**PROGRAMME SEMI-ANNUAL PROGRESS REPORT**

**Period: January to June 2021**

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| **Project Name** | **Combatting Poverty and Vulnerability in Somalia through Social Protection, Phase II** |
| Gateway ID | JP Social Protection #106901 |
| Start date | 1 April 2020 |
| Planned end date  (as per last approval) | 31 March 2022 |
| Focal Person | (Name): Ayanle Mohamed Omar, UNICEF |
| (Email): amomar@unicef.org |
| (Tel): +252 63 4478430 |
| Participating UN entities | *UNICEF, WFP* |
| NDP Pillar | *Resilience* |
| UNCF Strategic Priority | *4: Strengthening resilience of Somali institutions, society and population.* |
| Location(s) | *National* |
| Gender Marker | 2a |

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| **Total Budget as per ProDoc** |  |
| MPTF: | US$2,220,000 (equivalent to 2,000,000 EUR) |
| Non-MPTF sources: | PBF: |
| Trac: |
| Other: |

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|  | **PUNO** | **Report approved by:** | **Position/Title** | **Signature** |
| **1.** | **UNICEF** | Mohamed Ayoya | Country Representative |  |
| **2.** | **WFP** | Cesar Arroyo | Country Representative |  |

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| **Total MPTF Funds Received** | | | | | **Total non-MPTF Funds Received** | | |
| **PUNO** | **Semi Annual 2021 (1)** | **Cumulative** | **Annual 2020** | | **Semi Annual 2021 (1)** | **Cumulative** | **Annual 2020** |
|  | 1 January - 31 June 2021 | From prog. start date | 1 January – 31 December 2020 | | 1 January - 31 June 2021 | From prog. start date | 1 January – 31 December 2020 |
| **UNICEF** | 0 | US$281,863.82 | US$281,864.82 | | NA | NA | NA |
| **WFP** | 0 | US$834,317.0 | US$834,317.00 | | NA | NA | NA |
|  |  |  |  | |  |  |  |
| **JP Expenditure of MPTF Funds[[1]](#footnote-2)** | | | | | **JP Expenditure of non-MPTF Funds** | | |
| **PUNO** | **Semi Annual 2021 (1)** | **Cumulative** | **Annual 2020** | | **Semi Annual 2021 (1)** | **Cumulative** | **Annual 2020** |
|  | 1 January - 31 June 2021 | From prog. start date | 1 January – 31 December 2020 | | 1 January - 31 June 2021 | From prog. start date | 1 January – 31 December 2020 |
| **UNICEF** | US$20,330 | US$ 252,219 | US$ 252,219 | | NA | NA | NA |
| **WFP** | US$330,540 | US$1,088,413 | | US$555,097 | NA | NA | NA |
|  |  | **US$ 1,340,632** | |  |  |  |  |

**\*** For WFP expenditures have been made against grant commitment linked to the MOU by WFP

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| **SEMI-ANNUAL HIGHLIGHTS**   * With support from MPTF funds, the Banadir Regional Administration (BRA) has successfully undertaken cash transfers since April 2020, completing four cycles of transfers of US$35 per month each to approximately 1,000 households (approximately 6,000 individual beneficiaries). * Engagement with the Somaliland Ministry of Employment, Social Affairs and Family (MESAF) was further strengthened. As a result, UNICEF has signed a new rolling work plan with MESAF, which focuses on technical support to develop Somaliland social protection policy, capacity building training, and support to the coordination mechanisms. Furthermore, under the MPTF fund supported MESAF to convene a social protection technical working group meeting in April to improve coordination. | | | |
| **HIGHLIGHTS OF KEY ACHIEVEMENTS**  MPTF has been instrumental in building national social protection systems. In 2021, cash transfers to selected households are being delivered by technical trained government staff of the BRA. BRA has successfully undertaken cash transfers since 2020, completing four cycles of quarterly transfers of US$35 per month to approximately 1,000 households approximately 6,000 individual beneficiaries.  Furthermore, the World Bank and ECHO are investing in the national safety net, Baxnaano, the future social protection platform for all citizens in Somalia. Under the MPTF funding, WFP will support an additional study on the transition readiness of the Ministry of Labour and Social Affairs (MoLSA) to take over the safety net implementation from United Nations to Government implemented cash transfer systems.  Engagement with the Somaliland MESAF was further strengthened. UNICEF has signed a new rolling work plan with MESAF, which focuses on technical support to develop Somaliland social protection policy, capacity building training, and support to the coordination mechanisms. | | | |
| **SITUATION UPDATE**  At the political level, following a two-year political impasse over the proposed ‘one person, one vote’ model, the Lower House of Parliament extended the mandate of the current Federal Government for another two years on 12 April 2021. However, the mandate extension has created political opposition from elites and the general public. As a result, clashes broke out on 25 April between armed forces loyal to Somalia President Mohamed and those aligned with the political opposition groups. The clashes resulted in dozens of casualties and displaced hundreds of civilians. As a result, Parliament revoked the mandate extension.  Consequently, after lengthy negotiations with stakeholders, a roadmap for elections was agreed. In addition, there was a reshuffle of the leadership of MoLSA at both the Ministerial and Director-General level. This change in leadership impacted the negotiation and consultation process for the rolling work-plan between UNICEF and MoLSA, resulting in some implementation delays.  The MPTF fund has contributed to building MoLSA’s capacity by supporting key staff in the ministry. MoLSA has taken a strategic leadership role in the social protection sector by developing and establishing a government social protection working group, operationalized this year. The ministry continues to lead and coordinate all ongoing social protection programmes, including Baxnaano, a World Bank-funded programme reaching 200,000 households (1.2 million individuals) in 21 districts. WFP currently implements cash transfers under component 1. Through additional financing, Baxnaano will extend assistance to current beneficiaries until 2023.  MoLSA, as the lead ministry, is preparing to gradually take over the implementation of the cash transfer component. The ministry has established a skeletal structure at the state level with two focal staff with social protection oversight roles. For the successful transition from WFP to MoLSA, a careful analysis needs to be undertaken to inform the optimal institutional structure of the Ministry, both at federal and state levels. During the final year for MPTF II, MoLSA will receive additional support to undertake a technical review of the federal and state institutional capacity to gradually take over the national cash transfer. The scoping study will help provide recommendations for an optimal institutional structure to be put in place complementing the other ongoing efforts of transition to government implemented safety nets. Any additional institutional policies and human resource systems managing the civil servants in delivering the cash transfer project will be done through the additional financial requirements. | | | |
| SEMI-ANNUAL PROGRESS REPORT RESULTS MATRIX   |  |  |  |  | | --- | --- | --- | --- | | **OUTCOME STATEMENT**  Outcome 1. Strengthen the capacity of federal and regional institutions to implement social protection policy and programmes. | | | | | **SUB-OUTCOME 1 STATEMENT**  Strengthen the capacity of the Federal Government of Somalia (FGS), through the Ministry of Labour and Social Affairs (MoLSA) and Regional Governments, to better understand vulnerability and to develop systems to manage data. | | | | | **Output 1.1: Strengthen the capacity of federal and regional institutions to implement Social Protection Policy and Programmes.** | | | | | Indicator | Target | Progress on Output Indicator[[2]](#footnote-3) | | | Reporing Period (2021) | Cumulative | | MoLSA staffing and operational capacity support provided. | 15 staff (MoLSA & BRA) | 15 staff (3 female) | 15 staff (3 female) are employed and will continue to work till June 2021. | | **UNDP ONLY: sources of evidence (as per current QPR)** | | | | | **SUB-OUTCOME 2 STATEMENT**  Support provided to the institutionalization of social protection in Somalia, at federal and member states levels, and in Somaliland. This would allow Government to be able to design and implement inclusive social protection programmes that will benefit the most vulnerable in Somalia. | | | | | **Output 2.1**: The National Social Protection Policy is disseminated at FMS level | | | | | Orientation and dissemination workshop for FMS | Workshop held | Achieved in 2020. | The policy dissemination workshop was held with the participation of 45 representatives from all FMS | | UNDP ONLY: sources of evidence (as per current QPR) | | | | | **Output 2.2**: Support is provided to the development of Somaliland Social Protection Policy | | | | | At least one meeting of the Social Protection Working Group (SPWG) held | At least one meeting of the SPWG held | Convened one SPWG meeting in April 2021. | Three SPWG meetings were organized. | | First draft of the terms of reference of Somaliland Social Protection Policy developed and consultancy firm recruited | First draft of the terms of reference of Somaliland Social Protection Policy developed | ToR for social protection policy developed and endorsed by the Government. Recruitment of the consultancy firm finalized. Inception meetings with the service provider are expected to start in July. | Outsourcing process for consulting firm, to support the development of the policy, finalized. Inception meetings with the service provider are expected to start in July. | | **Output 2.3**: Capacity to design and implement social protection schemes is strengthened | | | | | Social protection module developed for the professional training of social workers | Social Protection Module developed | Preliminary consultation meetings on the development of the social protection module curriculum were organized. The meeting identified the first year and semester 1 or 2 as relevant timings for the social protection module. Preparations for the outsourcing of a consultancy firm to undertake the assignment is under process. | Preliminary consultation meetings on the development of social protection module curricular organized. The meeting identified the first year and semester 1 or 2 as relevant timing for the social protection module. Preparations for the outsourcing of a consultancy firm to undertake the assignment is under process. | | **UNDP ONLY: sources of evidence (as per current QPR)** |  |  |  | |  | | | | | | | |
| **NARRATIVE**  In the urban context, the World Bank (2019) estimated that with the current annual urban population growth rate of around four per cent, the majority of Somali people will be living in urban areas by 2040 and the capital city Mogadishu now has the second-highest urban population density in the world[[3]](#footnote-4). The fast rate of urbanization has put significant pressure on urban centres to provide public services. BRA's urban safety nets programme is well established and is delivering regular cash transfers to 1,000 households. However, building on the experiences in Government-led implementation, there is a need to scale up the urban safety nets model in Somalia. As mentioned in the sections above, during the final year of the MPTF funding, MoLSA leadership will continue to be supported by strengthening their capacity to undertake the cash transfer programme. In addition, the MPTF fund will be utilized to undertake a ‘Transition readiness’ study for federal and state capacities to undertake cash transfers, with the view of handing over to government-led systems. This will be a complementary support to the ongoing efforts of government to take over direct implementation.  In collaboration with Save the Children, UNICEF has supported the Somaliland MESAF to finalize the recruitment of the consultancy firm, Development Pathways, to facilitate the development of a social protection policy. The fieldwork for the social protection policy development is expected to start in July 2021. The policy will build on the recently completed social protection sector scoping study[[4]](#footnote-5) to provide the way forward to invest in and strengthen the social protection sector in Somaliland and move toward government-led and owned social protection schemes. In doing so, the Somaliland social protection policy will give coherence to the social protection sector and a way forward, providing the Government and other stakeholders, including the international community, with a vision for the future. It is anticipated that the policy will result in a shared vision to build social protection systems, providing a pathway towards (1) targeting social protection interventions, taking into consideration the context of poverty and vulnerability in Somaliland, throughout the life cycle approach, (2) identify arrangements for effective implementation, taking into consideration the current scope of roles and responsibilities among key stakeholders, and building best practices and learning from other countries, (3) outline the way forward for the effective monitoring and evaluation of future investments in social protection; and, (4) make recommendations for plans to build capacity on social protection within the Government of Somaliland, including MESAF and other key stakeholders and ministries. The social protection policy will also consider the impact of climate change, which adversely affects the economy and increases social inequalities, specifically related to gender and disability.  UNICEF under the MPTF fund supported MESAF to convene a social protection technical working group meeting in April. The working group provided useful a platform designated to share information and updates, and the Ministry to take strategic leadership, coordination and oversight role for all interventions ongoing. The working group has enjoyed participating in a wide variety of actors from the development and humanitarian sectors. Furthermore, the technical working group will serve as a technical advisory body to support and guide the social protection policy formulation.  Furthermore, preliminary consultation meetings were organized on the development of the social protection module curriculum. From these technical discussions, an appropriate academic year/semester ( i.e first year and semester 1 or 2) for the social protection module was agreed to. Preparation activities for the outsourcing of a consultancy firm to undertake the assignment is in progress. | | | |
| **Other Key Achievements** *<bullet points on additional achievements arising out of your interventions; maximum 2 bullet points per PUNO> None.* | | | |
| **Number of beneficiaries –** *quantify the number of beneficiaries the programme engaged with during the reporting period. Specify, where possible, the number engaged through virtual platforms.*   * Eight MoLSA staff scaled down to two staff under MPTF as the funding period comes to a close. * Seven BRA staff scaled down to two members under MPTF support as the project comes to a close. * In 2021, 1000 HHs received cash transfers of US$105 for each of the two quarters completed (January-March & April – June) | | | |
| **COVID-19 response** *<Describe how the programme has adapted to the COVID-19 pandemic, including specific Covid-focused activities - do not include impacts of the pandemic on Joint Programme, this should be included in the next section (150 words max) >*  The BRA urban safety net intervention attracted additional funding from ECHO to top up the existing safety net programme for the last quarter in 2020 to contribute to the COVID-19 response targeting 1000HHs. This built a complimentary programme and built the existing government capacity to successfully respond to a shock. | | | |
| **Challenges (incl: COVID-19, Delays or Deviations) and Lessons Learnt:** <*if any, briefly describe the delays or changes in focus, approach or targets, and provide a short justification for the change (1-2 paragraphs*)>  COVID-19 pandemic significantly impacted the progress of the project initially. Project interventions experienced some delays introducing measures to mitigate the spread of the infection and safely carry out the activities. WFP supported and guided BRA staff to ensure hygienic practices and social distancing were immediately introduced in the project's roll-out. In addition, SCOPE equipment usage and managing public gathering protocols were introduced. One of the key lessons learned is that all government officials were able to adapt to the online meeting option as a new normal. Government staff and United Nations agencies could engage in meetings and conduct online training to ensure that field activities can continue adhering to social distancing and prevention protocols. Furthermore, as COVID-19 risk mitigation measure, the work from home protocol continued, and all meetings were held online. | | | |
| **Gender**  ***(For ALL programmes)*** *Narrative on activities undertaken during the reporting period in which the programme directly contributed to promoting Gender Equality & Women’s Empowerment. One paragraph per PUNO.* | | | |
| Proportion of gender-specific outputs in Programme[[5]](#footnote-6) | **Total no. of Programme Outputs** | **Total no. of gender-specific Outputs** | |
| *5* | *0* | |
| Proportion of Programme staff with responsibility for gender issues[[6]](#footnote-7) | **Total no. of Staff** | **Total no. of staff with responsibility for gender issues** | |
| *15 (3 female)* | *1* | |
| **Human Rights**  ***(For ALL Programmes)*** *Narrative on activities undertaken during the reporting period in which the Joint Programme directly contributed to promoting Human Rights and Protection of vulnerable groups. One paragraph per PUNO.* | | | |
| Has the Programme included a protection risk assessment in its context analysis, including on gender issues, and taken measures to mitigate these risks to ensure they are not exacerbated or new risks created? | | | **Result (Yes/No)** |
| *No* |
| No. of Programme outputs specifically designed to address specific protection concerns. | | | **Result (Number)** |
| *No* |
| No. of Programme outputs designed to build capacity of duty bearers to fulfil their human rights obligations towards rights holders. | | | **Result (Number)** |
| *3 (outputs 1.1, 1.2 and 2.3)* |
| **Other** | | | |
| Does the Programmes have a national cost-sharing component (i.e. funds and/or other resources provided by the FGS and/or FMS (including in-kind contributions)? (if ‘Yes’, describe below). | | | **Results (Yes/No)** |
| *No* |
| Have FMS(s) been engaged in one or more of the following: design, planning, implementation, coordination and/or monitoring of the Joint Programme. | | | **Results (Yes/No)** |
| *Yes* |
| **Describe the nature of cost-sharing:**  The programme does not have a national cost-sharing component. | | | |
| **Engagement with UNSOM/UNSOS** – *how, if at all, did the programme work with UNSOM/UNSOS in the implementation?* **NA** | | | |
| **Partnerships –**  The MPTF funds complement the national safety nets intervention with technical inputs, which has several key players such as the World Bank, other key line ministries, donors, and local NGOs investing in the core cost of implementing safety nets. In the Banadir regional administration (BRA), MPTF funded urban safety nets was complemented by ECHO funding to respond to shock through a vertical top-up to target beneficiaries (1,000 households). This urban safety net model is being tested at a small scale and has potential for scale-up in Mogadishu and other cities with a similar context.  In addition, WFP, in partnership with Gates Foundation, is supporting with technical assistance to the national and regional cash transfers to explore and expand financial inclusion, with special emphasis on women’s economic empowerment. Furthermore, UNICEF under Baxnaano Programme is supporting establishment of key building blocks of a social protection delivery system that supports policy development, strengthens institutional capacity, and forms the foundation for a more comprehensive social protection system in Somalia. | | | |
| **Role of the MPTF** –MPTF supported initiatives were the first interventions in the country which supported the setting up of a national safety net and policy guidance. MPTF continues to support the building of the national safety nets as well as regional safety net initiatives. This role has greatly cemented the Government’s capacity to engage with much larger players such as the World Bank to take the safety net initiatives to scale. The initial foundation was laid by the MPTF funds. In addition, MPTF supported policy initiative, staffing capacity and helped rebuild the basic infrastructure of the ministry building. Over the last few years, the contribution has been critical to developing state institutions and capacities. | | | |
| **Communications & Visibility** *–Nothing significant to report.* | | | |
| **Looking ahead**  Key priorities for the next six months are:   * As a result of project delays related to COVID-19, BRA will continue to undertake cash transfers to beneficiaries till December 2021. As the MPTF funding comes to an end, early 2022, UN agencies will continue to support joint fundraising with BRA due to the government's lack of fiscal capacity * Undertake transition readiness study for MoLSA to gradually take over the national and regional cash transfer implementation from WFP. * Three-day orientation and training workshop on the National Social Protection Policy (NSPP) for the FMS * Contribution to the development of Somaliland Social Protection Policy * Institutional capacity strengthening * Technical and logistical support to the meetings of the technical working group * Development of the social protection curriculum for social workers * Rehabilitation of South West State Ministry of Labour, Employment and Social Affairs * . | | | |
| **Human interest story –**  BRA staff shared with pride that “We have experienced trust-building between displacement affect community and BRA. The Banadir local administration has successfully conducted several activities, including community engagement, raising community awareness, distribution of Personal Protection Equipment (PPE) and hygienic items, training among the internally displaced persons, host community on COVID-19 prevention.” This project has contributed towards building the state and citizen contract, which needs to be strengthened in a fragile country like Somalia. Building local institutions capacity to deliver services to their citizens is an important step towards nation-building.    **Photo 1&2:** BRA staff during a meeting in Mogadishu and field visit in IDP camp in Hodan. ©Banadir Regional Administration | | | |

# ANNEX 1. RISK MANAGEMENT

*This section can be used to update or use the risk logs developed during the project development stage and provide any mitigation measures being undertaken by the project. (State whether the risk is from the ProDoc or is new, whether the Joint Programme was exposed during the reporting period and what specific mitigation measures were applied.*

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| **Type of Risk [[7]](#footnote-8)** | **Description of Risk** | **Mitigating Measures** |
| COVID-19 spread | The staff and the vulnerable population are exposed to the risk of contracting COVID-19 during programme implementation, especially during workshops, trainings, meetings. | Workshops/meetings were conducted online. Guidelines and protocols were shared on community engagement. Some PPEs were also provided. |
| Political | Political and security situation is fragile and volatile owing to elections | Work closely with civil servants and plan around the upcoming elections. Closely monitor the security situation. |

# ANNEX 2. MONITORING AND OVERSIGHT ACTIVITIES <list here the monitoring and oversight activities undertaken during reporting period. Precise and specific, the table should not exceed one page>

|  |  |  |  |
| --- | --- | --- | --- |
| **Monitoring Activity** | **Date** | **Description & Comments** | **Key Findings / Recommendations** |
| Post-Distribution monitoring | April 2021 | WFP Somalia completed the sixth follow up post-distribution monitoring assessment in April 2021, approximately one month after beneficiaries received assistance.  • The follow-up survey aimed to determine households’ food security situation after receiving assistance and establish the impact of COVID-19 on households’ access to health services, food and market, as well as health and illness.  • Total of 37 households was surveyed from BRA caseload, part of the total caseload of 304 households in Banadir region of Mogadishu through phone interviews, with Field Monitors adopting remote monitoring modality. Beneficiaries interviewed were sampled from the SCOPE beneficiary registration system. | **Food Consumption Score (FCS):**  Most of the households (67 per cent) recorded acceptable food consumption scores in the first quarter of 2021, sustained levels compared to results observed in late 2020 and an improvement compared to baseline results set in 2018.  **Livelihood Coping Strategies Index (LCSI)**  LCSI was assessed to determine longer-term household coping/productive capacities and their future impact on meeting essential needs, including food. Households engaging in emergency strategies that deplete assets, decrease production and reduce human capital was sustained at 38 per cent compared to October 2020. Women-led households engaged in high levels of emergency strategies compared to their male counterparts (52 per cent vs 28 per cent respectively), an indication of greater odds of vulnerability among women than men. Most of the households under stress were borrowing money at 52 per cent and purchasing food on credit/borrowing food at 48 per cent. Majority of these households categorized as crisis withdrew children from school at 27 per cent, while in the emergency category, households were begging (32 per cent). Most households (92 per cent) mentioned food access as the main reason for adopting livelihood coping strategies, followed by access to education services (5 per cent) and access to health (2 per cent). Deterioration in livelihood coping strategies demonstrated the increase in livelihoods challenges that affected poor households' food security and livelihoods, which is likely to persist in the longer term in the absence of any assistance.  **Figure 1:** Household Livelihood Coping Strategies.    **Reduced Coping Strategies (rCSI)**  Alongside LCSI, the consumption-based coping strategy index or reduced coping strategy Index (rCSI) was also assessed to measure household stress levels when exposed to food shortages. Higher rCSI indicates a higher stress level, hence, more likelihood of adopting food-related coping mechanisms. rCSI scores were grouped into different severity levels (no/low, medium and high coping).  Households engaging in high-level strategies increased compared to the preceding follow-ups. Similarly, the average rCSI increased to 19.5 per cent from 13.7 per cent in October 2020. An increase in the frequency of employing severe levels of consumption-based coping strategies was an indication that internally displaced persons and the urban poor were facing food consumption gaps due to limited income-generating activities and a rise in staple food prices that reduced household purchasing power.  **Figure 2:** Consumption-based coping strategies    Given the rise in food prices and reduced income and employment opportunities, food security outcomes are likely to remain in Crisis for internally displaced persons and poor urban households. With the continued provision of assistance, it is expected that the rCSI will reduce or stabilize. Therefore, WFP/ BRA assistance will continue to play a major role in bridging food consumption gaps by preventing poor households from engaging in severe strategies to meet their immediate food needs. |
| [I.e. Project Board Meeting] |  | [Should take place quarterly.] |  |
| [I.e. DIM Audit] |  | [Should take place annually above certain financial thresholds; organized by CO.] |  |
| [I.e. Independent Evaluation] |  | [Should take place as per project document.] |  |
| [I.e. Engineering site visit.] |  |  |  |
| [I.e. Stakeholder Review Consultation] |  |  |  |

**ANNEX 3. TRAINING DATA** <list here details of training activities undertaken during the reporting period; should not exceed one page>

| **#** | **Target Group** | | **Dates** | **# of participants** | | | **Title of the training** | **Location of training** | **Training provider** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Ministry. District or UN staff** | **Others** |
| **M** | **F** | **Total** |
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| **Totals:** | | | |  |  |  |  |  |  |

1. **Uncertified expenditures**. Certified annual expenditures can be found in the Annual Financial Report of MPTF Office (<http://mptf.undp.org/factsheet/fund/4SO00> ) [↑](#footnote-ref-2)
2. Fill in only the numbers or yes/no; no explanations to be given here. [↑](#footnote-ref-3)
3. IDMC, UN Settlement: Urban displacement in the 21st century: <https://www.internal-displacement.org/sites/default/files/inline-files/201811-urban-displacement-mogadishu.pdf> [↑](#footnote-ref-4)
4. The report was produced by Save the Children. for more info, refer to the [report](https://resourcecentre.savethechildren.net/library/scoping-and-sector-review-social-protection-somaliland) ([link](https://resourcecentre.savethechildren.net/library/scoping-and-sector-review-social-protection-somaliland)) [↑](#footnote-ref-5)
5. Gender Specific Outputs are those that are specifically designed to directly and explicitly contribute to the promotion of Gender Equality and Women’s Empowerment. [↑](#footnote-ref-6)
6. Staff members are those contracted to undertaken work for the Joint Programme including full time staff, consultants, advisors, interns, etc. Staff members with responsibility for gender issues are those who have gender related activities included in their Terms of Reference. [↑](#footnote-ref-7)
7. Environmental; Financial; Operational; Organizational; Political; Regulatory; Security; Strategic; Other. [↑](#footnote-ref-8)