



**PEACEBUILDING FUND PROPOSAL FOR SOMALIA
QUICK IMPACT POLICE AND PUBLIC SECURITY REFORM PROJECT**

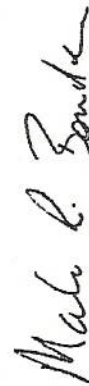
<p>Project Title: <u>Quick Impact</u> Police and Public Security Reform Project in the Puntland State of Somalia</p>	<p>Recipient UN Organization: UNDP Somalia</p>
<p>Project Contact: Office of the UN Resident Coordinator for Somalia Springette, off Spring Valley Road, Nairobi, PO Box 28832, 00200 Nairobi Telephone: 254 20 425 5000 E-mail: marybeth.mckeever@undp.org</p> <p>Project Number:</p>	<p>Implementing Partner(s): UNDP Somalia UNICEF, IOM, UNHCR Ministry of Public Security, Puntland State of Somalia UN Political Office for Somalia (UNPOS)</p> <p>Project Location: Garowe, Bossaso, Galkayo, Armo Police Academy (all within the area known as the "Puntland State of Somalia" within the territory of the Somali Republic)</p>
<p>Project Description: The focus of the immediate support intervention is to build the capacity of the civilian police in the Puntland State of Somalia in a manner that complements similar interventions in south and central Somalia with emphasis on improving command, control and management structures, and training. The intervention therefore contributes to stabilization in Somalia as a whole and the continuation of Puntland's peacebuilding efforts.</p>	<p>Total Project Cost: 4 million US\$ Peacebuilding Fund: 1 million US\$ Government Input: 0 (in kind contributions) Shortfall: 1 million US\$ Project Duration: 1 year Builds on existing partnerships and initiatives for rapid implementation.</p>
<p>PBF Priority Area(s) and Outcomes: Security Sector Reform</p>	

Outputs and Key Activities:

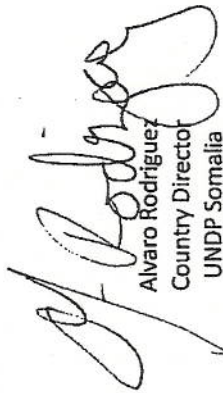
This PBF contribution will allow the UN in Somalia to launch immediate support to critical elements of security sector reform in Puntland. It is an essential and timely component of efforts to establish stability throughout the Somali territory and in the fight against piracy. The contribution will be used to initiate a wider Security Sector Reform process, that will allow a rapid response to the urgent request made by the Puntland authorities to come strengthen law enforcement in critical areas of the country, including the coastal areas, in a framework that will also contribute to combating the culture of impunity, and answering the international call to counter the root causes of piracy. Without the urgently required PBF contribution the security situation will deteriorate further with a high probability. The PBF contribution will also be actively used to mobilize other donor contributions to support the wider security sector reform. Regular UNDP civilian policing programming is underway but is unable to respond to short term priorities flagged by the government on account of funding limitations. Although Puntland – a semi-autonomous entity (state) which sees itself as a part of the wider federal Somalia – has made considerable progress towards improved security, it has been hampered by the continued lack of international support. Puntland has embarked on a self-driven peace process and is on a troubled path towards lasting peace. The new administration has committed itself to supporting the peace efforts in south and central Somalia most recently through a signed agreement on 23 August with the TFG. The strategic importance of that understanding has been largely overlooked by the international community yet requires reinforcement and clear indications of support by donors. This urgently needed project offers a critical opportunity to engage with the Puntland authorities to arrest further short term deterioration of security in Puntland and at once kick start a viable process of security sector reform and work with new and credible, democratically elected authorities. It will lay the basis to further commit the Puntland Government to :

- reform the police, with a focus on right sizing the police force to be a more manageable and effective force
- Assist in developing standards for the police and improving the capacity of officers to respect those standards
- Increase police effectiveness, accountability and oversight through strengthening linkages with the broader criminal justice chain, and developing the capacity within parliament and civil society to hold the police to account.

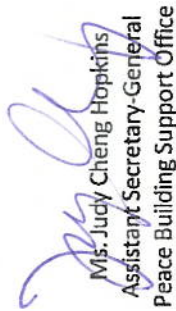
Signed by:



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COMPONENT 1: Situation Analysis

Somalia has been without a national government since 1991. Chronic violence, civil war, and weak or disintegrated state structures have produced instability with severe humanitarian consequences over almost two decades. This has greatly affected people's safety and well-being, and the development of basic infrastructure and institutions. During 2007-2008 the situation deteriorated further, bringing humanitarian and security conditions to their worst levels in many years.

At present, Somalia comprises three regions with distinct administrative realities: South and central Somalia, the semi-autonomous Somali State of Puntland (referred to below simply as Puntland), and Somaliland, which in 1991 unilaterally declared itself an independent republic. While interlinked economically and ethnically, the three regions have achieved varied degrees of stability. Puntland and Somaliland find themselves in a delicate post-war and early recovery phase. Somaliland, which declared its independence from the rest of Somalia in 1991, has established a regional government with a functioning parliament and ministries. It is to a certain extent in development stages but still has a fragile governance system. Puntland continues to face considerable security challenges. Although with higher degrees of stability than south and central Somalia, both Somaliland and Puntland suffered security setbacks in the form of a wave of terrorist attacks in October 2008 and a sharp increase in piracy along the coastlines, particularly Puntland's.

Unlike Somaliland, Puntland sees itself as a semi-autonomous entity which is to eventually join a Somali federation. Puntland achieved some degree of stability after an intense, indigenously-driven peace process in the late 1990's and has since provided some stability within a critical portion of Somalia's territory. Since then, the beginnings of a regional state administration have been put in place in Puntland. This administration has continuously supported – through revenue transfer, troops, and other means – efforts to establish a transitional government in Somalia.

The stability of Puntland is a critical factor in the survival of the Transitional Federal Government. Puntland has worked with the TFG to deny a foothold to Al Shabaab and other insurgent groups. Although Puntland has been targeted by extremists and has suffered death and destruction at the hand of suicide bombers, Puntland is doing its best to sustain the social and cultural fabric that has led to the founding of the Puntland State. Its near cultural homogeneity, as well as the explicit wish of successive Puntland leadership to stay within the Somali Federal Framework, has made Puntland a point of reference for national reconciliation and self-sustained peace. This equilibrium is threatened by surging crime and piracy and even more disruptive acts by extremists/insurgents.

Puntland has supported the TFG with capacity building in the Armo Federal Police Training Academy in Puntland, the exchange of information and attempts since December 2007 to coordinate actions against pirates. Nonetheless, it considers itself as marginalized by the donors, particularly in comparison to the TFG.

In early 2009, despite significant security challenges, Puntland held successful and peaceful elections: the previous president ran for re-election, was defeated, and left his seat. In February 2009, the new Puntland government replaced authorities which had been considered corrupt and incapable of transparent management of resources. This raised expectations of more international engagement - the PBF contribution represents a significant step towards realising Puntland's aspirations in this regard and stands as an inducement to continue the path of reform and stabilization, particularly in the security sector.

In contrast, much of south and central Somalia (especially Mogadishu and surrounding areas) has suffered from continued conflict between the Transitional Institutions and the insurgency. The institutions of the Transitional Federal Government (TFG) are recognized by the international community as the legal authority but remain extremely weak institutionally, militarily and politically within Somalia. The leadership of the insurgency (both Al Shabaab and Hezb ul Islam) remain divided as to whether to negotiate with the TFG or seek a violent take-over of power.

COMPONENT 2: Narrative Section: Project Justification

Relevance for Peacebuilding

The deterioration in the situation in south and central Somalia and the need to stabilize the Transitional Institutions (articulated in the UN-backed Djibouti Peace Process) make it essential to provide very timely and targeted support to Puntland. Recognizing this, the Technical Assessment Mission to Somalia (12-25, 2009 January) recommended that the "PBSO should urgently consider whether the Peacebuilding Fund could be used to direct additional resources to Puntland and Somaliland in support of UNCT programming". This in turn was reflected in the Secretary General's Report to the Security Council.

This recommendation to direct additional resources to Puntland was motivated by the same issues that make this project a critical and much needed peacebuilding intervention in Somalia: the urgent need to consolidate stability in Puntland, particularly given the security situation faced by the TFG in Mogadishu. Contributing to enhanced security in Puntland is critical for peacebuilding in Somalia in a number of ways:

- 1) Peace dividend: A show of engagement by the international community in support of the rule of law and security in Puntland will reverse the traditional under-investment in the stabilization and reconstruction of Puntland. This is a powerful signal that those who choose the path of peace in Somalia receive support.
- 2) Prevent insecurity from spreading: The UN and the international community, through increased engagement of the UN Security Council, is looking to scale up support for the stabilization of south and central Somalia through assistance to the TFG and support of the inclusive Djibouti Peace Process. While south and central Somalia has benefited from increased assistance to their security sector institutions, the failure to support Puntland's security institutions has created an imbalance. This could allow instability to relocate north into Puntland. This would threaten not only the fragile achievements in Puntland but would also challenge the TFG institutions, thus undermining the investment of the Security Council, the AU, and the international community as a whole.

3) Consolidate counter-piracy efforts: Few of the marine-based counter-piracy interventions have addressed the underlying causes of piracy: lack of rule of law and public security in Puntland. While member states should be encouraged to support the anti-piracy activities of the Puntland authorities, it is important to simultaneously confront lawlessness and improve rule of law enhance public security in Puntland. PBF support to the democratic strengthening of the current Puntland police force and citizen-security initiatives will help achieve this. The programme will complement and reinforce the ongoing security sector reform and police modernization programme being carried out by the Government of Puntland with the support of UNDP and other actors.

4) Enhanced public order and rule of law: Finally, and because of the semi-autonomous nature of Puntland State, any contribution to security sector reform in that region will eventually contribute to strengthening public order and rule of law in the whole of Somalia. The Puntland police force seeks to complement the work of the TFG. Besides other measures of close cooperation of the Puntland authorities with the TFG (such as an active exchange on sensitive security related information), another key example is Puntland support for the TFG, is the Federal Police Academy where TFG police are being trained alongside Puntland police. The Armo Police Academy is situated in Puntland and operates with the consent and support of the Puntland State authorities.

5) Project is directly in line with Puntland Government's Top-Priorities: In light of the immediate urgency of the fragile security situation in Puntland the authorities have declared improvements to be achieved in the security sector as their top priority. The newly elected authorities have frequently requested to receive emergency support in the area of police development stabilizing the volatile security sector in Puntland. The authorities are available to support the implementation of immediate measures.

6) Security Improvements will allow return of International Community: The different members of the international community (INGOs, EC and donors), which have evacuated their staff from Puntland in early 2008 due to the lack of a stable security situation, have requested for the security situation to be improved allowing them to return to Puntland as soon as possible. The UN is the only member of the international community still presented in Puntland by international staff and is therefore the only actor which can provide such urgently needed support to police development.

Critical Gaps in international Support

Somalia's donors are primarily focused on the chronic and massive humanitarian crisis, the high costs of the peace process, the urgency of funding stabilization in the south including sustaining an expensive AU peacekeeping presence, and funding the international maritime task force which polices Somali and international waters in the Gulf of Aden to protect merchant ships against pirates. This is a very costly operation. The reality therefore is that donors have almost no resources left to devote to early recovery, capacity development, or institution building. And those who do usually choose to focus the resources on south and central because this is the focus of international political attention. Somaliland and Puntland have been chronically under-funded and it is a wonder that their path to stability and recovery has continued despite this. Diaspora and the private sector have been the key engines of recovery in those regions, yet they cannot fund the security sector.

In Puntland, the new government is beginning to raise state revenue and to manage this in a transparent manner. This will in time generate enough income to sustain the security forces. However, there is a very urgent need for an ad hoc interim international support to support the initial security sector reform in order to normalize the police force and establish the authority of the state over Puntland's territory. In time this will allow the government itself to raise revenue and deliver enhanced security and rule of law to the people of Puntland.

However, in comparison with previous years limited donor support is directed to Puntland. Donor initiatives are mostly pointed at alleviating the insecurity in South Central Somalia, support to the African Union/Amisom, or are mobilized for maritime responses to piracy. As such, a critical gap in initiatives as well as in funding exists regarding the support for the Puntland security sector. The PBF immediate support contribution must therefore be perceived as a strong signal of support to the Puntland Government in its attempts to establish stability, as well as a leading signal to the international donor community to further finance security sector reform initiatives

Project Strategy, Engagement of Stakeholders and Beneficiaries

The Puntland Government budget is approximately \$20 million per annum—a fraction of the ransom amounts currently being paid by international shipping companies to Puntland-based pirates. The economic and political influence of the piracy circles threatens to engulf government as a whole and transform Puntland's nascent institutions into a criminal state.

The political will, demonstrated by political and security authorities in Puntland, offers an important strategic opportunity for enhanced engagement by the international community. In early 2009, the new Puntland Government presented the international community with a Puntland Re-Engagement Paper which invited the UN to support the revamping of the security sector and police reform. Unfortunately, donors have not mobilized support for these priorities, largely because attention is focused on the need to directly support the Djibouti Peace Process whose initial focus is south and central. However, it is very clear that without at least continued levels of stability in Puntland similar to those experienced in 2007, the process of stabilization in south and central is in serious jeopardy.

Somalia UN Transition Plan 2008-2010: Priorities for Puntland

The UN Transition Plan 2008-2010 (herein UNTP) is the common work plan for 2008-2010 of the agencies, funds and programmes of the United Nations' organizations working in Somalia. The UNTP is a step towards 'One UN' whereby the UN system works more coherently for the purpose of increasing impact and effectiveness. The plan sets out the strategy of the United Nations' system, what it aims to achieve and how it will do so in support of the broader Somalia Reconstruction and Development Programme's priorities (RDP).

The largest programme within Outcome 3 is the Rule of Law and Security Civilian Police Project that has been supporting the Puntland Police Force since 2002 with basic training, rehabilitation of police infrastructure, the establishment of the Armo Police Training Academy, a police communication network, and the provision of basic equipment (uniforms, vehicles, radio's). The project also supported the establishment of a Special Protection Unit to protect members of the international community in Puntland.

The focus of the UN's intervention in Puntland and the principal request of the local authorities is for support to build the capacity of the civilian police services. Emphasis is being placed on improving command, control and management structures, and training. Similar to the approach in south and central Somalia, training balances recruit training with specialized training for mid-rank and senior officials. As part of the contribution to the peace process in the south and central Somalia, UNDP is expanding the facilities of the Armo Police Academy, located in Puntland, to host an expanded training program for all police training contingents from south and central Somalia and Puntland. In concurrence with the development phase of the civilian police services and the peace process, under UNDP supervision, the Uganda Police Force will participate in training and mentoring support by the end of 2009. All activities will comply with the UN arms embargo on Somalia.

The UN is engaged in the security sector, principally by way of UNDP's Rule of Law and Security Programme, focusing on police modernization, along with judiciary and prison reform. Current efforts to support the rule of law sector may prove insufficient and reversible in the light of the piracy problem.

Reform Programme for the Puntland Police Force

The Puntland Police Force (PPF) was established in 1993 with the support of UNISOM and became the police organization for the State of Puntland under the Transitional Federal Charter of Somalia in 1998. According to the Ministry of Security, Puntland's police force currently consists of about 4,000 officers (these estimates are validated by UNDP). The Puntland Government has no activated police budget to cover running costs.

There are several visible symptoms to an immediate crisis within the Puntland security sector and especially the police force. Among these are the emergence of a growing piracy problem which challenges the rule of law in Puntland; low government revenues and the lack of regular salary payments to security forces and the continued threat of kidnapping of international aid workers.

Upon assuming office in January 2009, the current President of Puntland took positive steps to reform and pay the regular police forces, and sought the assistance of the international community in this effort. Since the advent of his government, salary payments to civil servants and security forces have been more regular.

Since early 2009, the elected authorities have worked with local communities to address security issues. Tangible steps have been taken and deserve reinforcement. For example, a government and citizen-enforced ban on carrying small arms in main towns such as Garowe and Bossaso needs support. Government has also encouraged traditional and religious leaders to take an active role in conflict resolution and they have recently succeeded to solve armed violence between two clans in eastern Bossaso and clan revenge killing in Garowe in February 2009.

It is still too early to assess the capacity of the new government but there are clear indications of progress in a positive direction. A Peacebuilding Fund (PBF) contribution would be welcomed as recognition for such progress and would significantly support the reform agenda for the security sector which was defined by Puntland's new government.

This reform targets:

- An overall target for reformed police force comprising between 2,500-3,000 officers, based on a 1 officer per 1,000 inhabitants ratio.
- All officers will be vetted; selection criteria to be based on the criteria of the Somali Police Strategic Development Plan of 2005 which is consistent with the reform agenda being implemented by the UN and AU (under Security Council mandate) in south and central.
- All officers and uniformed police to be re-trained, in accordance with the Somali Police Strategic Development Plan of 2005

COMPONENT 3: Logical Framework

Objectives of a Peacebuilding Fund Contribution

The requested Peacebuilding Fund (PBF) contribution is intended to fill a critical gap affecting the security of Somalia and the region as a whole, including the neglected dimension of addressing the root causes of piracy and lawlessness on land. Civilian police is a key instrument in this regard, which is to say the capacity of government to extend and deepen its outreach geographically and socially, in a way that also respects the rights of citizens.

Specific objectives are to:

- Assist the Government of Puntland to reform the police to be a more manageable and effective force
- Assist the Government of Puntland in developing the standards of the police and the capacity of police officers to operate to those standards
- Increase police effectiveness, accountability and oversight through strengthening linkages with the broader criminal justice chain, and developing the capacity within parliament and civil society to hold the police to account.

Activities that enhance the Peacebuilding Process

Through supporting the Puntland Police to become more efficient, effective and accountable in their provision of security, the PBF will complement the support provided by the international community to peace building in Somalia. The activities in this proposal help to counter threats from anti-government forces in south and central Somalia and help strengthen the police force in both Puntland and, through Puntland's training facilities, in south and central Somalia. The activities of the anti-government groups have spread throughout south and central Somalia and have begun to affect the border areas of Puntland: already Puntland has experienced the concerted efforts of armed extremist opposition to introduce chaos, including terrorist bombings such as those that affected Puntland's main port city of Bossaso in October 2008. The activities in this proposal are designed to strengthen the capacity of the Puntland security and police sectors to enable them to promote coexistence and peaceful resolution of conflict.

It is proposed to focus PBF funding on the following:

- A. Immediate enhanced support for the ongoing Police Reform and Strengthening Initiative proposed by the Puntland Government. Facilitate dialogue with stakeholders on police reform focused on registration, downsizing and professionalizing the police.
- B. Immediate assistance to the police in developing their policies and procedures in line with international standards and best-practice. Develop and implement a training programme to develop the capacity of police officers meeting higher standards, including strategic management training, accountability and human rights, community policing methods, and police rapid response units deployable to remote areas.
- C. Immediate support to the strengthening of police accountability and oversight through engaging with actors across the criminal justice system, including the judiciary, legal aid providers, bar associations and human rights defenders to hold the police to account to deliver security services that are consistent with international standards. Work with Members of Parliament to increase their understanding of these mechanisms and their role in providing civilian oversight. Engage communities in participating in community-based policing programmes and in raising awareness around accountability and oversight mechanisms.

Implementation Strategy

The PBF contribution will be the initial ad hoc impetus of a wider intervention in security reform and the rule of law sector in Puntland. The project has narrowed its focus to interventions in the field of the capacity development of the civilian police component of the Puntland security sector in order to achieve a quick impact.

Results	Measurable indicators	Means of verification	Important assumptions
<p>PEACEBUILDING IMPACT</p> <p>Improved security and protection under the law for Somalis in Puntland and south and central Somalia (UN Transitional Plan Outcome 3)</p>	<p>Reduced incidence of attacks on international aid workers</p> <p>Number of victims of Sexual and Gender based violence, armed conflict and armed robbery decreased (base-line survey and yearly measurement)</p> <p>Number of seized firearms increased</p> <p>Improved perception by citizens of security and improved trust in the police forces</p> <p>Increased number of pirates</p>	<p>Baseline Survey 2009¹ AVR; Survey of police records per police station (Occurrence Books analysis)</p> <p>Baseline Survey 2009 AVR; Public perception surveys (yearly measurement) idem</p> <p>Baseline Survey 2009 AVR Number of Court convictions (yearly measurement) Baseline Survey 2009² AZJ</p>	<p>The Puntland authorities have not been able to contribute to capacity building activities in the past due to a chaotic and insufficient revenue collection. Although the President has pledged financial resources to become available for police and other state institutions, it is highly doubtful that this pledge will materialize substantially in the upcoming 12 months. By improving policing in the coastal areas and improve governmental control over transit and transport entities in Puntland, it might be expected that this situation can be readdressed on the medium term (1-2) years. The Puntland authorities will be strongly encouraged to provide basic financial conditions (budget including salaries) to the emerging and renewed police service.</p>

¹ Baseline Victimisation Survey are conducted in Puntland by the Arms Violence Reduction Project in 2009;
² Baseline available through Access to Justice project based on monthly oversight of detention areas, including prisons.

	<p>being brought to justice in Puntland</p> <p>Increased number of police – from Puntland and south central Somalia trained in Puntland facilities</p>	<p>Baseline Survey 2009 CP</p>	
<p>OUTCOMES:</p> <p>Outcome 1: The Puntland Police is appropriately staffed with professional officers</p> <p>Outcome 2: Police in Puntland provide a security service which is consistent with international standards</p> <p>Outcome 3: The Puntland Police are held to account by other criminal justice institutions, Members of Parliament and the public</p>	<p>The Puntland Police are staffed according levels to the Police Reforms and Strengthening Initiative</p> <p>Police Officers in Puntland are conversant with policing procedures, laws and rules of engagement with are based on international standards</p> <p>Complaints against the police are received and acted upon by the relevant duty bearers</p>	<p>Human resources records indicating staffing numbers and levels of qualification</p> <p>Independent verification by international experts confirm consistency with international standards. Interviews with police and monitoring of officer records indicate individual officers familiarity with policies, procedures and law.</p> <p>Baseline Survey 2009 AVR</p> <p>Number of complaints received from the public and investigated by the police. Record of debates in Parliament on Police oversight and accountability.</p>	<p>Political will exists in Puntland to implement the Police Reforms and Strengthening Initiative</p> <p>Political will to develop the governance and oversight mechanisms required to hold police to account</p>

<p>OUTPUTS:</p> <p>Outcome 1: Puntland Police identifies the appropriate number of officers for its purposes A vetting mechanism is developed to identify appropriately qualified officers</p> <p>Outcome 2: Policies and procedures are developed which are consistent with international standards Curricula and training packages are developed on policies, procedures and laws Training is delivered to officers based on the curricula</p> <p>Outcome 3: Members of Parliament form a committee to monitor policing Support for a Police Advisory Committee with civil-society participation Civil society and communities are familiar with police policies and practice Mechanisms are developed to receive and process complaints</p>	<p>Number of police officers is consistent with assessments</p> <p>Policies and procedures exist and are viewed as consistent with international standards</p> <p>Parliamentary committee exists and civil society, communities and the broader criminal justice fraternity are conversant with police policies and procedures</p>	<p>Human resources records</p> <p>Expert reviews of the policies and procedures</p> <p>Parliamentary records, numbers of complaints made to complaints mechanism, number of complaints dealt with satisfactorily</p>	<p>Appropriate deployment of police officers according to the approved and agreed upon structure an organogram, contemplating competencies and skills, ranks, levels of responsibility and professionalism, to address local security concerns from local communities, as reflected in community security plan and practices, resulting in higher levels of security in local communities.</p> <p>Adherence to internal rules and regulations leads to a higher transparency and a realistic expectation vis-vis the local community about the capacities of the police and the way police interventions are conducted, which leads to a higher respectability and reputation of the police amongst the local communities.</p> <p>Individual members of the community feel their needs are appropriately addressed, which leads to more trust and confidence in the representation of the citizen by the governmental oversight bodies.</p>
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<p>against the Police Other links in the criminal justice chain are aware policing policies and standards</p>			
<p>ACTIVITIES: Conduct an assessment of the policing needs in Puntland and resources available to support policing to determine the appropriate size of the Police Force Existing police are registered and assessed to determine their level of education and skill-set Technical drafting committee is appointed to draft policies and procedures based on international standards Consultations on these policies are undertaken with all stakeholders Policies and procedures are presented to cabinet and parliament for approval Technical experts develop training curricula and training modules on agreed policies and procedures Police officers undergo training on policies and procedures</p>	<p>INPUTS: Baseline Survey 2009 AVR will indicate local needs for policing purposes. A biometric registration methodology is introduced and functional</p>	<p>Financial reporting will be integrated in the Civilian Police midterm and yearly reviews. Separate reports will be filed as appropriate.</p>	<p>Activities and outputs can be hampered and or restricted from materializing by security constraints as indicated by UN corporate policies (Access, Security Risk Management and SMT decisions)</p>

<p>Advocacy within Parliament to raise awareness on the need for Police oversight and appropriate parliamentary structures for this purpose</p> <p>Workshops to establish a Police oversight committee in parliament</p> <p>Awareness raising with civil society and communities on Police Policies and Procedures and holding police to account</p> <p>Technical team appointed to develop a mechanism to receive and process complaints against the police</p> <p>Awareness raising with the broader criminal justice sector on police policies, procedures and complaints mechanisms</p>	<p>Radio and media campaign to support transition in police and awareness and appreciation in general public</p>		
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COMPONENT 4: Budgets in USD

PBF PROJECT BUDGET INPUTS	
CATEGORIES	AMOUNT
1. Supplies, commodities, equipment and transport	200,000
2. Personnel (staff, consultants and travel)	200,000
3. Training of counterparts ³ (including workshops and consultations)	300,000
4. Contracts	234,500
5. Other direct costs	
Sub-Total Project Costs	934,500
Indirect Support Costs**	65,415
TOTAL	999,915

PBF PROJECT BUDGET PER ACTIVITY	
CATEGORIES⁴	AMOUNT
1. Workshop Police Reform Initiative	30.000
2. Analysis of Police Occurrence Books	30.000
3. Local needs assessment in 4 selected areas	120.000
4. Registration of Police	75.000
5. Vetting/ screening of Police, including proposal for reintegration of superfluous police personnel	100.000
6. Capacity Development of Police Headquarter functions, including the Human Resources function, including training	150.000
7. Draft of Police Act and relevant policies ⁵	50.000
8. Development of specific police curricula	50.000
9. Training of parliamentarians for oversight function	50.000

³ UNDP has the objective to empower women as beneficiaries of its activities. UNDP therefore aims at a women participation of 50%.

⁴ All workshop and training activities will include efforts to raise and mainstream awareness on International Human Rights Standards, HIV-AIDS prevention, gender equity and equality, the promotion of civil rights in a constitutional framework, as well as the application of international best police practice and standards, focussing on the accountability of police services.

⁵ Legal references are to be found in national and international law.

10. Development and implementation of a police compliant procedure	75.000
Public awareness campaign	50.000
Public consultation with civil society representatives	100.000
Workshop Integration Police Reform into Judiciary and Prison Sector	100.000
Miscellaneous	20,000
TOTAL	1.000.000

* The Standard Financial Report that has been reviewed with the UNDG Financial Policies Working Group.

** The rate shall not exceed 7% of the total of categories 1-5, as specified in the PBF MOU. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, according to the Agency's regulations, rules and procedures.

COMPONENT 5: Management Arrangements

The UNDP Rule of Law and Security Programme (ROLS) in Somalia has established a Civilian Police (CP) Project under its programme document for 2009-2011. The PBF contribution will be managed under the UNDP Rule of Law and Security Programme. Execution will be under the responsibility of the ROL's Civilian Police Project is managed by a project manager/ senior police advisor, and represented by an Area Project Manager based in Garowe, Puntland. The CP project is represented throughout Somalia and specifically in Puntland through the UNDP Sub-Office in Garowe. Implementation modalities are devised by the CP Project-Manager and his team in Nairobi, with full consultation of counterparts in Puntland, specifically the Police Commissioner and the Minister for Security. Local implementation modalities are guided by the UNDP Head of Sub-Office and expedited by CP project staff in Garowe. The CP Puntland team will be reinforced by international and/or national consultants as appropriate. The CP project in Nairobi consists of an Institutional Development Advisor and an International Training Advisor, who support the local CP team whilst on mission to Garowe or as appropriate from the Nairobi office.

Quality control on the implementation and results will be performed by the UNDP ROLS Programme Manager, on behalf of the UNDP Country Director. The CP Project Manager reports weekly to the Programme Manager on progress of implementation.

The programme manager is responsible for synergetic implementation, and aligns activities with other projects under the ROLS programme, such as Access to Justice and Community Security.

The CP project will actively liaise with The UNDP ROLS Armed Violence Reduction project for Outcome 1.

Local partners representing the security sector, as well as representing civil society, will be identified to facilitate and support the activities (organizing workshops, providing training assistance, analyzing activities and overall project implementation support for Outcomes 2 and 3)). International partners will be identified to facilitate and support expertise in the field of vetting procedures, training and constitutional arrangements (Outcomes 1, 2 and 3)

Quality control of the implementation arrangements, progress of activities and quality of deliverables will be executed by the ROLS Programme Manager. The programme and project structure has been developed according to the UNDP Result Based Management guide and Prince II framework. The operational framework for implementation is ruled by the UNDP operational rules and regulations on Human Resources management, and procurement, representing global best practice. Where a value for money balance can be

found in utilizing other UN agencies for implementing activities, the expertise as represented in the UN Somalia Country Team will be fully utilized.

COMPONENT 6: Monitoring and evaluation

M&E will be undertaken in line with the principles contained in UNDP's Programming for Results Management Guide. These include:

- A steering committee consisting of UNDP, donors and government officials will provide overall policy guidance to the programme on a yearly-basis
- Project boards will be formed in each of the project regions to provide project level basic guidance
- 6-monthly and Annual Project Reports shall be prepared by the Project Managers and shared with the Steering Committee members.
- In addition to ongoing monitoring of project activities, the programme will conduct an annual review to assess performance of the projects against annual targets and progress against the Annual Work Plan (AWP).
- The Programme Management Support Team (PMST) in UNDP Somalia supports the design and implementation of an overall M&E system for UNDP programmes including ROLS.
- Periodic monitoring is carried out by programme and project staff, with the Programme Unit responsible for overall outcome monitoring, reporting and quality control... However, security restrictions and relocation of staff have disrupted programme delivery to date. Foreseeing the continuation of violent conflict, ROLS is doubling its alliances with partner NGOS and INGOS to ensure coverage and maintain civilian and legislative oversight.

In addition, ROLS monitoring and evaluation will be guided by the outcome monitoring framework for UNDP. A separate evaluation tracking table has been developed by UNDP Somalia to guide overall evaluation of programmes. This will also ensure synergy between different project or programme level evaluations where possible.

Security situation permitting, baseline surveys will be carried out in 2009. This will be followed by surveys in the second and third year of the programme which will enable the programme to measure a change in the environment and assess the impact of the activities undertaken.

A mid-term external evaluation will take place in 2010. Recommendations from the evaluation will inform the further programming and work planning activities for 2011. A final external evaluation will take place upon completion of the programme.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

COMPONENT 7: Funding Arrangements

UNDP will invite the international community to follow the lead of the PBF in supporting the security sector reform in Puntland.

As a broad security sector assessment has been conducted by the EU, US and UN in cooperation with counterparts in South Central Somalia in October 2009, it must be observed that the Puntland Security Sector has not been included in the work of the SSA. All partners deplored that Puntland had not been included. For example, it is to be expected that approximately 1500 police officers will be demobilized as a result of the PBF supported activities. This could entail demobilization and reintegration costs of up to USD 2.200.000.

UNDP wishes to capitalize on the momentum created by the international partners in South Central and present the PBF contribution as a catalyst for new donor contributions for the security sector development in Puntland.

Existing funding for the UNDP ROLS programme, as for example from the European Commission 2009-2011 (ROLS Phase III) will be aligned to the objectives and activities supported by the PBF contribution.

Further funding gaps will be addressed by means of active resource mobilization through the UNDP Somalia Office and the Office of the UN Resident Coordinator for Somalia.

COMPONENT 8: Analysis of risks and assumptions

Risk Management Matrix¹

(I) Impact (5 highest, 1 lowest)

(P) Probability (5 highest, 1 lowest)

Area	Risk	I*	P*	Mitigation Measures
Complete collapse of governmental institutions and state authority due to : Increased corruptive	No representation of police, no factual counterparts to assume responsibility,	5	3	To liaise closely with the UN Political Office and UNCT to support overall measures of reinforcing good governance and increasing inter-Somali peace and stability amongst factions, clans, communities and regions.

influence of criminals/pirates Spill over of the conflict in SC Somalia Inter clan conflict in South Puntland/Galkayo Border conflicts with Somaliland	fragmentation of the police into self-reliant armed groups			
Right sizing the security and police force to a manageable number	Redundant Police Officers reject the decisions	2	4	Conduct a transparent process with good communications and ensure a fair and equitable redundancy package exists
Improving the capacity and standards of the police force	International standards are rejected in favour of Sharia law	2	3	A consultative and participatory methodology is employed in developing policies and procedures
Strengthen oversight and accountability mechanisms	Oversight and accountability are seen to be contrary to the objectives of the politicians who want the police to be accountable to them	2	3	Ensure a prominent role for Members of Parliament and civil society representatives. Develop police complaints mechanism which is independent of government control.

The Risk Management Matrix was taken from the Rule of Law and Security Programme Phase III, 2009-2011 Project Document.

Annex I: Project Summary and Status Updates – Part One and Part Two

The completion of a standardized Project Summary template and subsequent Project Status Updates are required for posting on the PBF website (www.UNPBF.org). See Annex II.