							
<b>Standard Activity : Not Selected</b>							
<p>INSO plans to hold biweekly briefings in Nairobi and Mogadishu, as well as monthly briefings in Hargeisa and Garowe, where the security-related incidents of the previous weeks are analyzed and shared with NGOs, with special focus on incidents involving (or with the potential to affect) the aid community.</p> <p>These briefings are crucial in order to maintain a good level of cohesion between NGOs and INSO, as well as to exchange formal and informal security information. INSO will ensure active participation in most NGO fora and actively liaise with NGOs on an individual basis.</p>							
<b>Outcome 2</b>							
NGOs operating in Somalia have built up their capacity in terms of security knowledge and practices.							

Output 2.1							
Description							
NGOs receive individual safety training for their staff							
Assumptions & Risks							
<ul style="list-style-type: none"> <li>• Assume: NGOs remain involved with the Advisory Board</li> <li>• Assume: The services and information provided will be translated by NGOs in to better security management practices.</li> <li>• Assume: All stakeholders will continue to support INSO by providing information and participating.</li> <li>• Assume: Underlying safety and security conditions are sufficient to allow operations. Local Authorities remains supportive of INSO presence and action.</li> <li>• Risk: Failure of means of information delivery (SMS, e-mail etc)</li> </ul>							
Indicators							
Code	Cluster	Indicator	End cycle beneficiaries				End cycle
			Men	Women	Boys	Girls	Target
Indicator 2.1.1	Enabling Programmes	Number of communities or partners who have participated in emergency preparedness or and contingency planning trainings					180
<b>Means of Verification</b> : Training attendance sheets							
Activities							
Activity 2.1.1							
Standard Activity : Not Selected							
<p>The Hostile Environment Individual Safety Training (HEIST) is a 4-day outdoors experiential training, focusing on personal security of NGO workers. The training is specific to Somalia, successful and highly in demand by NGOs.</p> <p>The Country Directors' Security Management training (CD) is another highly successful course that focuses on senior managers who are responsible for the security of their staff. In 2016 INSO added to the CD training a 3rd day fully dedicated to Crisis Management, which was extremely well accepted by our beneficiaries. The Crisis Management Training (CMT) is now a 1-day stand-alone course</p> <p>In addition to the HEIST, in those locations that are not deemed safe enough to carry out the HEIST (e.g. Mogadishu), we shall carry Personal Safety Training (PST) and Hostile Environment First Aid Training (HEFAT), both of them carried out indoors.</p> <p>In the project's period, INSO expects to carry out (5) HEIST, (2) CD, (2) CMT, (1) PST and (1) HEFAT.</p>							
Outcome 3							
NGOs operating in Somalia are supported, on request, in terms of incident and crisis management.							
Output 3.1							
Description							
NGOs are able to manage security incidents and crises with INSO support							
Assumptions & Risks							
<ul style="list-style-type: none"> <li>• Assume: NGOs remain involved with the Advisory Board</li> <li>• Assume: The services and information provided will be translated by NGOs in to better security management practices.</li> <li>• Assume: All stakeholders will continue to support INSO by providing information and participating.</li> <li>• Assume: Underlying safety and security conditions are sufficient to allow operations. Local Authorities remains supportive of INSO presence and action.</li> <li>• Risk: Failure of means of information delivery (SMS, e-mail etc)</li> </ul>							
Indicators							
Code	Cluster	Indicator	End cycle beneficiaries				End cycle
			Men	Women	Boys	Girls	Target
Indicator 3.1.1	Enabling Programmes	Average grade given by the NGOs in the Annual Satisfaction Survey to the INSO support provided to crisis management in severe and critical incidents (i.e., security incidents that are potentially life-threatening)					7
<b>Means of Verification</b> : Annual Satisfaction Survey							
Indicator 3.1.2	Enabling Programmes	None					0
<b>Means of Verification</b> :							
Activities							
Activity 3.1.1							
Standard Activity : Not Selected							

Support to NGOs to crisis and incident management, upon request. INSO staff will be available to provide individual agencies staff with a tailored advice, support and liaison in emergencies. The provision of the service takes priority over other services. INSO crisis response consists of advisory, liaison and referral services provided by INSO regional teams with support from the head office. The most common types of situations include data gathering, information analysis and advise on decision-making in cases of abduction, liaison with armed and power actors on behalf of the NGO, liaison with other stakeholders in cases that require medical evacuations and provision of stress counseling; and liaison with specialized agencies involved in coordination of humanitarian diplomacy and international humanitarian law to address breaches against the humanitarian law/principles - such as armed intrusions to NGO health clinics. The service may include coordination for relocation of NGO staff under duress and in extremis support.

**Additional Targets :**

**M & R**

**Monitoring & Reporting plan**

Internally, the service outputs are consistently monitored by the INSO Somalia Country Director to ensure they are compliant with the approved Scope of Services and internal operational standards. Furthermore, the INSO Section Director monitors the activities of the Country Director to ensure compliance with global standards and job requirements with regards to performance objectives and cooperation with the external Board.

Externally, the Advisory Board plays a routine monitoring and oversight role meeting periodically with the INSO director to insure that the action is fulfilling its mandate and that services are being delivered as designed and intended. Any significant deviation from the Scope of Services would be quickly identified, and rectified, by the Board. Donors to the action participate in Board meetings and so are directly represented in action design and monitoring.

In addition, INSO carries out an annual satisfaction survey that is sent to all its beneficiaries. This survey is instrumental for INSO to get direct feedback from the NGOs we serve, and to fine-tune our activities accordingly. Moreover, in all our courses the trainees fill in feedback sheets, as well as pre-course and post-course tests that allow INSO to measure the learnings.

Lastly, every 2 years INSO Somalia goes through an external evaluation that intends to measure the impact of the program and areas for improvement. The next external evaluation is expected to take place in the last quarter of 2017.

Altogether, these different measures provide an accurate picture of the program's strengths and weaknesses, areas for improvement, threats and opportunities.

**Workplan**

Activitydescription	Year	1	2	3	4	5	6	7	8	9	10	11	12
Activity 1.1.1: Preparation and issuance of the following products:	2017											X	X
DAILY REPORTS.- The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors.	2018	X	X	X									
BI-WEEKLY REPORTS.-The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff & security advisors.													
QUARTERLY REPORTS.- The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations.													
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AREA BRIEFS / ACCESS BRIEFS.- Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs. Access briefs are condensed versions (6/7 pages) of the area briefs.													
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<p>Activity 1.2.1: INSO plans to hold biweekly briefings in Nairobi and Mogadishu, as well as monthly briefings in Hargeisa and Garowe, where the security-related incidents of the previous weeks are analyzed and shared with NGOs, with special focus on incidents involving (or with the potential to affect) the aid community.</p> <p>These briefings are crucial in order to maintain a good level of cohesion between NGOs and INSO, as well as to exchange formal and informal security information. INSO will ensure active participation in most NGO fora and actively liaise with NGOs on an individual basis.</p>	2017																		X	X		
	2018	X	X	X																		
<p>Activity 2.1.1: The Hostile Environment Individual Safety Training (HEIST) is a 4-day outdoors experiential training, focusing on personal security of NGO workers. The training is specific to Somalia, successful and highly in demand by NGOs.</p> <p>The Country Directors' Security Management training (CD) is another highly successful course that focuses on senior managers who are responsible for the security of their staff. In 2016 INSO added to the CD training a 3rd day fully dedicated to Crisis Management, which was extremely well accepted by our beneficiaries. The Crisis Management Training (CMT) is now a 1-day stand-alone course</p> <p>In addition to the HEIST, in those locations that are not deemed safe enough to carry out the HEIST (e.g. Mogadishu), we shall carry Personal Safety Training (PST) and Hostile Environment First Aid Training (HEFAT), both of them carried out indoors.</p> <p>In the project's period, INSO expects to carry out (5) HEIST, (2) CD, (2) CMT, (1) PST and (1) HEFAT.</p>	2017																			X	X	
	2018	X	X	X																		
<p>Activity 3.1.1: Support to NGOs to crisis and incident management, upon request. INSO staff will be available to provide individual agencies staff with a tailored advice, support and liaison in emergencies. The provision of the service takes priority over other services. INSO crisis response consists of advisory, liaison and referral services provided by INSO regional teams with support from the head office. The most common types of situations include data gathering, information analysis and advise on decision-making in cases of abduction, liaison with armed and power actors on behalf of the NGO, liaison with other stakeholders in cases that require medical evacuations and provision of stress counseling; and liaison with specialized agencies involved in coordination of humanitarian diplomacy and international humanitarian law to address breaches against the humanitarian law/principles - such as armed intrusions to NGO health clinics. The service may include coordination for relocation of NGO staff under duress and in extremis support.</p>	2017																				X	X
	2018	X	X	X																		

**OTHER INFO**

Accountability to Affected Populations

Any co-operation mechanism is only as good as the participation it enjoys from its members, which is why all INSO platforms are started and monitored by the humanitarian communities they serve through a voluntary Advisory Board (which for INSO Somalia is composed by 4 INGOs and 3 LNGOs). Each Advisory Board represents the NGO community towards INSO in that country and holds concrete powers to set the services and monitor INSO's performance in delivering them. This simple yet highly effective mechanism guarantees transparency, participation and accountability even as the context changes.

In addition, INSO carries out an annual satisfaction survey that is sent to all its beneficiaries. This survey is instrumental for INSO to get direct feedback from the NGOs we serve, and to fine-tune our activities accordingly. Finally, in all our trainings the trainees fill in feedback sheets, as well as pre-course and post-course tests that allow INSO to measure the learnings.

Internally, INSO ensures the confidential management of information and registration processes and provides a comprehensive internal policy environment that guarantees accountability and protects against risk.

Implementation Plan

INSO Somalia is organized around three regional offices in South Central, Puntland and Somaliland, where Safety Advisors coordinate a team of Field Officers who cover the main locations in the region. These Field Officers network with the NGOs that operate in the area, are known by the authorities and use their personal contacts to get reliable information on all what could affect to the NGOs security. Their task is very sensitive, based in the respect and trust they gain in their day-to-day interaction with the local stakeholders. An effort of triangulation and verification of the information is systematically carried out, both at field and capital level, by tapping on the different sources that INSO keeps on the ground: family and clan networks, local and international NGOs, local authorities and key informers that have been identified in previous missions, and whose relationship is carefully maintained through regular contacts. This is then complemented by the follow-up of local and international media as well as, at higher level, by the exchange of information with key stakeholders from other NGOs and UN agencies, donors and embassies.

The work of the Regional Offices is reinforced in Hargeisa and Nairobi through the Research & Analysis Unit, which provides support in the analysis of the data gathered and the issuance of information & analysis products. The training team, additionally, develops an ambitious program that is highly demanded by the NGOs. An experienced training manager leads a team that includes a training officer and a training assistant, as well as a number of external consultants and temporary workers who help in the implementation of the courses. The Support department offers administrative, logistics support and financial control to the whole program. The Country Director coordinates the whole team, represents the program in diverse forums, provides tailored advice to Country Directors of other NGOs and ensures the different activities conform to the Advisory Board defined strategy.

The INSO country office as whole is managed and overseen (on a pro-rata basis) by the INSO Operational Support Office (OSO) in the UAE. All OSO allocations are made against authorized time-sheets and comprise only those activities that would not have arisen in the absence of the project: The Section Director provides direct management and supervision to the Director and is responsible for his/her initial orientation, training & deployment support, reviewing, editing and approving all donor proposals and reports, monitoring and controlling Director compliance with project implementation and service quality standards. The Finance Manager provides direct supervision and management in the area of financial management and is principally responsible for preparation, review and submission of financial reporting to donors but also for budget management, budget modifications and fund requests. The Accountant provides direct supervision and management to the Country Administration Managers providing technical review and back-stopping in the preparation of monthly accounting reports, monitoring and correction of accounting transactions and maintenance of mandatory audit records. The Human Resources Manager is the primary focal point for all project recruitment posting vacancies, screening applicants for Directors, conducting primary interviews and managing on-boarding for all direct project employees. The GIS/Data Manager and the Network Administrator provide direct daily technical support to all project staff in IT and GIS.

INSO does direct management for all its activities: INSO senior managers have access to all the sites where the local/national staff are deployed, services are provided and/or economic transactions are done. INSO uses neither remote management nor local implementing partners to carry out its operations.

**Coordination with other Organizations in project area**

Name of the organization	Areas/activities of collaboration and rationale
NGOs (131 International NGOs, 45 National NGOs registered with INSO)	The Advisory Board will be the natural space to ensure coordination with NGOs on a structural and governance level. Through the set meetings contained within the scope of services, INSO directly will interface with our main beneficiaries at both Nairobi and field levels. Additionally, the various bi-lateral meetings attended by INSO staff and its open door policy guarantees that there is a constant access to and dialog between our main stakeholders and INSO.
Somalia NGO Consortium	INSO has a long tradition of excellent coordination with the NGO Consortium. Actually, natural strong synergies have developed between the two coordination bodies.
Diplomatic Community	Through various bi-lateral meetings, as long as there is clear added value for NGOs (crisis support verification of information etc...), and in respect of humanitarian principles (neutrality)
Humanitarian donors	Donors funding INSO have access to the full scope of our services, In any case, INSO maintain close relationship with all humanitarian donors, as key actors that can influence NGO security at a structural level (proposal, mandatory guidelines...)
Local Authorities	As of 1st September 2017, INSO is duly registered in Somalia (Federal Government), Somaliland and Puntland. INSO Somalia maintains a close relationship with a variety of authorities in Somalia as a core function. This relationship, however, comes with a clear caveat that under no circumstances can the relationship compromise the humanitarian principles of Independence, Neutrality or Impartiality. Within the Somali context this is critical given the number of authorities who range from those with formal recognition but no real authority, to those with no recognition but de facto control over large parts of the country.
UN	INSO maintains a close working relationship with all members of the UN family, and in particular with UNDSS and OCHA which are granted automatic access to INSO reports through the Saving Life together framework

**Environment Marker Of The Project**

N/A: Not applicable, only used for a small number of services

**Gender Marker Of The Project**

4- Not applicable - Only used for very small number of projects, such as "support services"

**Justify Chosen Gender Marker Code**

INSO beneficiaries are organizations, not individuals. While INSO has no control on the gender & age of the aid workers working for the NGOs that benefit from our services, the fact is that gender issues are however gaining relevance in our courses and briefings. Indeed, in both cases we do provide gender-specific advice in our threat & vulnerabilities analyses, as well as in the potential mitigation measures -- e.g. regarding sexual and gender-based violence, cultural fits, coping and SGBV mitigation mechanisms specific for women in case of abduction; etc.

### **Protection Mainstreaming**

While the direct beneficiaries of INSO services are the aid workers, by improving their safety and understanding of the local context INSO also enhances equal and impartial access to the people in need by the NGOs who benefit from our services, and mitigates the risk of these organizations doing unintended harm during the implementation of their programs.

### **Country Specific Information**

#### **Safety and Security**

Despite some significant but fragile improvements in the general security situation in the last couple of years, Somalia remains one of most dangerous countries in the world for aid workers, who remain vulnerable to criminal, political and social violence. Violent attacks decreased significantly in the second half of 2015 (armed clashes and targeted assassinations halved compared to the peak reached in 2014/2015), but since then the conflict has stagnated, and from early 2016 onward violence indicators remain stable. In 2017, the country is suffering on average 50 armed clashes, 30 targeted assassinations and 25 IEDs per month -- 90% of these incidents concentrated in South Central. Al Shabaab seems to increasingly prefer high-impact 'complex attacks' on AMISOM bases or civilian targets to small-scale military engagements such as skirmishes, ambushes and hit-and-run attacks. In terms of casualties, this new strategy may be just as deadly.

#### **The safety of Aid Workers**

While the security situation has, in general terms, somewhat improved for the population with regards to previous years, we cannot say the same in terms of aid workers' security. The PBIED attack against UNICEF in Garowe in April 2015 confirms that all UN agencies are perceived as a legitimate military target. While NGOs have not yet been directly targeted politically or militarily, their steady leaning towards stabilization agendas compounded with AS growing radicalization is widening the breach between both. This is translated onto increased hostility from AS towards the NGO community, as reflected by the case of the arrest of 3 INGO staffers in Bardera and the implicit threat of AS Emir to NGOs in his 2016 Eid message. In addition, AS recent fragmentation between pro-Al Qaeda and pro-ISIS groups increase the risk of politically motivated attacks against aid workers in 2017. Finally, the increased US pressure on AS -- with a surge of airstrikes in 2017 -- is forcing AS to abandon their main bases and be constantly on the move, hindering their capacity to collect taxes and access other sources of funding. This is triggering a wave of abductions of NGO workers by AS, for economic purposes.

In the first eight months of 2017, 63 incidents took place affecting aid agencies, leading to a total of 3 fatalities, 4 injured, and 18 aid workers abducted (all national staff), most of them being released within a few weeks after the payment of several thousands of USD by their clans. In addition to the aforementioned abductions, there were also cases of unlawful detention of NGO staff by local authorities, which were resolved peacefully. The biggest danger for INGOs come from the complex attacks by AS on hotels and restaurants frequented by government officials, diaspora and internationals, as well as from carrying out outreach activities in the rural areas of South Central Somalia.

In addition to the above, which affects most NGOs in a similar way, punitive regulatory actions based in misperception of INSO's activity and mandate entails a specific risk for our organization.

#### **Access**

90% of the territory in South Central Somalia remains no-go zones for international aid workers. This corresponds to AS controlled territories -- which are most of the rural areas of South Central Somalia --, where the presence of international actors are not welcomed. On this regard, there are no significant changes since 2013 beyond a few district capitals and towns shifting hands.

In addition, some pockets of Puntland and Somaliland (accounting for less than 15% of their territory) present highly restricted access due to security and/or administrative constraints (e.g. the Galgala mountains, Buuhoodle and the so-called 'contested territories' on the Somaliland/Puntland border).

Furthermore, in terms of access, the administrative pressure on the aid community by Somali authorities - at both the federal and the state level - is on the rise. National and local authorities try to increase their influence over such key areas as providing protection, monitoring recruitments, contractors or the delivery of aid.

As of today, INSO has permanent staff presence in South Central Somalia (Mogadishu, Kismayo, Baidoa, Beled Weyne, Jowhar, Marka), Puntland (Galkacyo, Garowe, Bosaso) and Somaliland (Hargeisa, Burco, Cerigaabo). INSO senior managers -- including the international members -- have access to all these locations, with the sole exception of Marka, currently under the influence of AS. Recent clan clashes in this location prompted INSO's Lower Shabelle field officer to temporarily relocate to Afgooye, from where he is currently operating.

### **BUDGET**

Code	Budget Line Description	D / S	Quantity	Unit cost	Duration Recurrence	% charged to CHF	Total Cost
<b>1. Supplies (materials and goods)</b>							
NA	NA	NA	0	0.00	0	0	0.00
	NA						
	<b>Section Total</b>						<b>0.00</b>
<b>2. Transport and Storage</b>							
NA	NA	NA	0	0.00	0	0	0.00

	NA									
	<b>Section Total</b>								<b>0.00</b>	
<b>3. International Staff</b>										
NA	NA				NA	0	0.00	0	0	0.00
	NA									
	<b>Section Total</b>								<b>0.00</b>	
<b>4. Local Staff</b>										
NA	NA				NA	0	0.00	0	0	0.00
	NA									
	<b>Section Total</b>								<b>0.00</b>	
<b>5. Training of Counterparts</b>										
NA	NA				NA	0	0.00	0	0	0.00
	NA									
	<b>Section Total</b>								<b>0.00</b>	
<b>6. Contracts (with implementing partners)</b>										
NA	NA				NA	0	0.00	0	0	0.00
	NA									
	<b>Section Total</b>								<b>0.00</b>	
<b>7. Other Direct Costs</b>										
NA	NA				NA	0	0.00	0	0	0.00
	NA									
	<b>Section Total</b>								<b>0.00</b>	
<b>8. Indirect Costs</b>										
NA	NA				NA	0	0.00	0	0	0.00
	NA									
	<b>Section Total</b>								<b>0.00</b>	
<b>11. A:1 Staff and Other Personnel Costs: International Staff</b>										
NA	NA				NA	0	0.00	0	0	0.00
	NA									
	<b>Section Total</b>								<b>0.00</b>	
<b>12. A:1 Staff and Other Personnel Costs: Local Staff</b>										
NA	NA				NA	0	0.00	0	0	0.00
	NA									
	<b>Section Total</b>								<b>0.00</b>	
<b>13. B:2 Supplies, Commodities, Materials</b>										
NA	NA				NA	0	0.00	0	0	0.00
	NA									
	<b>Section Total</b>								<b>0.00</b>	

<b>14. C:3 Equipment</b>								
NA	NA	NA	0	0.00	0	0	0.00	
	NA							
	<b>Section Total</b>						<b>0.00</b>	
<b>15. D:4 Contractual Services</b>								
NA	NA	NA	0	0.00	0	0	0.00	
	NA							
	<b>Section Total</b>						<b>0.00</b>	
<b>16. E:5 Travel</b>								
NA	NA	NA	0	0.00	0	0	0.00	
	NA							
	<b>Section Total</b>						<b>0.00</b>	
<b>17. F:6 Transfers and Grants to Counterparts</b>								
NA	NA	NA	0	0.00	0	0	0.00	
	NA							
	<b>Section Total</b>						<b>0.00</b>	
<b>18. G:7 General Operating and Other Direct Costs</b>								
NA	NA	NA	0	0.00	0	0	0.00	
	NA							
	<b>Section Total</b>						<b>0.00</b>	
<b>19. H.8 Indirect Programme Support Costs</b>								
NA	NA	NA	0	0.00	0	0	0.00	
	NA							
	<b>Section Total</b>						<b>0.00</b>	
<b>20. Staff and Other Personnel Costs</b>								
1.1	INSO Country Director	D	1	6,685.45	5	50.00	16,713.63	
	<p><i>" Country Director is based in Nairobi and is in charge of supervision of the whole programme providing leadership and strategic direction at a monthly rate of \$ 6,685. He is 100% dedicated to this project but only 50% is charged to SHF. This budget line is purely the net salary. Personnel costs other than salaries (insurance, taxes, severance &amp; liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources. All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia."</i></p>							
1.2	INSO Deputy Director, head of Research	D	1	6,088.53	5	50.00	15,221.33	
	<p><i>" The Deputy Director / Head of Research is in charge of the production of analytic reports at a monthly rate of \$6,089, He is 100% dedicated to this project but only 50% is charged to SHF, and based in Hargeisa. This budget line is purely the net salary. Personnel costs other than salaries (insurance, taxes, severance &amp; liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources. All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia."</i></p>							
1.3	INSO Safety Advisor (South Central)	D	1	6,482.50	5	50.00	16,206.25	
	<p><i>" The Safety Advisor (aka Area Manager) of South Central is based in Mogadishu, in charge of managing and coordinating Somalia's South Central region at a monthly rate of \$6482. She is 100% dedicated to this project but only 50% is charged to SHF. Due to the sensitivities of the post and nuances of the local context, this position must be filled in by expatriates, amongst other things to reinforce the perception of INSO as a neutral actor. This is not the case on Somaliland, where due to greater context stability the position can be filled in locally (as is the case). This budget line is purely the net salary. Personnel costs other than salaries (insurance, taxes, severance &amp; liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources. All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia."</i></p>							

1.4	INSO Safety Advisor (Somaliland)	D	1	4,692 .00	5	50.00	11,730.00
<p>" The Safety Advisor (aka Area Manager) of Somaliland is based in the field office of Hargeisa, in charge of managing and coordinating of specific regions at a monthly rate of \$4,692. He is 100% dedicated to this project but only 50% is charged to SHF. As opposed to Puntland and South Central Somalia, due to the stability of Somaliland context the position can be filled in locally (as is the case). This budget line is purely the net salary. Personnel costs other than salaries (insurance, taxes, severance &amp; liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources. All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia."</p>							
1.5	INSO Training Manager	D	1	6,434 .74	5	50.00	16,086.85
<p>" The Training Manager is in charge of capacity building for other NGOs at a monthly rate of \$6,435. He is based in Hargeisa and is 100% dedicated to this project but only 50% is charged to SHF. This budget line is purely the net salary. Personnel costs other than salaries (insurance, taxes, severance &amp; liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources. All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia."</p>							
1.6	INSO Analyst (GIS officer)	D	1	1,436 .00	5	50.00	3,590.00
<p>" The Analyst/GIS officer is in charge of data analysis, reporting and mapping, at a monthly rate of \$1,436. He is based in Hargeisa and is 100% dedicated to this project but only 50% is charged to SHF. This budget line is purely the net salary. Personnel costs other than salaries (insurance, taxes, severance &amp; liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources. All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia."</p>							
1.7	INSO Deputy Safety Advisors	D	2	1,885 .00	5	50.00	9,425.00
<p>" The Deputy safety Advisors (2), based in Mogadishu and Burco (Somaliland), are of data gathering in their locations, reporting, briefing to NGOs and, in absence of the Safety Advisor, representation, at a monthly rate of \$1,885. They are 100% dedicated to this project but only 50% is charged to SHF. This budget line is purely the net salary. Personnel costs other than salaries (insurance, taxes, severance &amp; liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources. All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia."</p>							
1.8	INSO Field Officers (Field Monitors)	D	8	1,379 .65	5	50.00	27,593.00
<p>" The Field Officers (aka field Monitors) (8), are based in Hargeisa, Cerigaabo, Kismayo, Baidoa, Beled Weyne, Afgoooye/Marka, Jowhar and Garowe. They are responsible for data gathering in their locations, reporting, and, in absence of the Safety Advisor and his/her Deputy, representation and briefing to NGOs, at a average monthly rate of \$1,380 -- split as follows: \$1,655 Hargeisa FO, \$1,576 Cerigaabo FO, \$1,367 Kismayo FO, \$1,302 Baidoa FO, \$1,240 Beled Weyne FO, \$1,240 Jowhar FO, \$1,240 Afgoooye/Marka FO, \$1,417 Garowe FO. They are 100% dedicated to this project but only 50% is charged to SHF. This budget line is purely the net salary. Personnel costs other than salaries (insurance, taxes, severance &amp; liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources. All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia. "</p>							
1.9	INSO Training Assistant	D	1	649.0 0	5	50.00	1,622.50
<p>" The Training Assistant supports the implementation of capacity building services for other NGOs at a monthly rate of \$649. He is based in Hargeisa and is 100% dedicated to this project but only 50% is charged to SHF. This budget line is purely the net salary. Personnel costs other than salaries (insurance, taxes, severance &amp; liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources. All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia."</p>							
<b>Section Total</b>							<b>118,188.56</b>
<b>21. Supplies, Commodities, Materials</b>							
NA	NA	NA	0	0.00	0	0	0.00
NA							
<b>Section Total</b>							<b>0.00</b>
<b>22. Equipment</b>							
NA	NA	NA	0	0.00	0	0	0.00
NA							
<b>Section Total</b>							<b>0.00</b>

23. Contractual Services								
NA	NA	NA	0	0.00	0	0	0	0.00
	NA							
	<b>Section Total</b>							<b>0.00</b>
24. Travel								
NA	NA	NA	0	0.00	0	0	0	0.00
	NA							
	<b>Section Total</b>							<b>0.00</b>
25. Transfers and Grants to Counterparts								
NA	NA	NA	0	0.00	0	0	0	0.00
	NA							
	<b>Section Total</b>							<b>0.00</b>
26. General Operating and Other Direct Costs								
7.1	INSO Office Rent - Country Office	D	1	2,654 .11	5	79.00		10,483.73
	<i>"Office rent Country Office is rent for the Nairobi office at a monthly rate of \$2,654. Within the 5-months period covered by this grant (Nov.2017-Mar.2018), SHF will cover 79% for the rental of the country office. Due to the peculiar mandate and mission of INSO, its Nairobi office has a dual role, both as coordination hub and implementer of core INSO activities (such as verbal briefings and production of maps and reports). Likewise, senior management (including the Country Director) are highly involved in the direct delivery of our services: they are not just managers but also direct implementers in their role of advisors to other NGOs . No other projects are run by INSO Somalia."</i>							
7.2	INSO Office Rent - Regional Offices	D	1	13,26 1.75	5	79.00		52,383.91
	<i>"Office rent - Regional offices includes the rent of 7 INSO offices in Somalia (Mogadishu, Garowe, Baidoa, Beled Weyne, Baidoa, Burco, Cerigaabo), at a total monthly rate of \$13,262. Within the 5-months period covered by this grant (Nov.2017-Mar.2018), SHF will cover 79% of the costs, while other sources will cover the remaining 21% for this period and 100% for the rest of the year. See rental breakdown on the BBQ."</i>							
7.3	INSO Bank fees & postage	D	1	1,483 .46	5	79.00		5,859.67
	<i>Bank fees are transactional and monthly bank fees to facilitate payments for programme activities for both Nairobi and Somalia offices. As indicated in the BOQ, Bank fees amount to an average rate of \$1,483 per month. These bank transaction costs are unusually high because of having to operate split between two countries, compounded with administrative barriers to the opening of a bank account in Kenya. Within the 5-months period covered by this grant (Nov.2017-Mar.2018), SHF will cover 79% of the costs, while other sources will cover the remaining 21% for this period and 100% for the rest of the year.</i>							
	<b>Section Total</b>							<b>68,727.31</b>
<b>SubTotal</b>			20.00					<b>186,915.87</b>
Direct								186,915.87
Support								
PSC Cost								
PSC Cost Percent								7.00
PSC Amount								13,084.11
<b>Total Cost</b>								<b>199,999.98</b>
Project Locations								

Location	Estimated percentage of budget for each location	Estimated number of beneficiaries for each location					Activity Name
		Men	Women	Boys	Girls	Total	
Banadir -> Mogadishu -> Mogadishu	35	2,800	900			3,700	<p>Activity 1.1.1.1 : Preparation and issuance of the following products:</p> <p>DAILY REPORTS.- The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors.</p> <p>BI-WEEKLY REPORTS.-The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff &amp; security advisors.</p> <p>QUARTERLY REPORTS.- The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations.</p> <p>ALERTS and INSO REPORTS.- Alerts and specific reports will continue to be issued when events require through the most relevant means of communication: emails, sms, phone, etc, aimed to reach the field staff and security managers as quickly as possible.</p> <p>AREA BRIEFS / ACCESS BRIEFS.- Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs. Access briefs are condensed versions (6/7 pages) of the area briefs.</p> <p>MAPS.- INSO has developed a highly valued portfolio of geographic maps, covering most of the regions of Somalia, a country with a serious lack of reliable and updated cartography. INSO maps have proved useful to NGOs and other humanitarian actors in their work. Moreover, INSO regularly produces the Access Map, in collaboration with OCHA Somalia, collecting humanitarian access coefficients for different districts and towns. Last but not least, the Areas of Influence Map has become a reference for the aid community in Somalia. It is as well updated regularly, according to context changes.</p> <p>Activity 1.2.1 : INSO plans to hold biweekly briefings in Nairobi and Mogadishu, as well as monthly briefings in Hargeisa and Garowe, where the security-related incidents of the previous weeks are analyzed and shared with NGOs, with special focus on incidents involving (or with the potential to affect) the aid community.</p> <p>These briefings are crucial in order to maintain a good level of cohesion between NGOs and INSO, as well as to exchange formal and informal security information. INSO will ensure active participation in most NGO fora and actively liaise with NGOs on an individual basis.</p> <p>Activity 2.1.1 : The Hostile Environment</p>

Individual Safety Training (HEIST) is a 4-day outdoors experiential training, focusing on personal security of NGO workers. The training is specific to Somalia, successful and highly in demand by NGOs.

The Country Directors' Security Management training (CD) is another highly successful course that focuses on senior managers who are responsible for the security of their staff. In 2016 INSO added to the CD training a 3rd day fully dedicated to Crisis Management, which was extremely well accepted by our beneficiaries. The Crisis Management Training (CMT) is now a 1-day stand-alone course

In addition to the HEIST, in those locations that are not deemed safe enough to carry out the HEIST (e.g. Mogadishu), we shall carry Personal Safety Training (PST) and Hostile Environment First Aid Training (HEFAT), both of them carried out indoors.

In the project's period, INSO expects to carry out (5) HEIST, (2) CD, (2) CMT, (1) PST and (1) HEFAT.

Activity 3.1.1 : Support to NGOs to crisis and incident management, upon request. INSO staff will be available to provide individual agencies staff with a tailored advice, support and liaison in emergencies. The provision of the service takes priority over other services. INSO crisis response consists of advisory, liaison and referral services provided by INSO regional teams with support from the head office. The most common types of situations include data gathering, information analysis and advise on decision-making in cases of abduction, liaison with armed and power actors on behalf of the NGO, liaison with other stakeholders in cases that require medical evacuations and provision of stress counseling; and liaison with specialized agencies involved in coordination of humanitarian diplomacy and international humanitarian law to address breaches against the humanitarian law/principles - such as armed intrusions to NGO health clinics. The service may include coordination for relocation of NGO staff under duress and in extremis support.

Bari -> Bossaso -> Bossaso	2	300	100	400	<p>Activity 1.1.1 : Preparation and issuance of the following products:</p> <p><b>DAILY REPORTS.-</b> The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors.</p> <p><b>BI-WEEKLY REPORTS.-</b>The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff &amp; security advisors.</p> <p><b>QUARTERLY REPORTS.-</b> The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations.</p> <p><b>ALERTS and INSO REPORTS.-</b> Alerts and specific reports will continue to be issued when events require through the most relevant means of communication: emails, sms, phone, etc, aimed to reach the field staff and security managers as quickly as possible.</p> <p><b>AREA BRIEFS / ACCESS BRIEFS.-</b> Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs. Access briefs are condensed versions (6/7 pages) of the area briefs.</p> <p><b>MAPS.-</b> INSO has developed a highly valued portfolio of geographic maps, covering most of the regions of Somalia, a country with a serious lack of reliable and updated cartography. INSO maps have proved useful to NGOs and other humanitarian actors in their work. Moreover, INSO regularly produces the Access Map, in collaboration with OCHA Somalia, collecting humanitarian access coefficients for different districts and towns. Last but not least, the Areas of Influence Map has become a reference for the aid community in Somalia. It is as well updated regularly, according to context changes.</p> <p>Activity 3.1.1 : Support to NGOs to crisis and incident management, upon request. INSO staff will be available to provide individual agencies staff with a tailored advice, support and liaison in emergencies. The provision of the service takes priority over other services. INSO crisis response consists of advisory, liaison and referral services provided by INSO regional teams with support from the head office. The most common types of situations include data gathering, information analysis and advise on decision-making in cases of abduction, liaison with armed and power actors on behalf of the NGO, liaison with other stakeholders in cases that require medical evacuations and provision of stress counseling; and liaison with specialized agencies involved in coordination of humanitarian diplomacy and international humanitarian law to address breaches against the humanitarian law/principles - such as armed intrusions to NGO health clinics. The service may include coordination for relocation of NGO staff under duress and in extremis support.</p>
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Bay -> Baidoa -> Baidoa	2	300	100		400	<p>Activity 1.1.1 : Preparation and issuance of the following products:</p> <p><b>DAILY REPORTS.-</b> The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors.</p> <p><b>BI-WEEKLY REPORTS.-</b>The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff &amp; security advisors.</p> <p><b>QUARTERLY REPORTS.-</b> The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations.</p> <p><b>ALERTS and INSO REPORTS.-</b> Alerts and specific reports will continue to be issued when events require through the most relevant means of communication: emails, sms, phone, etc, aimed to reach the field staff and security managers as quickly as possible.</p> <p><b>AREA BRIEFS / ACCESS BRIEFS.-</b> Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs. Access briefs are condensed versions (6/7 pages) of the area briefs.</p> <p><b>MAPS.-</b> INSO has developed a highly valued portfolio of geographic maps, covering most of the regions of Somalia, a country with a serious lack of reliable and updated cartography. INSO maps have proved useful to NGOs and other humanitarian actors in their work. Moreover, INSO regularly produces the Access Map, in collaboration with OCHA Somalia, collecting humanitarian access coefficients for different districts and towns. Last but not least, the Areas of Influence Map has become a reference for the aid community in Somalia. It is as well updated regularly, according to context changes.</p> <p><b>Activity 3.1.1 : Support to NGOs to crisis and incident management, upon request.</b> INSO staff will be available to provide individual agencies staff with a tailored advice, support and liaison in emergencies. The provision of the service takes priority over other services. INSO crisis response consists of advisory, liaison and referral services provided by INSO regional teams with support from the head office. The most common types of situations include data gathering, information analysis and advise on decision-making in cases of abduction, liaison with armed and power actors on behalf of the NGO, liaison with other stakeholders in cases that require medical evacuations and provision of stress counseling; and liaison with specialized agencies involved in coordination of humanitarian diplomacy and international humanitarian law to address breaches against the humanitarian law/principles - such as armed intrusions to NGO health clinics. The service may include coordination for relocation of NGO staff under duress and in extremis support.</p>
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Hiraan -> Belet Weyne -> Belet Weyne	2	300	100	400	<p>Activity 1.1.1 : Preparation and issuance of the following products:</p> <p><b>DAILY REPORTS.-</b> The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors.</p> <p><b>BI-WEEKLY REPORTS.-</b>The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff &amp; security advisors.</p> <p><b>QUARTERLY REPORTS.-</b> The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations.</p> <p><b>ALERTS and INSO REPORTS.-</b> Alerts and specific reports will continue to be issued when events require through the most relevant means of communication: emails, sms, phone, etc, aimed to reach the field staff and security managers as quickly as possible.</p> <p><b>AREA BRIEFS / ACCESS BRIEFS.-</b> Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs. Access briefs are condensed versions (6/7 pages) of the area briefs.</p> <p><b>MAPS.-</b> INSO has developed a highly valued portfolio of geographic maps, covering most of the regions of Somalia, a country with a serious lack of reliable and updated cartography. INSO maps have proved useful to NGOs and other humanitarian actors in their work. Moreover, INSO regularly produces the Access Map, in collaboration with OCHA Somalia, collecting humanitarian access coefficients for different districts and towns. Last but not least, the Areas of Influence Map has become a reference for the aid community in Somalia. It is as well updated regularly, according to context changes.</p> <p><b>Activity 3.1.1 : Support to NGOs to crisis and incident management, upon request.</b> INSO staff will be available to provide individual agencies staff with a tailored advice, support and liaison in emergencies. The provision of the service takes priority over other services. INSO crisis response consists of advisory, liaison and referral services provided by INSO regional teams with support from the head office. The most common types of situations include data gathering, information analysis and advise on decision-making in cases of abduction, liaison with armed and power actors on behalf of the NGO, liaison with other stakeholders in cases that require medical evacuations and provision of stress counseling; and liaison with specialized agencies involved in coordination of humanitarian diplomacy and international humanitarian law to address breaches against the humanitarian law/principles - such as armed intrusions to NGO health clinics. The service may include coordination for relocation of NGO staff under duress and in extremis support.</p>
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Lower Juba -> Kismayo -> Kismayo	2	300	100		400	<p>Activity 1.1.1 : Preparation and issuance of the following products:</p> <p><b>DAILY REPORTS.-</b> The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors.</p> <p><b>BI-WEEKLY REPORTS.-</b>The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff &amp; security advisors.</p> <p><b>QUARTERLY REPORTS.-</b> The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations.</p> <p><b>ALERTS and INSO REPORTS.-</b> Alerts and specific reports will continue to be issued when events require through the most relevant means of communication: emails, sms, phone, etc, aimed to reach the field staff and security managers as quickly as possible.</p> <p><b>AREA BRIEFS / ACCESS BRIEFS.-</b> Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs. Access briefs are condensed versions (6/7 pages) of the area briefs.</p> <p><b>MAPS.-</b> INSO has developed a highly valued portfolio of geographic maps, covering most of the regions of Somalia, a country with a serious lack of reliable and updated cartography. INSO maps have proved useful to NGOs and other humanitarian actors in their work. Moreover, INSO regularly produces the Access Map, in collaboration with OCHA Somalia, collecting humanitarian access coefficients for different districts and towns. Last but not least, the Areas of Influence Map has become a reference for the aid community in Somalia. It is as well updated regularly, according to context changes.</p> <p>Activity 3.1.1 : Support to NGOs to crisis and incident management, upon request. INSO staff will be available to provide individual agencies staff with a tailored advice, support and liaison in emergencies. The provision of the service takes priority over other services. INSO crisis response consists of advisory, liaison and referral services provided by INSO regional teams with support from the head office. The most common types of situations include data gathering, information analysis and advise on decision-making in cases of abduction, liaison with armed and power actors on behalf of the NGO, liaison with other stakeholders in cases that require medical evacuations and provision of stress counseling; and liaison with specialized agencies involved in coordination of humanitarian diplomacy and international humanitarian law to address breaches against the humanitarian law/principles - such as armed intrusions to NGO health clinics. The service may include coordination for relocation of NGO staff under duress and in extremis support.</p>
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Lower Shabelle -> Afgooye -> Afgooye	2	300	100	400	<p>Activity 1.1.1 : Preparation and issuance of the following products:</p> <p><b>DAILY REPORTS.-</b> The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors.</p> <p><b>BI-WEEKLY REPORTS.-</b>The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff &amp; security advisors.</p> <p><b>QUARTERLY REPORTS.-</b> The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations.</p> <p><b>ALERTS and INSO REPORTS.-</b> Alerts and specific reports will continue to be issued when events require through the most relevant means of communication: emails, sms, phone, etc, aimed to reach the field staff and security managers as quickly as possible.</p> <p><b>AREA BRIEFS / ACCESS BRIEFS.-</b> Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs. Access briefs are condensed versions (6/7 pages) of the area briefs.</p> <p><b>MAPS.-</b> INSO has developed a highly valued portfolio of geographic maps, covering most of the regions of Somalia, a country with a serious lack of reliable and updated cartography. INSO maps have proved useful to NGOs and other humanitarian actors in their work. Moreover, INSO regularly produces the Access Map, in collaboration with OCHA Somalia, collecting humanitarian access coefficients for different districts and towns. Last but not least, the Areas of Influence Map has become a reference for the aid community in Somalia. It is as well updated regularly, according to context changes.</p> <p><b>Activity 3.1.1 : Support to NGOs to crisis and incident management, upon request.</b> INSO staff will be available to provide individual agencies staff with a tailored advice, support and liaison in emergencies. The provision of the service takes priority over other services. INSO crisis response consists of advisory, liaison and referral services provided by INSO regional teams with support from the head office. The most common types of situations include data gathering, information analysis and advise on decision-making in cases of abduction, liaison with armed and power actors on behalf of the NGO, liaison with other stakeholders in cases that require medical evacuations and provision of stress counseling; and liaison with specialized agencies involved in coordination of humanitarian diplomacy and international humanitarian law to address breaches against the humanitarian law/principles - such as armed intrusions to NGO health clinics. The service may include coordination for relocation of NGO staff under duress and in extremis support.</p>
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Middle Shabelle -> Jowhar -> Jowhar	2	300	100		400	<p>Activity 1.1.1 : Preparation and issuance of the following products:</p> <p><b>DAILY REPORTS.-</b> The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors.</p> <p><b>BI-WEEKLY REPORTS.-</b>The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff &amp; security advisors.</p> <p><b>QUARTERLY REPORTS.-</b> The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations.</p> <p><b>ALERTS and INSO REPORTS.-</b> Alerts and specific reports will continue to be issued when events require through the most relevant means of communication: emails, sms, phone, etc, aimed to reach the field staff and security managers as quickly as possible.</p> <p><b>AREA BRIEFS / ACCESS BRIEFS.-</b> Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs. Access briefs are condensed versions (6/7 pages) of the area briefs.</p> <p><b>MAPS.-</b> INSO has developed a highly valued portfolio of geographic maps, covering most of the regions of Somalia, a country with a serious lack of reliable and updated cartography. INSO maps have proved useful to NGOs and other humanitarian actors in their work. Moreover, INSO regularly produces the Access Map, in collaboration with OCHA Somalia, collecting humanitarian access coefficients for different districts and towns. Last but not least, the Areas of Influence Map has become a reference for the aid community in Somalia. It is as well updated regularly, according to context changes.</p> <p><b>Activity 3.1.1 : Support to NGOs to crisis and incident management, upon request.</b> INSO staff will be available to provide individual agencies staff with a tailored advice, support and liaison in emergencies. The provision of the service takes priority over other services. INSO crisis response consists of advisory, liaison and referral services provided by INSO regional teams with support from the head office. The most common types of situations include data gathering, information analysis and advise on decision-making in cases of abduction, liaison with armed and power actors on behalf of the NGO, liaison with other stakeholders in cases that require medical evacuations and provision of stress counseling; and liaison with specialized agencies involved in coordination of humanitarian diplomacy and international humanitarian law to address breaches against the humanitarian law/principles - such as armed intrusions to NGO health clinics. The service may include coordination for relocation of NGO staff under duress and in extremis support.</p>
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Mudug -> Gaalkacyo -> Gaalkacyo	2	300	100	400	<p>Activity 1.1.1 : Preparation and issuance of the following products:</p> <p>DAILY REPORTS.- The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors.</p> <p>BI-WEEKLY REPORTS.-The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff &amp; security advisors.</p> <p>QUARTERLY REPORTS.- The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations.</p> <p>ALERTS and INSO REPORTS.- Alerts and specific reports will continue to be issued when events require through the most relevant means of communication: emails, sms, phone, etc, aimed to reach the field staff and security managers as quickly as possible.</p> <p>AREA BRIEFS / ACCESS BRIEFS.- Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs. Access briefs are condensed versions (6/7 pages) of the area briefs.</p> <p>MAPS.- INSO has developed a highly valued portfolio of geographic maps, covering most of the regions of Somalia, a country with a serious lack of reliable and updated cartography. INSO maps have proved useful to NGOs and other humanitarian actors in their work. Moreover, INSO regularly produces the Access Map, in collaboration with OCHA Somalia, collecting humanitarian access coefficients for different districts and towns. Last but not least, the Areas of Influence Map has become a reference for the aid community in Somalia. It is as well updated regularly, according to context changes.</p> <p>Activity 3.1.1 : Support to NGOs to crisis and incident management, upon request. INSO staff will be available to provide individual agencies staff with a tailored advice, support and liaison in emergencies. The provision of the service takes priority over other services. INSO crisis response consists of advisory, liaison and referral services provided by INSO regional teams with support from the head office. The most common types of situations include data gathering, information analysis and advise on decision-making in cases of abduction, liaison with armed and power actors on behalf of the NGO, liaison with other stakeholders in cases that require medical evacuations and provision of stress counseling; and liaison with specialized agencies involved in coordination of humanitarian diplomacy and international humanitarian law to address breaches against the humanitarian law/principles - such as armed intrusions to NGO health clinics. The service may include coordination for relocation of NGO staff under duress and in extremis support.</p>
Nugaal -> Garowe -> Garowe	17	800	200	1,000	Activity 1.1.1 : Preparation and issuance of the

following products:

**DAILY REPORTS.**- The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors.

**BI-WEEKLY REPORTS.**-The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff & security advisors.

**QUARTERLY REPORTS.**- The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations.

**ALERTS and INSO REPORTS.**- Alerts and specific reports will continue to be issued when events require through the most relevant means of communication: emails, sms, phone, etc, aimed to reach the field staff and security managers as quickly as possible.

**AREA BRIEFS / ACCESS BRIEFS.**- Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs. Access briefs are condensed versions (6/7 pages) of the area briefs.

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Activity 1.2.1 : INSO plans to hold biweekly briefings in Nairobi and Mogadishu, as well as monthly briefings in Hargeisa and Garowe, where the security-related incidents of the previous weeks are analyzed and shared with NGOs, with special focus on incidents involving (or with the potential to affect) the aid community.

These briefings are crucial in order to maintain a good level of cohesion between NGOs and INSO, as well as to exchange formal and informal security information. INSO will ensure active participation in most NGO fora and actively liaise with NGOs on an individual basis.

Activity 3.1.1 : Support to NGOs to crisis and incident management, upon request. INSO staff will be available to provide individual agencies staff with a tailored advice, support and liaison in emergencies. The provision of the service takes priority over other services. INSO crisis response consists of advisory, liaison and referral services provided by INSO regional teams with support from the head office. The most common types of situations include data gathering, information analysis and advise on decision-making in cases

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Sanaag -> Ceerigaabo -> Ceerigaabo	2	300	100		400	<p>Activity 1.1.1 : Preparation and issuance of the following products:</p> <p><b>DAILY REPORTS.-</b> The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors.</p> <p><b>BI-WEEKLY REPORTS.-</b>The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff &amp; security advisors.</p> <p><b>QUARTERLY REPORTS.-</b> The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations.</p> <p><b>ALERTS and INSO REPORTS.-</b> Alerts and specific reports will continue to be issued when events require through the most relevant means of communication: emails, sms, phone, etc, aimed to reach the field staff and security managers as quickly as possible.</p> <p><b>AREA BRIEFS / ACCESS BRIEFS.-</b> Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs. Access briefs are condensed versions (6/7 pages) of the area briefs.</p> <p><b>MAPS.-</b> INSO has developed a highly valued portfolio of geographic maps, covering most of the regions of Somalia, a country with a serious lack of reliable and updated cartography. INSO maps have proved useful to NGOs and other humanitarian actors in their work. Moreover, INSO regularly produces the Access Map, in collaboration with OCHA Somalia, collecting humanitarian access coefficients for different districts and towns. Last but not least, the Areas of Influence Map has become a reference for the aid community in Somalia. It is as well updated regularly, according to context changes.</p> <p>Activity 1.2.1 : INSO plans to hold biweekly briefings in Nairobi and Mogadishu, as well as monthly briefings in Hargeisa and Garowe, where the security-related incidents of the previous weeks are analyzed and shared with NGOs, with special focus on incidents involving (or with the potential to affect) the aid community.</p> <p>These briefings are crucial in order to maintain a good level of cohesion between NGOs and INSO, as well as to exchange formal and informal security information. INSO will ensure</p>

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Togdheer -> Burco -> Burco	2	300	100		400	<p>Activity 1.1.1 : Preparation and issuance of the following products:</p> <p>DAILY REPORTS.- The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors.</p> <p>BI-WEEKLY REPORTS.-The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff &amp; security advisors.</p> <p>QUARTERLY REPORTS.- The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations.</p> <p>ALERTS and INSO REPORTS.- Alerts and specific reports will continue to be issued when events require through the most relevant means of communication: emails, sms, phone, etc, aimed to reach the field staff and security managers as quickly as possible.</p> <p>AREA BRIEFS / ACCESS BRIEFS.- Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs. Access briefs are condensed versions (6/7 pages) of the area briefs.</p> <p>MAPS.- INSO has developed a highly valued portfolio of geographic maps, covering most of the regions of Somalia, a country with a serious lack of reliable and updated cartography. INSO maps have proved useful to NGOs and other humanitarian actors in their work. Moreover, INSO regularly produces the Access Map, in collaboration with OCHA Somalia, collecting humanitarian access coefficients for different districts and towns. Last but not least, the Areas of Influence Map has become a reference for the aid community in Somalia. It is as well updated</p>

						<p>regularly, according to context changes.</p> <p>Activity 1.2.1 : INSO plans to hold biweekly briefings in Nairobi and Mogadishu, as well as monthly briefings in Hargeisa and Garowe, where the security-related incidents of the previous weeks are analyzed and shared with NGOs, with special focus on incidents involving (or with the potential to affect) the aid community.</p> <p>These briefings are crucial in order to maintain a good level of cohesion between NGOs and INSO, as well as to exchange formal and informal security information. INSO will ensure active participation in most NGO fora and actively liaise with NGOs on an individual basis.</p> <p>Activity 3.1.1 : Support to NGOs to crisis and incident management, upon request. INSO staff will be available to provide individual agencies staff with a tailored advice, support and liaison in emergencies. The provision of the service takes priority over other services. INSO crisis response consists of advisory, liaison and referral services provided by INSO regional teams with support from the head office. The most common types of situations include data gathering, information analysis and advise on decision-making in cases of abduction, liaison with armed and power actors on behalf of the NGO, liaison with other stakeholders in cases that require medical evacuations and provision of stress counseling; and liaison with specialized agencies involved in coordination of humanitarian diplomacy and international humanitarian law to address breaches against the humanitarian law/principles - such as armed intrusions to NGO health clinics. The service may include coordination for relocation of NGO staff under duress and in extremis support.</p>
Woqooyi Galbeed -> Hargeysa -> Hargeysa	30	1,200	500		1,700	<p>Activity 1.1.1 : Preparation and issuance of the following products:</p> <p>DAILY REPORTS.- The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors.</p> <p>BI-WEEKLY REPORTS.-The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff &amp; security advisors.</p> <p>QUARTERLY REPORTS.- The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations.</p> <p>ALERTS and INSO REPORTS.- Alerts and specific reports will continue to be issued when events require through the most relevant means of communication: emails, sms, phone, etc, aimed to reach the field staff and security managers as quickly as possible.</p> <p>AREA BRIEFS / ACCESS BRIEFS.- Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs. Access briefs are condensed</p>

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These briefings are crucial in order to maintain a good level of cohesion between NGOs and INSO, as well as to exchange formal and informal security information. INSO will ensure active participation in most NGO fora and actively liaise with NGOs on an individual basis.

Activity 2.1.1 : The Hostile Environment Individual Safety Training (HEIST) is a 4-day outdoors experiential training, focusing on personal security of NGO workers. The training is specific to Somalia, successful and highly in demand by NGOs.

The Country Directors' Security Management training (CD) is another highly successful course that focuses on senior managers who are responsible for the security of their staff. In 2016 INSO added to the CD training a 3rd day fully dedicated to Crisis Management, which was extremely well accepted by our beneficiaries. The Crisis Management Training (CMT) is now a 1-day stand-alone course

In addition to the HEIST, in those locations that are not deemed safe enough to carry out the HEIST (e.g. Mogadishu), we shall carry Personal Safety Training (PST) and Hostile Environment First Aid Training (HEFAT), both of them carried out indoors.

In the project's period, INSO expects to carry out (5) HEIST, (2) CD, (2) CMT, (1) PST and (1) HEFAT.

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<b>Documents</b>	
<b>Category Name</b>	<b>Document Description</b>
Project Supporting Documents	Annex 2 - organizational chart INSO SOM - September 2017.pdf
Project Supporting Documents	Annex 3 - Satisfaction Survey - Dec 2016 - summary data.pdf
Project Supporting Documents	Annex 4 - INSO Somalia - Security Risk Analysis Matrix.xlsx
Budget Documents	Annex 1 - SHF 2017 Budget proposal INSO SOM - v2.2.xlsx
Budget Documents	Annex 1 - SHF 2017 Budget proposal INSO SOM - v3.0.xlsx
Budget Documents	Annex 5 - 171013 BOQ INSO SOM.xls
Budget Documents	Annex 1 - SHF 2017 Budget proposal INSO SOM.xlsx
Grant Agreement	HC signed INSO GA 6901.pdf