Somalia Capacity Development – Strengthening Institutional Performance (SIP) Project

Project Title: Somalia Capacity Development – Strengthening Institutional Performance (SIP)

PSG and title: Cross-cutting: Capacity Development

CD priorities: The objective of the Flagship CD Programme is to "*enable the government to fill critical capacity gaps in the civil service and to strengthen the capacity of key ministries and agencies to perform core government functions*".

Overall strategic objective of the Project contributing to the Cross-cutting Capacity Development The objective of the SIP Project is in line with the CD Flagship Programme objective to "*enable the governments to fill critical capacity gaps in the civil service and to strengthen the capacity of key ministries and agencies to perform core government functions".*

Somalia SIP Project Outcomes: The expected project outcome are *strengthened systems, processes and capabilities of the Governments to deliver on New Deal Compact*.

Project Duration:	Three years
Start Date:	1 July 2015
End Date:	31 December 2017

Total amount: USD 12,974,918

Sources of funding:

1. Somalia UN MPTF USD 11,474,918
2. Other sources of funding:
   a. UNDP USD 1,500,000

Short description of the Capacity Development – Strengthening Institutional Performance (SIP) Project
The SIP project will support the capacity development of the Federal Government of Somalia as well as the State of Puntland. The Project aims to enhance the performance in terms of efficiency and effectiveness of the partner government institutions through three key components of support aimed at overall gender mainstreamed institutional capacity development of the government institutions:
a) Capacity Injection, through provision of short-term 'embedded' advisory positions
b) Civil Service Management, through development of a comprehensive HR Management Framework, as well as a training and professional development strategy, and
c) Core of government functions, through supporting the development of the new development plan and associated M&E arrangements, supporting Aid Coordination, and gender mainstreaming.
The Project will ensure to have effective harmonization with other CD programmes, specifically that of the World Bank.

Names and signatures of national counterparts and Participating UN Organizations

Participating UN Organizations:	**National Coordinating Authorities:**
UNDP *Philippe Lazzarini, UN Resident Coordinator and UNDP Resident Representative* *Signature:*_____ *Date and Seal:*	**Office of the Prime Minister** *Mohamed Haggi, Permanent Secretary* *Signature:*_____ *Date and Seal*
	Ministry of Planning and International Cooperation *Abdirahman Yusuf Ali Aynte, Minister* *Signature:*_____ *Date and Seal*

ACRONYMS

AfDB	Africa Development Bank
CD	Capacity Development
CIM	Capacity Injection Modality
CSI	Civil Service Institute
DFID	Department for International Development
ERP	Economic Recovery Plan
EU	European Union
FAO	Food and Agriculture Organization
FGS	Federal Government of Somalia
GDP	Gross Domestic Product
HACT	Harmonized Approach to Cash Transfer
HRM	Human Resource Management
IMF	International Monetary Fund
IOM	International Organization for Migration
MGHR	Ministry of Gender and Human Rights
MoF	Ministry of Finance
MoPIC	Ministry of Planning and International Cooperation
MoLSA	Ministry of Labour and Social Affairs
MOLYS	Ministry of Labour, Youth and Sports
MoWDFA	Ministry of Women Development and Family Affairs
MPF	Multi Partner Fund
NCSC	National Civil Service Commission
NGO	Non-Governmental Organization
OPM	Office of the Prime Minister
PCSC	Puntland Civil Service Commission
PFM	Public Financial Management
PMU	Project Management Unit
PSC	Project Steering Committees
PSGs	Peace-building and State-building Goals
SDRF	Somalia Development and Reconstruction Fund
SIDP	Somali Institutional Development Project
SIP	Strengthening of Institutional Performance
SFMIS	Somalia Financial Management Information System
TA	Technical Assistance
UN	United Nations
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
USAID	United States Agency for International Development
USD	United States Dollar
WB	World Bank

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1 Context and Background

In this section we will provide the country context (section 1.1) and describe the sector and institutional context (section 1.2), while the intervention strategy is outlined in section 1.3.

1.1 Country Context

With the demise of the Said Barre regime in 1991, Somalia entered a decades-long civil war, which not only cost many lives and drove large numbers of Somali into asylum and exile. At the institutional level, the war had devastating effects, contributing to the disintegration of virtually all governance institutions. From 1991 till 2012 no credible central government had been operational and the country disintegrated with various militant groups, Al Shabaab and warlords who controlled large parts of the country while state service delivery vanished.

In 2012, after this long and troubled transition, a new political dispensation was found with the adoption of the Provisional Constitution, the appointment of a new Parliament, the election of President Hassan Sheikh and the formation of a new government. This laid the foundation for a re-composition of Somalia as a sovereign federal nation.

While the agreements leading to the provisional constitution, the appointment of the President and the formation of the government certainly are milestones on the long road to peace and stability, the country remains very fragile and progress has been difficult.

Although the overall influence of Al Shabaab has diminished significantly, it is not yet a force without basis or power and the group continuous to control parts of the country and has military power as well as the ability to carry out attacks, even in the centre of Mogadishu.

Moreover, recomposing the federation is a political, security and an institutional challenge. At the institutional level, the Puntland and Somaliland[1] governments have effectively operated in Somalia in the absence of the Federal Government. They have an operational institutions and are equipping themselves to further improve their effectiveness. Puntland has indicated its intention to remain part of the Federal Republic of Somalia, Somaliland declared itself unilaterally independent in 1991, although no international recognition has followed.

However, not everything is bleak. The elections in both Somaliland and Puntland are considered as fair and transitions of power are peaceful. Somaliland and Puntland both have established government institutions that are becoming increasingly professional in managing their mandates. Increasingly alternative mechanisms are deployed to resolve conflict and the conferences around the emerging states are very hopeful signs. The Federal Government is step-by-step emerging with the ministries taking on board their mandates. The joint national and international military efforts to drive out Al Shabaab lead to the newly liberated areas to organise themselves into the new or ‘emerging’ states. The Jubaland Interim Administration was established in 2014, while towards the end of the 2014 the Interim South West Administration (ISWA) was established in South West Somalia and developments are promising in Central Somalia as well.

[1] Please note that the present project will not extent support to the Government of Somaliland.

1.2 Sectoral and Institutional Context

The civil war has destroyed the Government's physical infrastructure. Buildings have been severely damaged and some are barely functional. Reconstruction is only now beginning but the state does not dispose of suitable physical infrastructure to carry out its function and rehabilitation of this infrastructure is a key element to ensure the delivery of quality services to the citizen.

At the human resource level, many civil servants, confronted with a deteriorating security situation left the country. Those who remained have either passed the retirement age, or have passed away. Staff defections and institutional neglect have erased the Government's institutional memory. Archives have disappeared, along with government processes and procedure records.

Those governments who operated during their civil war, built up their structure in a virtual vacuum. In this transitional process, where the makeup of Somalia, as well as the cooperation modalities between different levels of government remain to be defined, it is difficult to appropriately divide responsibilities between the federal and subnational levels of government, or define strategies for different government agencies at any level. As a result, many agencies have competing and overlapping functions.

Box 1 - Mandates and Coordination

Appropriate mandate, role and responsibility distribution arrangements between and within government institutions are important elements in the establishment of a solid government 'machinery' that is well set to function efficiently and effectively. The project will support the governments to further develop this and establish an appropriate structure.

However, most challenges the governments are facing – be them government managerial issues or development issues – cannot be tackled by a single government institution and require a collaborative approach where different government institutions - and where appropriate civil society and the private sector - jointly design and implement action. The project will support the governments in establishing these internal and external coordination mechanisms.

Currently mechanisms for horizontal and vertical coordination are under development. Key core central of government agencies, such as the Prime Ministry, who are expected to provide direction and leadership carrying out complex multi-dimensional reconstruction and development strategies are only starting to find their way. Cabinet management, policy development and coordination as well as external relations management (e.g. Parliament) and strategic communication are weak. Similarly, the institutional (legal and regulatory) framework in most areas of the public sector is still incomplete and insufficiently adhered to, and most ministries operate according to ad-hoc systems.

Human Resources Management is a very difficult challenge for Somalia. Governments at all levels, lack the necessary number of capable staff required to fulfil their functions. Identifying, transparently recruiting, and retaining staff has proven a struggle over the past eighteen months. In addition to logistical impediments such as the lack of security in certain parts of the country, building up the public workforce has been hampered by the lack of suitable mechanisms for employee recruitment performance evaluation, promotion and remuneration and termination of staff. Furthermore, the civil service population presents a significant gender imbalance with women's roles occurring more within the lower cadre of workers such as cleaners and support staff.

In the absence of government wide standard setting for policy development, planning, monitoring and evaluation, legal development and other core of government functions, the internal coherence and consistency often is suffering. Attention to gender is increasingly present in formal

documents, however structural and mainstreamed approaches towards for instance gender-responsive planning and budgeting are still to emerge.

Staff capacity is generally assessed to be low across the whole spectrum of government institutions with limited mechanisms to identify and redress these capacity gaps. While increasingly private and public sector training institutions are emerging, the overall situation remains unsatisfactory and the development of training avenues for government employees is important.

1.3 Strategy

The different governments are facing numerous challenges in moving towards a stable, recovering and more peaceful Somalia which can deliver visible benefits to its people. A response to these challenges has been a renewed focus on peace and state building and the principles of inclusivity and participation enshrined in the New Deal for Engagement in Fragile States (New Deal). Recognizing that the New Deal offers ways for an inclusive country-led and country-owned transition out of fragility, the Federal Government of Somalia and the European Union hosted an international development partners' conference on Somalia in Brussels on 16 September 2013 and endorsed the Somali Compact which focuses on medium- and long-term priorities and on the needs of Somalia and its people.

The Compact recognized capacity development as a key enabler essential for delivering on the Compact's peace-building and state-building priorities. The compact identified *"building core public sector capacities*" as an immediate objective. It called for "*dedicated support to a number of core functions, including centre of government, civil service management, and public sector capacities, as well the coordinated roll out of basic cross-cutting administrative systems.*" This was envisioned as "a two-track approach that responds to immediate needs whilst ensuring that improvements are sustainable." In line with the New Deal's recognition that the empowerment of women (and other marginalized groups) as key actors for peace, and is central to successful peace-building and state building, the Compact also makes Gender a cross-cutting priority, requiring all key interventions to ensure equitable participation of women and to respond directly to the acute challenges contributing to sustained gender disparities across multiple sectors.

Box 2 – The Somali Compact's Partnership Principles

The compact recorded agreement between partners on key partnership principles, including commitment to the formulation of a code of conduct in how international assistance supports national capacities. This Flagship programme has been designed in line with these principles, re-stated below:

i. Development is Somali-owned and Somali led
ii. Aid is aligned with overall Government priorities and sector policies and plans
iii. Aid operations are designed and delivered in partnership with government institutions
iv. Aid is provided in line with the government budget cycle and helps to strengthen government Public Financial Management (PFM) systems;
v. Aid is channelled through preferred instruments of the government
vi. Aid supports institutional capacity development
vii. Aid is provided in a coherent and coordinated way and fragmentation is avoided
viii. Aid is transparent and predictable;
ix. Aid is provided in a conflict sensitive manner

The Economic Recovery Plan (ERP) elaborated on these priorities and identified a number of capacity constraints in the public sector and especially highlighting the need to strengthen government capacity to regulate and ultimately deliver services to the public. To address these issues, it identified a number of interventions to address these concerns. These include defining the roles and responsibilities of different government institutions, improving civil service

management by clarifying the legal framework and strengthening human resource management), and strengthening public sector capacity (e.g. through capacity injection and training). The ERP also underlined the need to strengthen central institutions to ensure a coordinated government wide approach to building public administration capacity.

The different Governments recognised that to fulfil their mandate and meet the expectations of the Somali people, as well as being able to assume gradually the capacity to deliver services to the population, the public institutions need to reconstitute cross cutting and 'centre of government' capacities at all levels of government.

2 The Institutional Capacity Development Flagship Programme

To deliver on the priorities and commitments on public sector capacity development identified in the Somali Compact and the ERP, the government decided to establish a Government Flagship Programme building on the Compact partnership principles (see box 2 above).

This flagship programme under the Somali Development and Reconstruction Facility (SDRF) is envisaged to be the primary vehicle for channelling development partner resources to the government's public sector capacity development priorities.

It is meant to encourage synergy and complementarity in international support for capacity development and to enable a quicker, better response on the part of the international community consistent with the scale and magnitude of the challenges facing the Somali people. The programme promotes a harmonized approach to capacity development support, in particular in the provision of technical assistance and the use of country systems.

2.1 Objectives of the Programme

The objective of the Flagship CD Programme is to "*enable the government to fill critical capacity gaps in the civil service and to strengthen the capacity of key ministries and agencies to perform core government functions*".

Core government functions are those that are absolutely essential to the sustainability of government in Somalia. They include the ability to design and implement multi-sectoral programmes which are important to ensure that Somalia moves from reconstruction to development. In the case of Somalia, of particular importance is the strengthening of the Government's ability to:

a) formulate government strategies, policies and regulations,
b) manage and execute flagship programmes and projects that deliver visible benefits to the Somali people, and
c) improve resource management, whether financial, human or natural.

2.2 Philosophy of the Programme

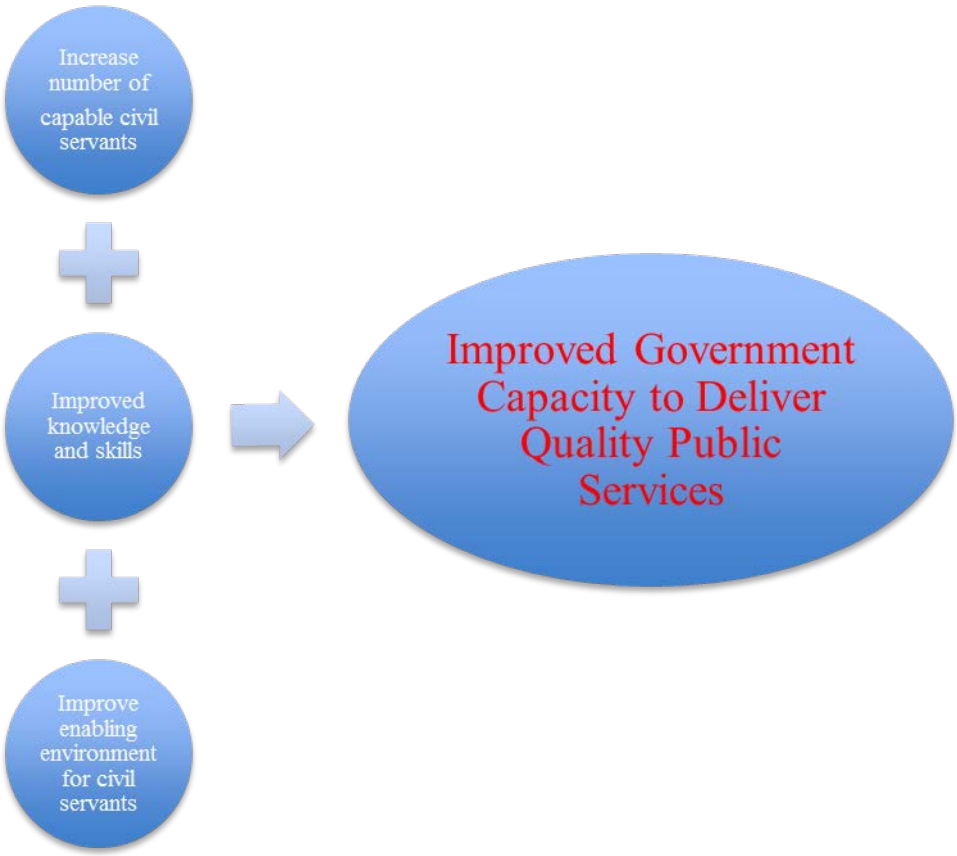
The objective of the programme is to achieve sustainable long-term results, that have a transformative effect on the public sector in particular and the Somali society in general. It requires approaching the issue of capacity from different angles and to attack it in a holistic way. The Flagship CD Programme proposes to address capacity issues in a comprehensive way articulated around the three key challenges that have been identified over the past eighteen months of assistance to the Somali governments and pictured in figure 1 further below.

Accordingly, the Flagship Programme focuses on three main activities:

a) Inject new Human Capacity in the Public Sector
b) Improve Human Resource Management, especially within the Civil Service
c) Strengthen agencies that focus on core of government functions

The approach is to achieve impactful but gradual improvements across the whole of Government, rather than achieving impactful results in a couple of key areas. This approach was chosen because at the moment the Government is unable, on account of its lack of capacity to carry out its functions, and the need for local counterparts to support the multiple initiatives that have being carried out with the support of the international community, that this approach would be better suited to the present circumstances of Somalia .

Figure 1: A multi-pronged approach to Capacity Development in Somalia



2.3 Donor Coordination

The Government has requested joint support by the World Bank and the UNDP to the implementation of the Flagship Programme. The World Bank and UNDP will develop and implement the CD projects separately but in close coordination to ensure harmonization, complementarity and synergy. The close cooperation between the World Bank and the UNDP in jointly supporting the Government Capacity Development Flagship Programme is a unique endeavour to provide the best possible support services to the Government. Enhanced donor cooperation in fragile and rebuilding contexts is consistent with best international practice and recommendations.

This arrangement is expected to enhance each institution comparative advantage, with the World Bank bringing its wealth of experience in the area of public financial management, and UNDP

providing its extensive experience in the area of capacity development in fragile and rebuilding states.

Accordingly the two institutions have agreed to the following arrangements:

- A joint strategic Framework;
- A joint management and oversight structure and joint elaboration of implementation arrangements (see further below);
- A harmonised result framework, and
- A joint reporting framework.

3 Strengthening Institutional Performance Project –SIP

3.1 Project rationale

This project sets out the components of the Flagship Capacity Development Programme that will be delivered by UNDP, through a 'Strengthening Institutional Performance' Project.

The Federal Government and the Government of Puntland face significant capacity challenges - at the individual, organisational and institutional level - in implementing their mandate and require institutional support to roll out the New Deal process and implement the different reforms.

While an overall public sector structure has been established, this structure remains volatile and is subject to frequent change. The management of the five 'core of government' work-processes (policy formulation, planning, budgeting, execution and regulatory oversight & enforcement) as well as key supporting functions (like HRM, performance management, M&E, legal development, archiving, and procurement) remains weak and often leads to unfinished work-processes, conflicting or incomplete legal instruments. This reduces transparency and accountability of the government and in turn affects its credibility at a critical junction in the country's reconstruction.

There seems to be consensus that in order to move quickly from reconstruction to development the Somalian Governments and the development community should jointly work to:

- Fill Human Capacity gaps within different government institutions;
- Clarify institutional roles and responsibilities across the government and all levels;
- Harmonize and coordinate legal, regulatory and policy frameworks, especially in the area of public finance and civil service management;
- Strengthen the Government's capacity to develop adequate and inclusive policies and strategies, and subsequently monitor their implementation and evaluate their impact;
- Strengthen common public sector management functions which will improve all ministries at all levels;

The governments also have major infrastructure rehabilitation needs as well as investment in equipment to ensure appropriate working conditions for the staff, but there are insufficient resources through the Capacity Development programme at this stage to be able to address them.

3.2 Proposed Project Beneficiaries

The project impacts the capacity of the two Governments at several levels. In the first instance it directly contributes to the development of the immediate project counterparts. In the second instance it establishes links with key elements of the Government overall Capacity Development programme and accordingly impacts them indirectly. In the section below we describe how the project contributes to the development of capacity across Governments in Somalia. The **primary beneficiaries** of the project are the institutions performing core government functions. These ministries and institutions include the following:

Federal Government of Somalia	Puntland Government
Office of the Prime Minister	Ministry of Planning and International Cooperation
Ministry of Planning and International Cooperation	Ministry of Labour, Youth and Sports

Ministry of Labour and Social Affairs	Puntland Civil Service Commission
National Civil Service Commission	Puntland Good Governance Commission
Ministry of Gender and Human Rights	Ministry of Women Development and Family affairs
Ministry of Interior and Federal Affairs	

All these core partners are endowed with a dedicated budget to strengthen their capacities in the specific fields and to roll-out the 'core of government' functions they are mandated with to the 'secondary' beneficiaries of the project.

From core beneficiaries to mainstreaming core of government functions (to the 'secondary' beneficiaries)

The project focuses on strengthening core of government functionalities, for instance HR management, pubic finance management, policy development, internal and external coordination and others. The primary beneficiaries of the project (see table above) have the mandate within the Government to develop the standards and specific approaches in each of these areas. The project will assist these partners to develop the policies, strategies, approach, legal instruments etc. to shape the specific core of government functionality. In all the core of government functionalities, the individual line ministries have key responsibilities to implement the policies and approaches that are developed.

For instance, the Ministries of Planning develop the standards and overall framework for developing a five year development plan. However, the individual ministries develop the content within the overall framework and responding to the standards. In similar terms, the Ministries of Labour and Civil Service Commissions develop the overall framework for HR Management, but the individual line ministries have their roles in specific elements of the overall framework.

The project approach is to develop with the key partners the strategy how to strengthen the respective 'core of government' functions and, once it is agreed upon, roll out these functions throughout government with a special focus on a limited number of other ministries. See below for how these ministries will be prioritised. The roll-out process will include the provision of technical expertise as well as support to selected staff positions through the Capacity Injection Mechanism.

Capacity Building activities covering horizontal tasks will be made available to ministries and agencies beyond the primary beneficiaries. For example, the project will provide support to HR departments across the government, beginning with a number of key pilot ministries (see below). Similarly planning support will be provided to Planning departments across ministries.

Assistance will be given to individual ministries to overall review and strengthen the structure and functional role and responsibility distribution within the individual ministries and develop capacity development programmes and manpower plans, again initially starting with a number of key pilot ministries.

This approach of primary beneficiaries rolling out capacity strengthening to other line ministries will help to ensure that core government functions are strengthened throughout government in a harmonised and coherent manner.

The priorities concerning the outreach to the other ministries will be driven by several considerations. These include:

- Relevance of the ministry in the reform process. For instance, while rolling out HR management instruments is important for each and every government institution, priority will be given to those institutions that manage sizeable proportions of the civil service.
- Relevance of the ministry in the overall process of peace and stability (PSGs 1 – 3 in the New Deal). Hence ministries that perform essential functions in this process – like the Ministry of Justice – will be prioritised.

3.2 Objectives and outcomes

The objective of the SIP Project is to *enable the governments to fill critical capacity gaps in the civil service and to strengthen the capacity of key ministries and agencies to perform core government functions*.

The expected project outcome are *strengthened systems, processes and capabilities of the Governments to deliver on New Deal Compact*.

The objective and outcome recognize both the need for the government to produce quickly tangible results for its citizens while building sustainable and productive institutions for the medium term.

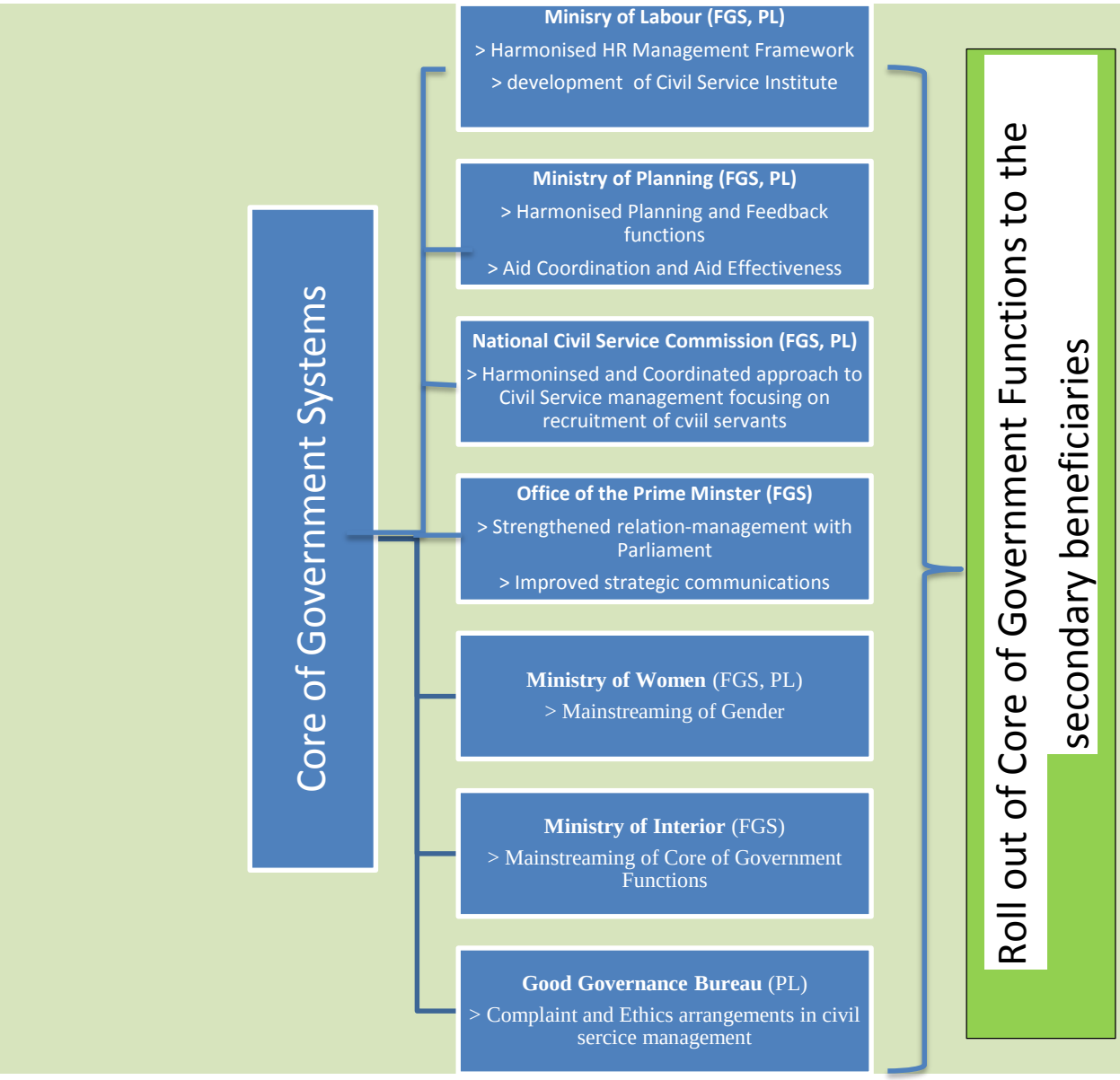
By strategically focusing on addressing short term capacity gaps and concurrently building sustainable systems and structures, the project attempts to respond to the specific needs of the Somalian current predicament. .

3.3 Project Components

The UNDP project will have three scalable components supporting a multi-pronged capacity development approach:

- Endowing core institutions (see above the primary institutions and the institutions that will be prioritised from PSG 1 -3) with the right staff in the right positions ('capacity injection') through advisory and 'embedded' positions;
- Establishing a solid civil service management framework to lay a sound foundation for future public sector management;
- Ensuring that the government has coherent and coordination central planning and decision making functions (the 'core of government functions' including development planning, strategic communications, internal and external coordination mechanisms).

See diagram below for a summary of the main institutions and functions that will be supported through this project.



Further details on each of the three project components are set out below.

3.3.1 Component 1 – Increase the number of competent and qualified civil servants[2] to lead and implement Government's development policies, especially in key cross cutting functions

After years of Civil War the civil service has lost most of its staff. Currently the Civil Service of the Federal Government of Somalia has only 4300[3] staff members and both quantity and quality challenges are prevalent.

[2] Both men and women.
[3] As of December 31, 2014.

However it is important to note that while many institutions are under-staffed the key challenge for the civil service does not lie in its overall size, but in the quality of existing and newly recruited staff. A number of senior posts and posts requiring technical and policy expertise remain vacant, while other are occupied by staff without clear qualifications or skill sets for the role. Against this background, among other needs, it is important to inject new talented staff into the Civil Service. This provision of new staff into the Civil Service will be done predominantly through the Capacity Injection Mechanism.

The Capacity Injection Mechanism allows Government to fill key capacity gaps in line ministries by financing, for a period of time, the salaries of key personnel. The Mechanism encourages the use of regular civil service procedures for the identification, recruitment and management of local personnel and at the same time creates a coherent framework under which development partners are able to provide longer term advisory assistance to the government. This type of mechanism has been used with some success in multiple fragile and recovering countries, such as Liberia (Senior Executive Service). It recognizes the reality of the situation on the ground, namely that to "jump start" the system, the government needs to equip itself quickly of capable individuals with senior-level experience. Yet, the government, at this stage in its recovery:

- lacks sufficient resources to pay the salaries of the staff it needs;
- Is unable to provide salaries that attract and retain individuals with the required skills and experience;

Accordingly, the mechanism, on an as need basis will be used to (i) fill key regular line-managerial functions according to the government needs and (ii) provide (temporary) advisors to design and implement the reform and change the Government has prioritised while mentoring government staff to take on that work over the longer term.

Equally important in a post conflict environment is the harmonizing power of this instrument, which will promote coherence and discipline in the way that international development partners provide externally financed positions to the FGS. This will not only be in terms of coordinating the identification of the positions financed and the recruitment procedures applied, but also the rates at which they are paid. Present practices have been demonstrated to have distortionary effects on Government Employment and Pay, as development partners habitually provide salary subsidies and allowances to regular civil servants. The Government wishes to regain control of its human resource management. While grateful for the assistance it currently receives, it wishes to harmonise these efforts. The Capacity Injection Mechanisms is the instrument to begin harmonization.

The Capacity Injection Mechanism will be implemented by the National and Puntland Civil Service Commissions, supported by the World Bank and UNDP. The principles underlying functioning of the Capacity Injection Mechanism are:

- Positions will be supported in priority institutions according to their role in the implementation of government priority reform or change processes;
- Positions will be focused on 'horizontal' functions that are implemented throughout government in a harmonised manner (such as public financial management, Human Resource management, programme and investment planning, monitoring and evaluation, strengthening of statistical, internal and external (policy) coordination, policy development)
- Recruitment will be merit based, open and transparent;
- Remuneration will be consistent and harmonised across Government;

The individual staff and advisors recruited through the Capacity Injection Mechanism and the teams in the respective Ministries they are working with, will benefit from dedicated training and coaching support to realise their reform and change objectives.

The Capacity Injection Mechanism will be financed by the World Bank and UNDP projects, will have operational procedures to which both the World Bank and UNDP projects commit and will be overseen by a board with representatives of the government, World Bank and UNDP.

Through the present project, UNDP will finance a limited number of positions in the partner institutions in the Federal Government focusing initially on the Ministry of Interior and Federal Affairs and the Ministry of Gender and Human rights. Through this project, UNDP will also coordinate the provision of externally financed positions through other UNDP projects where they cover 'horizontal' functions, so that they are recruited through or in line with arrangements applied in the Capacity Injection Mechanism. This will include any such positions financed through PSG1 on Inclusive Politics (Constitutional Review, State Formation and Elections). The World Bank will focus on a complementary set of ministries, including the Ministries of Finance, Planning and International Cooperation, Labor and Social Affairs, National Civil Service Commission, Office of the Prime Minister, Central Bank of Somalia and selected key line ministries with focus on economic and infrastructure ministries: Agriculture, Energy and Water, and Public Works and Reconstruction. Beneficiary institutions in Puntland will include the Office of the President, Ministries of Finance, Planning, Labor, Livestock, Fisheries, Civil Service Commission and the State Bank.

It may be decided later in the project, once the CIM has well settled and if further funding becomes available, to extend this support to other key ministries.

It is expected that the positions arranged through this project will be predominantly sourced from the local labour market and the Diaspora. Concerning the Diaspora a dedicated agreement with IOM will facilitate their recruitment into Somalia.

Box 3 – UNDP – IOM : Quests-Mida

It is fully expected that the national partners will require staff or advisors from the Diaspora. UNDP and IOM have been successfully cooperating in the past few years in the Quests-Mida programme, deploying numerous members of the Diaspora community in Somalia.

This cooperation will be extended and is part and parcel of the present project.

In particular, within the Capacity Injection efforts, the recruitment of members of the Diaspora for specifically identified positons will be channelled as appropriate through the UNDP/IOM Quests Mida programme.

The recruitment and deployment of advisors through the MIDA programme will be harmonised with the CIM arrangements in terms of position identification, recruitment process, deployment arrangements as well as payment conditions.

All positions in the core partner Ministries (see primary beneficiary overview above) recruited through the CIM will be funded through the World Bank project, while the UNDP project will support the identification of these positions and provide organisational development support. It is expected that the UNDP project will finance three long-term positions in the Ministry of Interior and Federal Affairs and the Ministry of Gender and Human Rights. In addition, and depending on fund availability, positions may be filled through the MIDA programme (see box above).

3.3.2 Component 2 – Strengthening the frameworks and procedures for civil service management

Irrespective of the number and the quality of civil servants, the capacity of the Somali Governments will not improve unless the system in which these individuals operate gains improved levels of functionality. Accordingly, the second component of support will assist the partner Governments to strengthen their civil service management framework and training systems to assist in the management of their human resources and the development of their policies.

We describe each of these subcomponents in more detail below.

a. Strengthening basic frameworks for civil service management

This subcomponent will support the establishment of a civil service management framework. This includes:

- The legal arrangements - modifying where required the civil service law and the civil service commission law to bring them to par with modern civil service management standards for example in terms of recruitment arrangements, role and responsibility distribution, scope and structure of civil service;
- The policy and regulations - reviewing and improving civil service policies and regulations on recruitment and appointment, promotion, discipline, and performance management and develop a suitable manual for that purpose[4];
- The Human Resource strategies - assisting the government to improve their human resource planning capacity both in terms of quality and quantity;
- The Human Resource Management capacities - assisting individual line agencies to develop their HR capacity, starting with the development and training of HR units in the primary beneficiaries as well the Ministry of Interior and Federal Affairs and the Ministry of Gender and Human Rights, and rolling out HR Management arrangements to the prioritised ministries in PSG 1 – 3.

This component will be grounded on principles of gender equity in the work place (such as non-discrimination in hiring, promotion, career advancement, securing the health, safety, and well-being of female workers) and where possible affirmative actions for career promotion of female employees will be included in policy/legal/HR management frameworks. Particular attention will be paid to creating a welcoming environment for women through the development and implementation of non-discrimination policies in hiring, promotion, career advancement, access to training opportunities as well as rules and procedures aimed at securing the health, safety, and well-being of female workers in the civil service.

The partner ministries of the **Federal Government** under this component are the Ministry of Labour and the National Civil Service Commission (NCSC) while technical support and guidance will be provided to these partners to work with other Ministries. The Ministry of Labour is responsible for the overall policy and HR framework as well as formal training to the civil service.

[4] Other elements of the Civil Service Management Framework will be supported by the World Bank, including the civil service database, pay and grading systems, pay-roll management, pension and retirement arrangements.

The National Civil Service Commission is responsible for the recruitment of staff. Close coordination between the two will be promoted to ensure harmonised system implementation.

The **Puntland State Government** partner ministries under this component are the Ministry of Labour, Youth and Sports (MoLYS) and Puntland Civil Service Commission (PCSC). These ministries will work on civil service management reforms for Government as a whole, and technical support and guidance will be provided to these partners to work with other ministries in Puntland, including the Ministry of Planning and International Cooperman, The Ministry of Women Development and Family Affairs, the Puntland Good Governance Bureau and the prioritised Ministries un PSG 1 – 3.

Box-5: Ministry of Labour, Youth and Sports

Under 2nd Puntland Five Year Development plan, MoLYS is mandated to: "*Improve the capacity of government institutions: by clarifying and demarcating the mandates and functions of government institutions, developing the necessary human resource management systems and processes and adapting merit based recruitment systems. This will ensure effective service delivery to the people, increase planning and statistical analysis capacity of the government institutions and support the parliament in delivering their mandate*". Additionally, MoLYS is mandated by the Government to take up the entire civil service reform in the state, initiate restructuring of line Ministries in accordance with defined mandates and functions, and develop human resource capacity.

Specific attention will be paid throughout the activities supporting the Puntland and the Federal Governments to stimulate a high as possible harmonisation of approaches.

b. Institutionalization of Training System including establishment of Civil Service Training Institute

While injecting capacity into the system is of paramount importance, ensuring that human resource capacity is maintained over time is of equal importance. To do so, civil servants' professional development needs to become institutionalized. While in the previous subcomponent, activities were focused on developing the legal and planning mechanisms to enable this institutionalization, this component focuses on developing training development tools and instruments.

Accordingly, under this sub-component, the Project will support the respective agencies in institutionalisation of training and development functions. Technical support will be provided for developing civil service training policy, strategy and plans, which may include strengthening or establishing civil service institutes.

Support will be provided to the **Federal Government** Ministry of Labour and Social Affairs for development of a comprehensive policy/strategy for civil service training and professional development. This will guide Government investment in human resource capacity to ensure civil servants have the competencies needed to meet the changing needs of public service. It will also enable training providers to keep themselves ready to meet the capacity challenges of human resource in the Government.

Technical support and guidance will be provided to the Ministry to work with the other primary beneficiaries of the project (see list above) as well as the Ministry of Interior and Federal Affairs, the Ministry of Gender and Human Rights and the prioritised ministries under PSG 1 -3 to assess their immediate training needs and mainstream gender into training policy. The Ministry of Labour will also be supported to further develop the Civil Service Training Institute into a functional

institution providing quality training to government staff as part of a comprehensive approach towards training provision to government staff.

The **Puntland government** will equally be supported to develop a comprehensive training policy/strategy for civil service training and professional development. The partner ministries under this component: Ministry of Labour, Youth and Sports (MoLYS) and Puntland Civil Service Commission (PCSC) will work on a training policy and strategy for the whole of Government, and extend training support to the partner line Ministries. Support will be extended to the other primary beneficiaries of the project (see list above) as well as the prioritised ministries under PSG 1 -3 to assess their immediate training needs and mainstream gender into training policy.

Box 6: Puntland Civil Service Commission (PCSC)
PCSC is mandated to implement the recruitment of the government staff, based on merit and functional capacities. The project will support PCSC in further refining the organisational mandate of PCSC, restructuring PCSC, recruitment functions, and the development of appropriate work procedures, guidelines, etc.. In conjunction with other partners, the Project aims to develop and implement a training plan for Civil Servants, establishment of Puntland Civil Service Institute (CSI) and development of a comprehensive Human Resource Management Framework.

The Project will support the Government of Puntland in establishing a sustainable training delivery model building upon available training capacities (including specific NGOs, academic institutions, dedicated projects) and which may include the establishment of a Civil Service Training Institute (CSI)[5].

While a dedicated Civil Service Training Institute is particularly valuable in training staff on internal government procedures and arrangements, in the absence of available funding, training support will be predominantly provided through available local providers and universities and will cover revised civil service rules, work procedures, public service delivery skills, and office management.

Again, synergies between the Federal and Puntland arrangements will be sought to the maximum possible.

The focus on the specific training efforts to be developed (and supported through the project depending on available funding) is on ensuring that the different government partners are trained on their specific responsibilities in implementing their functions (e.g. in planning, monitoring, recruitment, HR management). Hence, the training content and the type of training to be provided depend on the exact nature of the training requirements related to the 'core of government functions' developed through the project.

Several international agencies provide support to the provision of training in various sectors. While the UNDP project will predominantly focus on the design of the overall policy, standards and curricula expectations, as much as possible synergy will be sought with training implementation supporting agencies.

3.3.3 Component 3 - Strengthening capacity for core and centre of government functions

[5] At this point in time no funding is available to finance the establishment of a Puntland Civil Service Training Institute. The Government will allocate necessary land for construction of a Civil Service Institute (CSI) fully owned and operated by the Government. However, the Government looks at funding support to construct and establish the institute and make it functional.

The previous two components have focused on (i) acquiring new competent staff into the civil service and (ii) improving the management and the career development framework for this workforce. This third component focuses on 'core of government' functions that will help translate these into improved services for the citizen. While both the Federal and Puntland Government have made advances, a number of organisational and operational challenges in the overall planning structures (PME), internal and external coordination and aid management require attention, while gender mainstreaming remains challenging. For this purpose, the project will:

- Strengthen coordination between the Office of the Prime Minister and Parliament and communication at the centre of Government;
- Strengthen the capacity to mainstream gender in policies, strategies and operational processes, particularly in the area of gender-sensitive data, policy review, ex-ante assessment and implementation arrangements;
- Strengthen the capacity to plan and monitor federal and state-level development plans and coordinate international development assistance.

We describe each of these subcomponents in more detail below.

a. Strengthening Coordination and Communication Capacity at the centre of Government.

The recent increase at the Federal Government level from 10 to 26 Ministries highlights the capacity challenges the government is facing in the field of internal coordination and communication. These are weak throughout the government systems, particularly as they relate to government priorities and contributions to development objectives.

The Federal Office of the Prime Minister plays an essential role in ensuring coordination and communication across government, including between the executive level and Parliament. During 2014 and the beginning of 2015, the OPM has been supported by UNDP and the World Bank to redesign its internal structure and identify the priority areas for support. The World Bank will focus on policy development and coordination as well as strengthening the cabinet secretariat. This UNDP project will focus on ensuring a smooth coordination between the OPM and the Parliament, which will improve the harmonisation between political priorities and executive implementation as well as the 'up-stream' process of legal and regulatory process. This will be done in coordination with UNDP's Parliamentary project.

This project will also support OPM's strategic communications internally and with external stakeholders. This requires attention and support to streamline messages and appropriately target the various means and methods of communication. Specific attention will be given to supporting the external engagement management by OPM of key stakeholders.

While the wider internal government coordination arrangements are located with the President Office, which will be support by the World Bank, the UNDP will extend support to the **Puntland Government** Bureau of Good Governance has been mandated to develop standards in public sector management and establish a complaints management system. In order to achieve a broad understanding of these standards, the PGGB equally will be support with an advocacy strategy for good governance across the government and civil society. The project will specifically contribute to the following:

- Development of a service delivery charter, including the development and implementation of Standards of Ethics in Public Service;

- Development of a public and internal complaints management system and adequate mechanisms for enforcement;
- Development of an Advocacy Strategy (including a reporting mechanism) related to the implementation of the service delivery charter and complaint management system.

b. Strengthening capacities for gender mainstreaming

The recently released 'Africa Gender Equality Index 2015' (AfDB) places Somalia, in the overall index, at the very bottom of the list. With 16 points, the index gives Somalia half the score of the second last country (Sudan with 32 points). This indicates that a significant agenda for promoting gender equality lies ahead. The priority agenda developed by the AfDB recognizes clearly that positive policy and legal development by the state is a very important factor.

Somalia in that sense may have a comparative advantage over many other countries to address gender issues. With the newly established Federal Government and the emerging federal member state structure, many laws and regulations as well as sector policies are still to be developed or seriously reviewed. This is an excellent opportunity to 'get it right from the start' and invest in gender mainstreaming through policy and legal development, ensure there is sufficient capacity to review laws and policies from a gender perspective and develop a gender-advocacy agenda that is well aligned with the overall policy and legal development agenda.

While gender mainstreaming is occasionally on the agenda and reflected in high level documents, significant progress is still to be made in gender analysis and effective use of sex-disaggregated data and gender-sensitive information in policy and programme development, implementation and monitoring and stimulate a policy, legal and regulatory environment where gender is appropriately mainstreamed.

Accordingly, the project will support both the **Federal Government** Ministry of Gender and Human Right and the **Puntland Government** Ministry of Women Development and Family Affairs with the development and implementation of tools and systems to ensure that gender is adequately addressed in (new and amended) legislation and policies, with specific attention to the following:

- Gender-sensitive data collection – in close cooperation with the Ministry of Planning and International Cooperation specific attention will be given to the development of gender-sensitive standards for data collection and M&E;
- Gender-sensitive legal and policy analysis – specific attention will be given to improve capacities to implement gender sensitive ex-ante analysis of proposed policies and legal arrangements;
- Development of standards for appropriate gender-sensitive legal and policy development
    - in close cooperation with the Ministry of Labour and the Civil Service Commission dedicated standards for gender-sensitive policy and regulatory arrangements in civil service management will be developed,
    - in close cooperation with the Ministry of Planning and International Cooperation development of gender standards in the context of the new development plan will be elaborated and implementation will be supported;
- Introduction of gender-sensitive budgeting will be explored.

c. Strengthening Capacity for Planning and Aid Coordination

The Project will strengthen the **Federal Government** and **Puntland Government** Ministries of Planning and International Cooperation capacities for a) development planning and b) aid coordination.

While other projects, including the World Bank, other UNDP project, USAID, will provide more topical support in the planning arena on specific areas as for instance the monitoring of indicators for the New Deal and the partnership principles, the present UNDP project will focus on the system design of planning, monitoring and evaluation. This includes development of planning and M&E standards, development of associated legal and regulatory instruments, the (internal) coordination mechanisms, the process management, and the capacity development of the partners in these areas.

This project will thus support the development of evidence-based national policy coordination and monitoring capacity in the Ministries of Planning. It will strengthen the Ministries' capability to facilitate the development of government policy proposals and their submission to the Council of Ministers, and relevant proposals requiring legislation to the National Assembly.

The project will specifically support the elaboration of the next (five year) development plan, aligned with the I-PRSP requirements and as follow-up to the new Deal which is ending in 2016. The UNDP focus in this support it to provide the process support to the elaboration of the plan, while other agencies - including the World Bank, USAID and others – may provide support in more topical issues arising during the elaboration of the new plan.

The Federal Aid Coordination Unit was recently transferred from the Ministry of Finance to the Ministry of Planning and International Coordination and the incorporation of the unit into the Ministry will require attention. The on-going support provided to the Aid Coordination Unit will be continued and further elaborated, with specific attention to the inclusion of the different national entities in the processes of aid coordination and the New Deal Aid Coordination architecture. With the incorporation of the ACU into the Ministry of Planning and International Cooperation its role in the Aid Management will be further strengthened.

Late 2014 and early 2015, the World Bank and the UNDP jointly undertook a review of the existing Development Assistance Database system as experience so far demonstrated the system was not functioning appropriately. The recommendations will be taken forward through the present UNDP project, leading to a simplified and better functioning system.

Other international agencies, including the World Bank and the UNDP-RCO, USAID, and others may continue to provide support to the ACU on topical issues, like the partnership principles, monitoring of New Deal priorities, etc.

A summary table of all the components is presented below.

Component	Output areas	Activities
1 – Increase the number of competent and qualified civil servants to lead and implement Government's development policies, especially	Provision of advisory staff through the CIM.	It is expected that the UNDP will finance 6 long term positions through the CIM per year (excl. ACU). Through the CIM, the provision of positions financed by the World Bank will be coordinated.

<table>
<tr><td>in key cross cutting functions related to human resource management, change management, planning, M&E, PFM, etc.</td><td></td><td>The provision of positions through other UNDP projects, particularly in the PSG 1 -3 ministries will be aligned with the CIM arrangements.

<table><tr><th>Federal and Puntland State Institutions</th><th>Indicative number of Advisors</th></tr><tr><td>FGS Ministry of Justice</td><td>10</td></tr><tr><td>FGS AGO</td><td>2</td></tr><tr><td>FGS Judiciary</td><td>2</td></tr><tr><td>Federal Ministry of Internal Security</td><td>2</td></tr><tr><td>MOIFA</td><td>5</td></tr><tr><td>NIEC</td><td>5</td></tr><tr><td>PL Ministry of Justice, Religious Affairs and Rehabilitation</td><td>3</td></tr><tr><td>PL High Judicial Council</td><td>2</td></tr><tr><td>TOTAL</td><td>31</td></tr></table></td></tr>
<tr><td rowspan="2">2 – Strengthening the frameworks and procedures for civil service management</td><td>Basic frameworks for civil service management established</td><td>• The legal arrangements - modifying where required the civil service law and the civil service commission law to bring them to par with modern civil service management standards for example in terms of recruitment arrangements, role and responsibility distribution, scope and structure of civil service;
• The policy and regulations - reviewing and improving civil service policies and regulations on recruitment and appointment, promotion, discipline, and performance management and develop a suitable manual for that purpose[6];
• The Human Resource strategies - assisting the government to improve their human resource planning capacity both in terms of quality and quantity;
• The Human Resource Management capacities - assisting individual line agencies to develop their HR capacity, starting with the development and training of HR units in the primary beneficiaries as well the Ministry of Interior and Federal Affairs and the Ministry of Gender and Human Rights, and rolling out HR Management arrangements to the prioritised ministries in PSG 1 – 3.</td></tr>
<tr><td>Institutionalization of Training System including establishment of Civil Service Training Institute</td><td>• Review of the present training modalities and capacities available to the government staff
• Development and subsequent implementation of a training policy and training strategy
• Advise on institutional arrangements for the management of civil service training, including establishing an institute.
• Development of a detailed proposal for establishing (further strengthening) a Civil Service Training Institute and, if agreed, support the functioning of the Civil Service Training Institute.</td></tr>
<tr><td>3 - Strengthening capacity for core and centre of government functions</td><td>Strengthening Coordination, Good Governance and Communication Capacity at the centre of Government.</td><td>Federal:

• Improvement of OPM – Parliament relationship management
• Strategy development for strategic communications and external partner engagement.

Puntland:

• Development of a service delivery charter, including the development and implementation of Standards of Ethics in Public Service;
• Development of a public and internal complaints management system;</td></tr>
</table>

[6] Other elements of the Civil Service Management Framework will be supported by the World Bank, including the civil service database, pay and grading systems, pay-roll management, pension and retirement arrangements. Also not that the reviews and subsequent new system development will be implemented ensuring appropriate attention to gender.

		• Development of an Advocacy Strategy (including a reporting mechanism) related to the implementation of the service delivery charter and complaint management system.

	Strengthening capacities for gender mainstreaming	• Gender-sensitive data collection – in close cooperation with the Ministry of Planning and International Cooperation specific attention will be given to the development of gender-sensitive standards for data collection and M&E;
		• Gender-sensitive legal and policy analysis – specific attention will be given to improve capacities to implement gender sensitive ex-ante analysis of proposed policies and legal arrangements;
		• Development of standards for appropriate gender-sensitive legal and policy development
		  • in close cooperation with the Ministry of Labour and the Civil Service Commission dedicated standards for gender-sensitive policy and regulatory arrangements in civil service management will be developed,
		  • in close cooperation with the Ministry of Planning and International Cooperation development of gender standards in the context of the new development plan will be elaborated and implementation will be supported;
		• Introduction of gender-sensitive budgeting will be explored.

	Strengthening Capacity for Planning and Aid Coordination	• Development of standards for planning, monitoring and evaluation • Elaboration of the next five year development plan, aligned with the PRSP requirements and as follow-up to the Somali Compact (New Deal) which is ending in 2016 • Development of functional coordination structure for the planning, monitoring and evaluation functions. • Support the Aid Coordination Unit in its overall functioning • Support the development and implementation of a functional mechanism for inclusion of sub-national entities within the overall aid coordination architecture • Support the establishment of a functioning and effective development data management system

4 Result and Resource Framework

While the project provides targeted support in line with the priorities to the Federal Government and the Government Puntland and some differences exist between the different governments, the overall structure of the project is aligned with the Capacity Development Flagship Programme and aligned as such. Therefore, the overall management plan, result and resource framework, monitoring and evaluation framework are the same, while detailed implementation arrangements will be organised through dedicated Letters of Agreement with the concerned beneficiary ministries/agencies.

Intended Outcome as stated in the Country Programme Results and Resource Framework: Outcome two "Somali women and men, girls and boys benefit from more inclusive, equitable and accountable governance, improved services, human security, access to justice and human rights"
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: **2 (a) Indicator:** Number of public institutions providing basic public services, particularly to the most marginalized and vulnerable. **Baseline***:* Absence of a functioning central government, and weak state administrations. **Target**: Expansion of the delivery of public services is achieved, as measured by citizen satisfaction surveys. **2 (d) Indicator:** The performance, transparency and accountability of public institutions, including the security sector, to conform to international standards. **Baseline:** All Somali public institutions face significant difficulties, lacking adequate administrative infrastructure, systems and coherent policies. **Target:** Improvements in the performance, transparency, accountability, and gender responsiveness of public institutions, including security sector institutions, and in oversight mechanisms as evaluated against international standards, indices and checklists.
Applicable Key Result Area (from 2014-18 Strategic Plan): Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services Output 3.1. Core functions of government enabled (in post conflict situations) to ensure national ownership of recovery and development processes
Partnership Strategy: Coordination with World Bank and USAID programmes related to capacity development being implemented in the same implementing partner organizations
Project title and ID (ATLAS Award ID): Strengthening Institutional Performance (SIP)

Intended Outputs	Output Targets	Activity Results Activities	Responsible Parties	Inputs (2015 - 2107) Description	FGS, PL	2015	2016	2017	TOTAL
Component 1: Increase the number of competent and qualified civil servants to lead and implement Government's development policies, especially in key cross cutting functions									
1: Capacity gaps in priority institutions filled in placing staff and advisors in priority positions. **Baseline:** Most agencies have vacancies in priority positions related to key reform processes and require (temporary) embedded advisory services. **Indicators:** * Number of staff (disaggregated by sex, location, institution, position) within public institutions supported by UNDP * Percentage of direct supervisors satisfied with (short-term) staff and advisors	Pls refer to M&E table below	**Activity Result:** Enhanced performance of the participating ministries and agencies **Action1.1:** Staffing, placement, and salary payment of the qualified (short-term) staff and advisors (incl, staff for ACU). It is expected that the UNDP will finance 6 long term positions through the CIM per year (excl. ACU). Through the CIM, the provision of positions financed by the World Bank will be coordinated. The provision of positions through other UNDP projects, particularly in the PSG 1 -3 ministries will be aligned with the CIM arrangements; a total estimated 31 positions.	UNDP (CIM); MoIFA; MoGHR	Government Advisory positions	Federal	486,000	414,000	414,000	1,314,000
					Puntland				
					Total	486,000	414,000	414,000	1,314,000
Component 2: Strengthening the frameworks and procedures for civil service management									
2: Rationalized and updated Civil Service Management policy, framework, system, processes, and guidelines developed **Baseline:** Several laws and regulatory instruments exist, but remain incomplete or insufficiently developed and the HR Management Framework is incomplete. **Indicators:** * Civil Service Laws reviewed or amendments proposed		**Activity Result:** Rationalization and modernization of civil services **Action 2.1:** The legal arrangements - modifying where required the civil service law and the civil service commission law to bring them to par with modern civil service management standards for example in terms of recruitment arrangements, role and responsibility distribution, scope and structure of civil service; **Action 2.2:** The policy and regulations - reviewing and improving civil service policies and regulations on recruitment and	UNDP, CSC (FGS), CSC (PL); MOLSA (FGS); MOLYS (PL);	UNDP International Specialist; International consultants; Local Consultants Contractual Services – Companies; Miscellaneous Operating Expenses; Travel	Federal	311,219	541,938	541,938	1,395,094
					Puntland	164,859	280,719	280,719	726,297
					Total	476,078	822,656	822,656	2,121,391

* HR Management Framework submitted * Number HR Management instruments rolled out		appointment, promotion, discipline, and performance management and develop a suitable manual for that purpose[7]; **Action 2.3:** The Human Resource strategies - assisting the government to improve their human resource planning capacity both in terms of quality and quantity; **Action 2.4:** The Human Resource Management capacities - assisting individual line agencies to develop their HR capacity, starting with the development and training of HR units in the primary beneficiaries as well the Ministry of Interior and Federal Affairs and the Ministry of Gender and Human Rights, and rolling out HR Management arrangements to the prioritised ministries in PSG 1 – 3.							
3: Improved training policy, facilities and plans proposed. **Baseline:** Weak or no institutionalized training systems for civil service servants. Capacity development policies do not exist and operational CSI does not exist in Puntland and on Federal level. **Indicators:** * Civil Service Training / Capacity Development Policy submitted		**Activity Result:** Governments are endowed with training policy and implementation **arrangements.** **Action 3.1:** Review of the present training modalities and capacities available to the government staff **Action 3.2:** Development and subsequent implementation of a training policy and training strategy **Action 3.3:** Advise on institutional arrangements for the management of civil	UNDP; MOLSA (FGS); MOLYS (PL)	UNDP Specialists; International consultant; Local Consultants; Contractual Services – Companies; Miscellaneous Operating Expenses; Travel	Federal	206,500	244,000	244,000	694,500
					Puntland	113,500	151,000	114,500	379,000
					Total	320,000	395,000	358,500	1,073,500

[7] Other elements of the Civil Service Management Framework will be supported by the World Bank, including the civil service database, pay and grading systems, pay-roll management, pension and retirement arrangements.

* Training Standards developed * Number of training curricula developed * Number of Civil Service Training Institute concepts developed		service training, including establishing an institute. **Action 3.4:** Development of a detailed proposal for establishing (further strengthening) a Civil Service Training Institute and, if agreed, support the functioning of the Civil Service Training Institute.							
Component 3: Strengthening capacity for core and centre of government functions									
4: strategic guidelines developed for internal Government coordination, good governance and strategic communication. **Baseline:** While the OPM maintains relations with Parliament, the efficiency and effectiveness of these relations can be improved. Strategic communications are underdeveloped and good governance guidance is mostly absent. **Indicators:** * Guidance materials for Federal Parliament Relation management * Federal strategic Communications guidelines * Service Delivery (citizens') Charter produced for Puntland * Complaints Mechanism, Puntland * Good Governance Strategy, Puntland		**Results:** Systems and process for Parliament relation management, good governance and strategic communication developed <u>Federal Government</u> **Action 4.1** Support to strategic and operational management of the Parliament relations **Action 4.2** Strategy development for strategic communications and external partner engagement. <u>Puntland Government</u> **Action 4.3:** Development of a service delivery charter, including the development and implementation of Standards of Ethics in Public Service; **Action 4.4:** Development of a public and internal complaints management system; **Action 4.5:** Development of an Advocacy Strategy (including a reporting mechanism) related to the implementation of the service delivery charter and complaint management system	(UNDP; OPM (FGS), MOIFA (FGS); PGGB (PL)	UNDP Specialist; International consultants; Local Consultants; Contractual Services – Companies; Miscellaneous Operating Expenses; Travel	Federal	224,859	339,219	339,219	903,297
					Puntland	43,680	97,359	97,359	238,399
					Total	268,539	436,578	436,578	1,141,696

5: Assessments, tools, and plans developed to mainstream gender. **Baseline:** Gender mainstreaming capacities are insufficient to warrant sufficient attention to gender in government policies, strategies and operational processes. **Indicators:** * Number of tools developed * Number of partners supported * Number of staff trained		**Action Results**: Tools and mechanisms developed to allow appropriate mainstreaming of gender. **Action 5.1:** Gender-sensitive data collection – in close cooperation with the Ministry of Planning and International Cooperation specific attention will be given to the development of gender-sensitive standards for data collection and M&E; **Action 5.2:** Gender-sensitive legal and policy analysis – specific attention will be given to improve capacities to implement gender sensitive ex-ante analysis of proposed policies and legal arrangements; **Action 5.3:** Development of standards for appropriate gender-sensitive legal and policy development • in close cooperation with the Ministry of Labour and the Civil Service Commission dedicated standards for gender-sensitive policy and regulatory arrangements in civil service management will be developed, • in close cooperation with the Ministry of Planning and International Cooperation development of gender standards in the context of the new development plan will be elaborated and implementation will be supported; **Action 5.4:** Introduction of gender-sensitive budgeting will be explored.	UNDP; MoGHR (FGS); MoWDFA (PL)	UNDP Specialists; International consultants; Local Consultants; Contractual Services – Companies; Miscellaneous Operating Expenses; Travel	Federal	71,000	120,500	120,500	312,000
					Puntland	66,000	117,000	117,000	300,000
					Total	137,000	237,500	237,500	612,000
					Federal	523,078	847,156	830,656	2,200,891

6: Guidance to undertake Development Planning, M&E and Aid Coordination including reporting developed. **Baseline**: Ad hoc arrangements for development planning standards and M&E exist, in varying levels of operationality. The Aid coordination structures exist, but requires further strengthening. **Indicators:** * Number of institutional coordination arrangements for development policy drafted * Number of M&E Strategies reviewed, amended, updated or developed. * Number of M&E implementation arrangements reviewed, amended, updated or developed. * Aid Coordination Architecture further developed * Number of DAD/AIMS systems operational * Quarterly reports on Aid Flows are generated through DAD/AIMS		**Activity Result:** Institutional performance related to development planning, M&E and aid coordination and management is strengthened. **Action 6.1:** Support the process to develop a new multi-annual development plan, as replacement for the New Deal at the end of 2016. **Action 6.2:** Support for developing and implementation of M&E Systems, directly related to the New Deal process and its successor. **Action 6.3:** Support the implementation and further development of the Aid Coordination Architecture.	UNDP; MOPIC (FGS); MOPIC (PL)	UNDP Specialists; International consultants; Local Consultants; Contractual Services – Companies; Miscellaneous Operating Expenses; Travel; Rental and Maintenance of Other Equipment	Puntland	108,180	238,859	242,859	589,899
					Total	631,258	1,086,016	1,073,516	2,790,789
7: Project management and implementation arrangement is established and ensures appropriate project implementation **Baseline:**		**Activity Result:** Project is implemented efficiently and effectively **Action 7.1:** Ensuring staffing and consultancy arrangements are completed	UNDP	UNDP Specialists; UN Volunteers; Service Contracts (individuals); Rental and Maintenance – Premises; Professional Services; Travel; Equipment and	Total	644,127	1,163,654	1,158,754	2,966,536

Project requires strong implementation systems and procedures **Indicators:** Number of Project Board meetings are convened as scheduled Number of Project progress reports generated periodically or monitored, reviewed and evaluated. Percentage of staff in the Project teams recruited.		**Action 7.2:** Ensuring teams have appropriate operational environment with appropriate support services **Action 7.3:** Ensuring reporting, reviewing and M&E systems are in place		Furniture; Supplies; Information Technology Equipment; Monitoring, Evaluation and Oversight; Finance, HR, Procurement, ICT and other Office Support; Security equipment and support; Communications support					
		GMS 7%				207,410	318,878	315,105	841,394
		GRAND TOTAL				3,170,412	4,874,283	4,816,610	12,861,305
		Administrative Agent Costs 1%	Funds channelled through UN MPTF			28,704	42,743	42,166	113,613
		GRAND TOTAL				3,199,117	4,917,026	4,858,776	12,974,918

5 Project Management and Implementation Arrangements

This project has been developed in response to the immediate and urgent needs in the development of public sector capacities of the participating and implementing partner Governments, while building up medium and longer term institutional and organisational arrangements.

The development context in Somalia is characterized by relatively high levels of unpredictability and fluidity. Therefore, the project integrates a sufficient level of flexibility into the implementation modalities and planning.

Through a common structure, individual workplans will be developed on an annual basis with the partner organisations within the three-year operational horizon. These annual work plans, while agreed within the CD Flagship Programme management structure and will be formally agreed between UNDP and the concerned governments and finally implemented through Letters of Agreement (LoAs) with Implementing Partners (IPs).

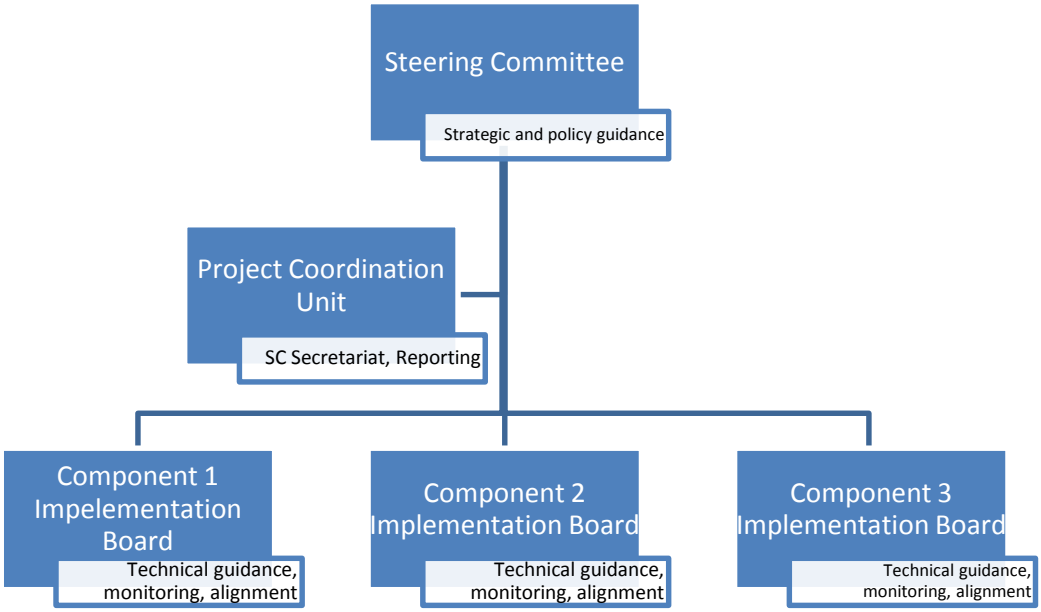
Capacity Assessments of the individual partners have been implemented (following the Harmonized Approach to Cash Transfer - HACT process) and the LoA arrangements will be shaped accordingly the capacities and to address the different risks involved in cash transfers. This generally means that all salaries and consultancy fees as well as procurement costs are directly paid by the UNDP to the venders and that limited financial resources are transferred to the accounts of the respective government institutions for the purchase or consumables and workshop management.

The Project Management structure will align to the overall CD Flagship Programme management structure. This will not only ensure that the overall purpose of the Flagship Programme remains solidly aligned with the Compact, it also ensures appropriate communication lines to the PSG Working Groups under the SDRF to allow alignment of approaches on cross governmental functions.

The management arrangements envisaged for the implementation of the Programme will include i) the Steering Committee, ii) Implementation Boards, iii) a Programme Secretariat. The Programme Management structure will be closely aligned with the SDRF aid and financing architecture.

The programme management structure as indicated below will be operational (and de facto functioning as a joint management arrangement for the UNDP and World Bank Capacity Development projects).

Figure 4. Programme Management Arrangements



5.1 Steering Committee

The Steering Committee will provide overall oversight to the SIP project. It will also provide strategic and policy guidance, including endorsement and/or revisions of the project framework, management and implementation arrangements, and results framework. The Steering Committee will oversee individual component implementation boards and receive regular progress reports by implementation boards. It will also monitor the overall performance of the programme, and discuss progress, impediments and required changes.

The Steering Committee will be chaired and have a membership with government partners, UNDP and the World Bank and other partners will be invited as required, with a particular focus on international partners supporting aspects critical to capacity development.

5.2 Component Implementation Boards

The Component Implementation Committees established for each of the three components will provide technical guidance on the implementation of related programme and specific project activities.

The Implementation Committees will be responsible for implementing and tracking progress and results of related programme activities in beneficiary ministries and agencies. They will also be responsible for ensuring the strategic alignment of projects with the directives of the Steering Committee, approving work plans, monitoring the project's coherence with other activities of other partners and resolving any major challenges which might impede on obtaining the expected results. Implementation Boards will submit regular progress reports to the Steering Committee through the Programme Secretariat.

5.3 CD Secretariat and Project Management / Implementation Teams

The management arrangements are informed by the lessons learned during the implementation of SIDP and other projects as well as those gained in similar settings in other

countries and regions, including the need for context specific approaches, a solid capacity development approach, the need for integrated risk and opportunity management as well as agile and flexible planning. The project will pay specific attention to gender and specific styles of advisory service delivery. Of special importance is the close cooperation between the international development agencies active in Somalia under the stewardship of the respective Governments.

Agile management in a volatile environment requires a flexible management set-up. The following elements have been taken into consideration to develop the management arrangements:

- Strong oversight and coordination by the national partners through a regularly convening project board is essential to ensure the project remains aligned with the overall developments, that adaptations to the project planning are decided upon in mutual agreement, and that progress is monitoring appropriately.
- A solid management team is required for the FGS and Puntland to (a) ensure excellent relations with the different national partners, (b) supervise and support the different advisory teams, (c) establish and maintain good working and coordination relations with the other international agencies operational in Somalia.
- Individual staff members in the Project Teams need to be able to take on board different roles in the project to ensure continuity in case of disruptive events. Past experience indicates that staffing of projects is challenging and individual continuity cannot always be guaranteed.
- The overall competency profile of staff in the project is likely to evolve over time as the activity design of the project will – in part - depend on emerging developments and hence will evolve over time.

To support the effective coordination of the programme and to support the functions of the Steering Committee, a Programme Secretariat will be established, located in the Prime Minister's Office at Federal level and office of the President in Puntland as part of the functions of the Capacity Development Directorate.

The Programme Secretariat will act as secretariat for the Steering Committee and will be responsible for overall reporting, collecting and monitoring work plans and other relevant data and for performing overall results monitoring and evaluation functions for the flagship programme. It will perform procurement and financial management functions for projects under the programme which are executed by the government.

The projects will report through the Secretariat to the Implementation Committees and the Steering Committee.

The project will be supported through common services – provided through the UNDP office - and the dedicated project team, including the Capacity Development Programme Manager, technical advisors (e.g. aid effectiveness, gender), M&E and reporting Specialist (International), a contract manager as well as operational and financial management support staff.

UNDP will establish strong project teams in each location to support the implementation with the partners of the Federal Government and Puntland comprising Team Leaders, National Programme Officers, Associates/Assistants and Consultants for specific tasks and deliverables. Each team will be responsible for implementation in partnership with the concerned government ministries/agencies.

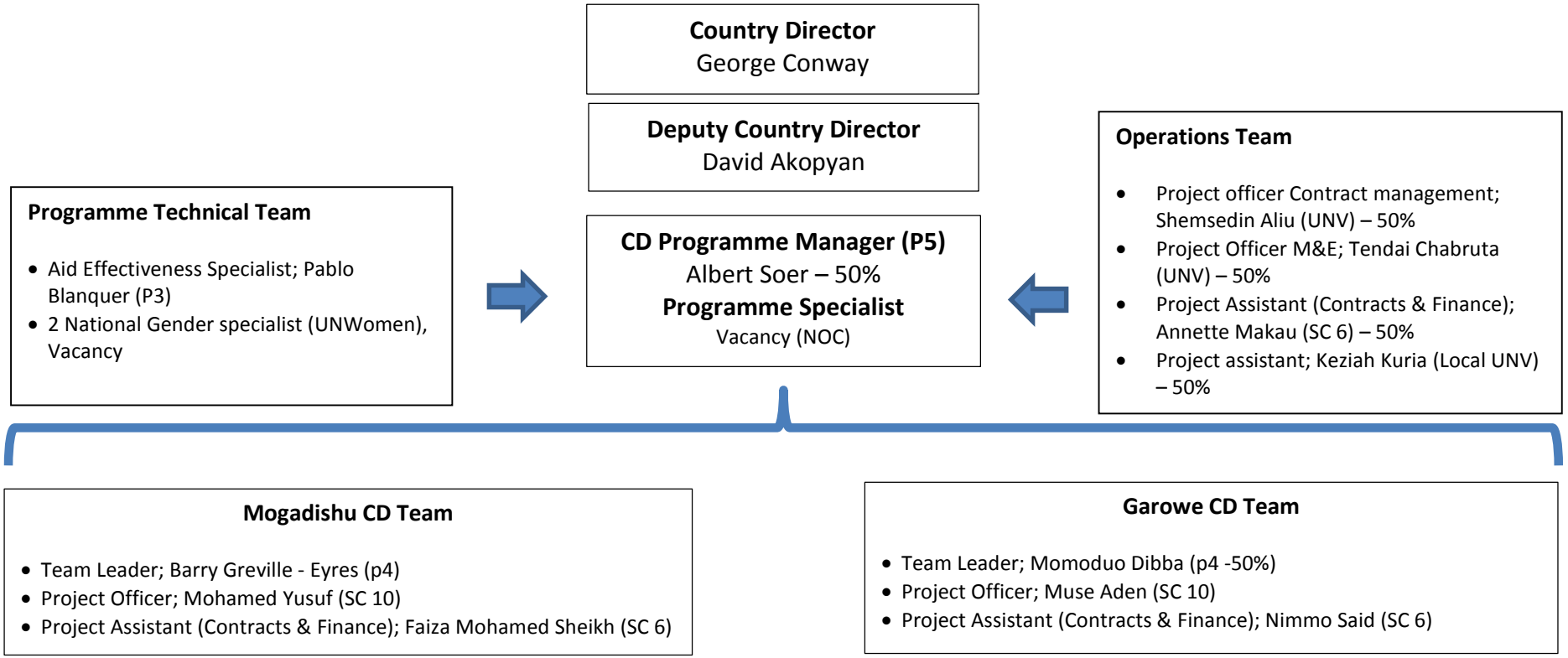
The project teams have several functions. These include:

- Managing the overall project implementation
- Managing the advisory services provided to the partners, including follow-up on recommendations
- Directly provide advisory support to the partners in the different technical areas
- Ensure proper monitoring and evaluation
- Ensure proper reporting

Please see the organization chart for the complete structure of the Capacity Development Programme team, the project teams and how it fits within the overall UNDP structure.

Capacity Development Programme

"Strengthening Institutional Performance"



Administrative Agent (AA)

The SIP project, which is funded through the Somalia UN MPTF, will follow the pass-through fund management modality according to the UNDG Guidelines on UN Joint Programming. The UNDP Multi-Partner Trust Fund Office (MPTF Office), serving as the Administrative Agent of the Somalia UN MPTF, as set out in the Memorandum of Understanding (MOU) for the Somalia UN MPTF, will perform the following functions:

a) Receive contributions from donors that wish to provide financial support to the SIP project and to the Somalia UN MPTF (un-earmarked);
b) Administer such funds received, in accordance with the MOU;
c) Subject to availability of funds, disburse such funds to UNDP in accordance with instructions from the governing body (Steering Committee) taking into account the budget set out in the SIP Project Document, as amended in writing from time to time by the Steering Committee;
d) Disburse funds to UNDP for any additional costs of the task that the Steering Committee may decide to allocate in accordance with the SIP Project Document;
e) Consolidate annual and final financial reports, based on submissions provided to the Administrative Agent by UNDP, and provide these to each donor that has contributed to the SIP Project Account, to the Steering Committee, to UNDP, and the SDRF Steering Committee;
f) Provide annual and final certified financial statements ("Source and Use of Funds").

UNDP assumes complete programmatic and financial accountability for the funds disbursed to it by the Administrative Agent and can decide on the execution process with its partners and counterparts following the organization's own regulations.

UNDP will establish a separate ledger account for the recipient and administration of the funds disbursed to it by the Administrative Agent. UNDP is entitled to deduct their indirect costs (up to 7%) on contributions received according to their own regulations and rules.

5.4 Monitoring Framework and Evaluation

Monitoring

In coherence with the overall CD Flagship Programme Monitoring & Evaluation (M&E), the projects will design and use a dedicated M&E system to track the performance of the overall project objective and high-level project activities. Monitoring and evaluation of results will occur at different levels of project implementation. At the programme level, M&E will be carried out by the Steering Committee, relying on consolidated reports from Programme Secretariat and other sources including an Independent Verifier (M&E firm). Progress will be measured through results indicators outlined in the results framework further below.

An M&E firm will be recruited to verify achievement of programme objectives, including improvements in performance of ministries and agencies and data collection on programme results indicators. Results will feed into recalibrating further implementation efforts, including necessary mid-course corrections. Reports by the M&E firm will be validated by the Steering Committee as part of overall programme progress reports submitted to the Steering Committee by the Secretariat.

At the component level, Implementation Boards will be responsible for monitoring and evaluation of specific component activities being implemented in their ministries and agencies. Implementation Boards will submit reports to the Programme Secretariat. The Secretariat

subsequently will collate the individual component reports into a consolidated report for the Steering Committee.

While the individual projects will provide the regular reporting and hence track progress for activity implementation as well as the results and related indicators, the projects will feed in to and build upon the findings of the external interim evaluation.

A bi-annual Public Sector and Institutional Capacity Development forum will be organized by the Programme Secretariat to deliberate on progress and impact of the programme (and underlying projects) on the reconstruction and development of Somalia.

In order to focus on results upfront, a results team will be developed, together with the methodology for measuring and developing results and tracking project as part of the project design. While the higher level results (impact and outcomes) are expected to provide strategic guidance throughout the project period, the output and activity levels are more flexible and may evolve due to changing circumstances.

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 standard quality criteria and methods.
- 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.
- 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 Programme Manager and shared with the Steering Committee, and subsequently the Capacity Development Working Group under the SDRF (see reporting section below). 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 Steering Committee 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.

Reporting

Narrative Reports:

The Programme Manager will prepare annual narrative reports in accordance to the narrative reporting template. The reports will have to be endorsed by the Programme Steering Committee which, in turn, will submit it to the Somalia UN MPTF Secretariat for further submission to the SDRF Steering Committee.

A final narrative report, after the completion of the activities in the Project Document and including the final year of the activities in the Project Document, will need to be submitted no later than four months (30 April) of the year following the financial closing of the Project.

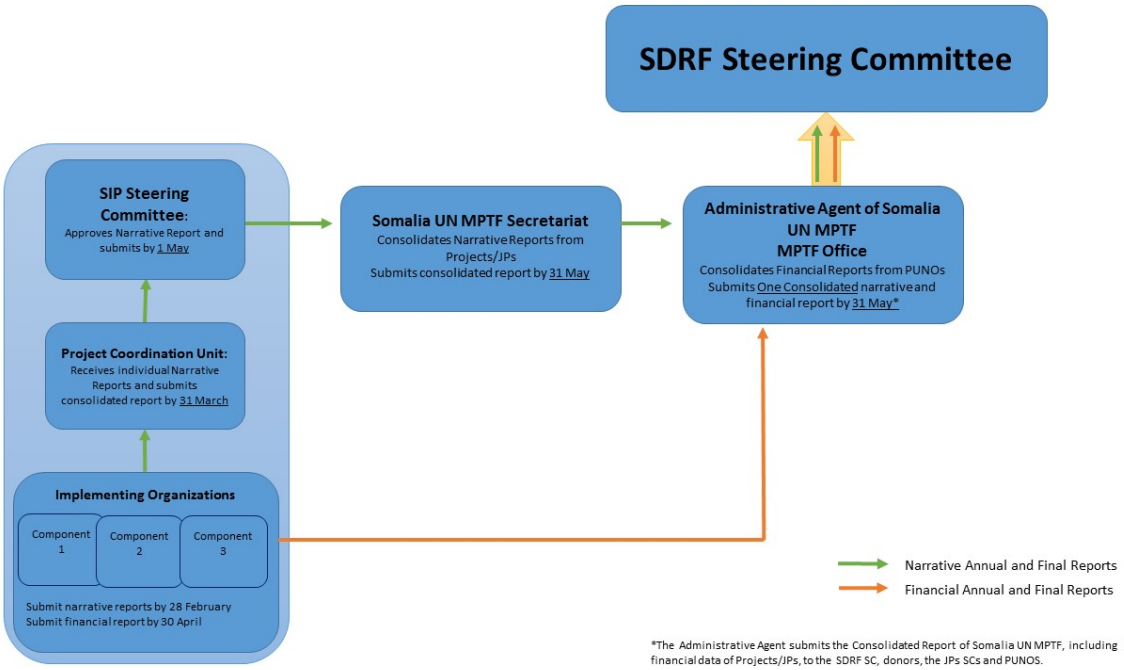
Financial Reports:

UNDP will prepare annual and final financial reports with respect to the funds disbursed to it, in accordance with its financial rules and regulations using the UN harmonized budget categories and will submit to the Administrative Agent:

- Annual financial statements and reports as of 31 December with respect to the funds disbursed to it, to be provided no later than four months (30 April) after the end of the calendar year;
- Certified final financial statements and final financial reports after the completion of the activities in the Project Document and including the final year of the activities in the Project Document, to be provided no later than six months (30 June) of the year following the financial closing of the Project.

The Administrative Agent shall prepare certified annual and final financial reports consisting of the reports submitted by UNDP and a report on “Source and Use of Funds”. The Administrative Agent shall provide those reports to each donor that has contributed to the SIP Project account, to the Programme Steering Committee, the PUNOs, and the SDRF Steering Committee in accordance with the timetable in the Standard Administrative Agreement. The reports shall use the UN approved harmonized budget categories: (1) Staff and other personnel costs, (2) Supplies, commodities, materials, (3) Equipment, vehicle and furniture, including depreciations, (4) Contractual services, (5) Travel, (6) Transfers and grants counterparts, (7) General operating and other direct costs, (8) Indirect support costs.

The following figure shows the SIP Project reporting flow with dates that will allow a timely report submission.



Evaluation

As it has been emphasised time and again, the Project will be implemented in a volatile and fragile environment. Therefore, it is proposed that there will be two annual (interim) evaluations during the first two years of the implementation. The findings of the interim evaluations will inform the work plans for the next years and may guide any mid-course correction. Finally, there will be a terminal evaluation that will recommend the continuation (or not) of the Project and changes in the project design, if any required.

M&E table - overview

OUTPUTS						
Output formulation	Output baseline statement	Indicators	Baseline	Target Year 1	Target year 2	Target year 3
Capacity gaps in priority institutions filled in placing staff and advisors in priority positions.	Most agencies have vacancies in priority positions related to key reform processes and require (temporary) embedded advisory services.	Number of staff (disaggregated by sex, location, institution, position) within public institutions supported by UNDP	0	Federal: 6	Federal: 6	Federal: 6
			0	Puntland:	Puntland:	Puntland:
		Percentage of direct supervisors satisfied with staff and advisors	0	Federal: 75%	Federal: 75%	Federal: 75%
			0	Puntland: 75%	Puntland: 75%	Puntland: 75%
Rationalized and updated Civil Service Management policy, framework, system, processes, and guidelines developed.	Several laws and regulatory instruments exist, but remain incomplete or insufficiently developed and the HR Management Framework is incomplete	# of Civil Service Laws reviewed or amendments proposed	0	Federal: 1 draft	Federal: 1 completed	Federal: 1 for approval
			0	Puntland: 1 draft	Puntland: 1 completed	Puntland: 1 for approval
		# of HR Management Framework submitted	0	Federal: 1 draft	Federal: 1 completed	Federal: 1 for approval
			0	Puntland: 1 draft	Puntland: 1 completed	Puntland: 1 for approval
		# Number HR Management instruments rolled out	0		Federal: 2	Federal: 2
			0		Puntland: 2	Puntland: 2
Improved training policy, facilities and plans proposed.	Weak or no institutionalized training systems for civil service servants. Capacity development policies do not exist and no CSI exist in Puntland and on Federal level.	# of Civil Service Training / Capacity Development Policy submitted	0	Federal: 1 draft	Federal: 1 completed	Federal: 1 for approval
				Puntland: 1 draft	Puntland: 1 completed	Puntland: 1 for approval
		Training standards developed	0	Federal: 1 draft	Federal: 1 completed	Federal: 1 for approval
			0	Puntland: 1 draft	Puntland: 1 completed	Puntland: 1 for approval
		# of Training Modules developed	0		Federal: 2	Federal: 2
			0		Puntland: 2	Puntland: 2
		Number of Civil Service Training Institute concepts developed	0		Federal: 1	Federal: 1
					Puntland: 1	Puntland: 1
Strategic guidelines developed for internal Government coordination, good governance and strategic communication.	While the OPM maintains relations with Parliament, the efficiency and effectiveness of these relations can be improved. Strategic communications are underdeveloped and good governance guidance is mostly absent.	Guidance materials for Federal Parliamentary relation management	0	Federal: 1 draft	Federal: 1 completed, 2 drafts	Federal: 2 Completed
		Strategic Communications guidelines	0	Federal: 1 draft	Federal: 1 Draft Final	Puntland: 1 completed
		Service delivery (Citizens') Charter for Puntland		Puntland: 1 draft	Puntland: 1 Draft final	Puntland: 1 completed
		Complaints Mechanism, Puntland		Puntland: 1 draft	Puntland: 1 Draft final	Puntland: 1 completed
		Good Governance Advocacy strategy, Puntland	0	Puntland: 1 draft	Puntland: 1 completed, 1 draft	Puntland: 2 completed
		Number of tools developed	O	Federal: 3 draft	Federal: 3 completed	Federal: 2 more completed

Assessments, tools, and plans developed to mainstream gender	Gender mainstreaming capacities are insufficient to warrant sufficient attention to gender in government policies, strategies and operational processes.		O	Puntland: 3 draft	Puntland: 3 completed	Puntland: 2 more completed
		Number of partners supported	O	Federal: 3	Federal: 3	Federal: 3
			O	Puntland: 5	Puntland: 3	Puntland: 3
		Number of staff trained	O	Federal: 5	Federal: 5	Federal: 5
			O	Puntland: 5	Puntland: 5	Puntland: 5
Guidance to undertake Development Planning, M&E and Aid Coordination including reporting developed.	Ad hoc arrangements for development planning standards and M&E exist, in varying levels of operationality. The Aid coordination structures exist, but requires further strengthening	Number of institutional coordination arrangements for development policy drafted	O	Federal: 1	Federal: 1	Federal: 1
			O	Puntland: 1	Puntland: 1	Puntland: 1
		Number of M&E Strategies reviewed, amended, updated or developed.	O	Federal: 1	Federal: 1	Federal: 1
			O	Puntland: 1	Puntland: 1	Puntland: 1
		Number of processes, tools and guidelines for collection and storage of data developed	O	Federal: 1	Federal: 1	Federal: 1
			O	Puntland: 1	Puntland: 1	Puntland: 1
		# of Aid Coordination Architecture developed and institutionalized	0	Federal: 1	Federal: 1	Federal: 1
			O	Puntland: 1	Puntland: 1	Puntland: 1
		Number of DAD/AIMS systems operational	0	Federal: 1	Federal: 1	Federal: 1
			0	Puntland: 1	Puntland: 1	Puntland: 1
		Number of Quarterly reports on Aid Flows are generated through DAD/AIMS	0	Federal: 2	Federal: 4	Federal: 4
			0	Puntland: 2	Puntland: 4	Puntland: 4
Project management and implementation arrangement is established. And ensure appropriate project implementation	Project requires strong implementation systems and procedures	Number of Project Board meetings are convened as scheduled	0	Federal: 2	Federal: 4	Federal: 4
			0	Puntland: 2	Puntland: 4	Puntland: 4
		Number of Project progress reports generated periodically or monitored, reviewed and evaluated.	0	Federal: 2	Federal: 4	Federal: 4
			0	Puntland: 2	Puntland: 4	Puntland: 4
		Percentage of staff in the Project teams recruited.	0	Combined: 90%	Combined: 90%	Combined: 90%

M&E table – indicators and their measurement

Output formulation	Indicators	Source of Information	Frequency	Responsible
Capacity gaps in priority institutions filled in placing staff and advisors in priority positions.	Number of staff (disaggregated by sex, location, institution, position) within public institutions supported by UNDP	Records of the Capacity Injection Mechanism (CIM)	Quarterly	CIM management/CSC
	Percentage of direct supervisors satisfied with staff and advisors	Survey implemented by CIM	Bi-annually	CIM management/CSC
Rationalized and updated Civil Service Management policy, framework, system, processes, and guidelines developed.	# of Civil Service Laws reviewed or amendments proposed	SIP Project records (incl. documents and proof of submission)	Quarterly	SIP Project Management
	# of HR Management Framework submitted	SIP Project records (incl. documents and proof of submission)	Quarterly	SIP Project Management
	# Number HR Management instruments rolled out	SIP Project records (incl. documents and proof of submission)	Quarterly	SIP Project Management
Improved training policy, facilities and plans proposed.	# of Civil Service Training / Capacity Development Policy submitted	SIP Project records (incl. documents and proof of submission)	Quarterly	SIP Project Management
	Training standards developed	SIP Project records (incl. documents and proof of submission)	Quarterly	SIP Project Management
	# of Training Modules developed	SIP Project records (incl. documents and proof of submission)	Quarterly	SIP Project Management
	Number of Civil Service Training Institute concepts developed	SIP Project records (incl. copies of formal government establishment decisions)	Quarterly	SIP Project Management
Strategic guidelines developed for internal Government coordination, good governance and strategic communication.	Guidance materials for Federal Parliamentary relation management	SIP Project records (incl. documents and proof of submission)	Quarterly	SIP Project Management
	Strategic Communications guidelines	SIP Project records (incl. documents and proof of submission)	Quarterly	SIP Project Management
	Service delivery (Citizens') Charter for Puntland	SIP Project records (incl. documents and proof of submission)	Quarterly	SIP Project Management
	Complaints Mechanism, Puntland	SIP Project records (incl. documents and proof of submission)	Quarterly	SIP Project Management
	Good Governance Advocacy strategy, Puntland	SIP Project records (incl. documents and proof of submission)	Quarterly	SIP Project Management
Assessments, tools, and plans developed to mainstream gender	Number of tools developed	SIP Project records (incl. documents and proof of submission)	Quarterly	SIP Project Management
	Number of partners supported	SIP Project records (incl. documents and proof of submission)	Quarterly	SIP Project Management
	Number of staff trained	SIP Project records (incl. training reports)	Quarterly	SIP Project Management

Guidance to undertake Development Planning, M&E and Aid Coordination including reporting developed.	Number of institutional coordination arrangements for development policy drafted	SIP Project records (incl. Minutes of meeting)	Quarterly	SIP Project Management
	Number of M&E Strategies reviewed, amended, updated or developed.	SIP Project records (incl. documents and proof of submission)	Quarterly	SIP Project Management
	# of Aid Coordination Architecture developed and institutionalized	SIP Project records (incl. documents and proof of submission)	Quarterly	SIP Project Management
	Number of DAD/AIMS systems operational	SIP Project records (incl. documents and proof of submission)	Quarterly	SIP Project Management
	Number of Quarterly reports on Aid Flows are generated through DAD/AIMS	DAD/AIMS management system SIP Project records (incl. documents and distribution list)	Quarterly	DAD/AIMS Management
Project management and implementation arrangement is established. And ensure appropriate project implementation	Number of Project Board meetings are convened as scheduled	SIP Project records (incl. documents and proof of submission)	Quarterly	SIP Project Management
	Number of Project progress reports generated periodically or monitored, reviewed and evaluated.	SIP Project records (incl. documents and proof of submission)	Quarterly	SIP Project Management
	Percentage of staff in the Project teams recruited.	SIP Project records (employment records and time sheets)	Quarterly	SIP Project Management

5.5 Quality Assurance

Quality assurance through strong monitoring and environmental scanning functions
Quality assurance basically is about ensure compliance with quality standards and ensuring that the action implemented by the project and its components is likely to contribute to the realization of the results. Three measures are important and have been integrated in the management arrangements:

i. **Getting the basics right -** The present document is based on an assessment of past experience which in some cases is limited due to insufficient information availability and the absence of solid analysis. It is important to establish a baseline and initial expectations to allow appropriate reflection on contributions made to desired development. In each (sub) component therefore an initial review of the existing systems and options for systemic and structure design is included. In some cases, this initial review will entail assessments, while in others it may focus more on collating the relevant materials and assessments previously implemented. While it is recognized that this 'review' stage takes precious time, it is invaluable in terms of establishing an agreed upon base-line, ensuring all parties involved do have the same information available and starting with a team-work approach to the development challenge under review.
ii. **Sound analytical function -** In order to continuously be fueled by analysis of ongoing and emerging developments, the project will invest in setting up a solid regular M&E function as well as a more innovative approach towards understanding emerging developments rapidly enough to allow appropriate adaptation of the project planning.
iii. **Engage the outside -** Cognizant of the fact that the 'best knowledge sits elsewhere' we are adamant that - while we may develop workable solutions to development challenges with internal resources – it is highly likely that external parties positively can contribute to the project.

Quality assurance will be ensured throughout the project through various mechanisms:

- The Joint Steering Committee has the function of overall quality assurance throughout the project period.
- The Project Teams will be support to ensure the quality of advisory service delivery in the individual components.
- The UNDP Office central programme team will through regular visits to the project review and assess the quality of work and alignment with the expectations of the different parties.
- Independent reviews of the approaches developed in each of the (sub) components will ensure that the proposals are up to present day quality standards.
- The annual evaluations will review the progress up to date.
- A final evaluation will assess the project according to regular evaluation criteria.

While traditionally monitoring focuses predominantly on activity implementation, UNDP in cooperation with several national and international partners is working on the establishment of a common platform for availability and analysis of data. It is expected that this platform will assist in making information available and accessible that will allow insight in emerging trends and developments and a close monitoring of the risks and opportunities. This should allow gaining sufficient insight of all parties concerned to on the one hand make realistic plans for a period of six months and on the other hand to be accountable and transparent in decision-making concerning adaptations and follow-up planning.

The individual project teams will report to the Component Boards. The responsibility for the reporting lies with the national partner institutions, while the advisory teams in the (sub) components will provide relevant information. The Component Boards will provide a consolidated report to the Joint Steering Committee.

5.6 Cooperation and partnership arrangements

The project and its different components will establish a diverse range of partnerships.

The national partners in the project play a dual role. Firstly, they are the 'classical' beneficiaries of project activities aiming to strengthen their internal capacities in fulfilling their mandates. Secondly, they are implementing partners in the sense that the project supports the service delivery by the partners where activities are co-implemented.

The dedicated Capacity Development Working Group under the SRDF and the joint Steering Committee provide for a coordinated and constructive engagement between the different partners.

UNDP will draw on its global expertise and resources in institutional capacity development in (post)crisis situations. The project and the partners equally may associate with emerging global or regional initiatives.

As indicated above, the World Bank and UNDP are jointly supporting the Capacity Development Flagship Programme. The joint arrangements have been documented in the (draft) Capacity Development Flagship Programme and are further elaborated in a tri-partite – Government/UNDP/World Bank - approach under strong government leadership. It is fully expected that in the course of the next few years other international agencies supporting areas as highlighted in the Capacity Development Flagship Programme will emerge and come on board in the joint arrangements.

Apart from the overall cooperation with the World Bank, the SIP project will engage in special cooperation arrangements with:

- **IOM – Quests-Mida.** UNDP and IOM have been successfully cooperating over the past few years with a dedicated programme for diaspora: Quests-Mida. This cooperation will be extended and is part and parcel of the present project. Where appropriate the diaspora to be deployed through the present project will be recruited through IOM.
- **UN-Women**: UN-Women will cooperate in the present project by to ensure appropraiatesystem development for gender mainstreaming.

Joint support by the World Bank and UNDP to the Government Capacity Development Flagship Programme

The Government requested the World Bank and UNDP to jointly support he implementation of the Capacity Development Flagship programme. Both the World Bank and the UNDP committed to cooperate closely and align the support each of them will provide in a harmonised and coherent manner, building upon each other's activities. The core of the coordination arrangements, as documented through the Capacity Development Flagship Programme, of the two projects (the present project and the World Bank project) is through:

- The joint strategic framework,
- The common result framework to which both agencies contribute
- The joint reporting arrangements
- The management structure

The World Bank and UNDP – in close coordination with the Government – have agreed a division of labour, contributing to clarity on the focus of the initiatives supported by the two projects. While each of the projects has its own focus within the framework of the Capacity Development Flagship programme, the individual areas are closely linked requiring continuous alignment.

The division of labour between the World Bank and the UNDP is as follows:

Box 7 – UNDP – World Bank cooperation – practical examples

In the preparation period for the present project, the UNDP and the World Bank have established close cooperation arrangements. For example, the review of the current Development Assistance Data system (DAD) is being undertaken jointly. There is one TOR, one workplan and one set of reports with proposals how to improve the system. Both the World Bank and the UNDP made available a consultant and these consultants are working as one team, jointly supervised by the UNDP and the World Bank.

Both the World Bank and the UNDP are supporting the Office of the Prime Minister in reviewing its organisational structure and functionalities. The World Bank takes the overall lead in this effort, while the UNDP is building further on these World Bank efforts, creating a joint support to the OPM that covers the various areas the OPM is involved in.

Ministry / Institution	UNDP	World Bank
- Office of the Prime Minister	• Parliament liaison function • Strategic communications. • Support to OPM political and technical advisors	• Support to establish OPM policy and oversight unit and OPM CD coordination unit; • OPM Capacity building for macroeconomics
- Ministry of Planning	• Longer term development planning, including preparations of post-New Deal arrangements, and associated M&E framework; linked into post-2015 development agenda.	• Organizational development support for MoPIC in statistics and M&E departments
- MoPIC - Aid Coordination Unit	• Operations costs and salaries for ACU staff. • Regions included in Aid Coordination mechanisms (support for New Deal focal points in the states / IRAs). • M&E for monitoring the Somali Compact / national development progress (joint area with WB due to two SDRF funding streams)	• Targeted support to ACU in the area of aid data management and aid transparency • Targeted capacity support to MoPIC in area of M&E and statistics for monitoring the Somali Compact / national development progress • Targeted support to strengthen the SDRF Secretariat function
- Ministry of Labour and National Civil Service Commission	• Support for development of Civil Service Law • Development of civil service management manual • Overall HR management system design; Recruitment, retention, promotion • Outreach to individual ministries for improved civil service management • Training and development framework for civil servants	• Pay and grading policy and implementation plan • Pensions policy and implementation plan • Severance policy and implementation plan • HR Audit & Personnel data management • Civil Service Ethics

5.7 Value added of UNDP support in this project

The small size of the public sector, its weak institutional capacity are major constraints to Somalia's medium term growth prospects. The joint framework established by the UNDP and the World Bank, with the participation of multiple other development partners can be catalytic in getting the government to take tough decisions, helping to unify donor support under a consistent framework, and by providing the government with impartial advice on the quality of the programme actions that are being taken.

UNDP as an agency provides an additional and unique value added, emanating from its dedicated presence on the ground, in support of this project and its objectives. The staff on the ground also will provide support to the World Bank implemented project. The project has deployed a team of experienced professionals across the country to assist the government and provide advice on institutional development matters.

Moreover UNDP has a long and successful track record in assisting clients to carry out institution building across the world. In Somalia, UNDP is directly supporting institution building a wide range of sectors in Somalia through a variety of instruments including non-lending services and projects. UNDP is most notably involved in assisting the development of a permanent constitution, assisting the emergence of new states in territories previously held by militia and terrorists, and assisting in the development of functional security and justice institutions.

By building on this on- going support, UNDP can help increase momentum and realize economies of scale in the reform programme. Furthermore, the Government has specifically requested UNDP's involvement in order to use its wide international experience and reduce the risk of programme failure.

6 Legal Context

This project document shall be the instrument referred to as such in a) the Standard Technical Assistance Agreement, 1956 and b) Country Programme Document (CPD) 2011-2015. The host country counterpart agency shall refer, for the purposes of the Standard Technical Assistance Agreement, to the Government co-operating agency described in the Agreement. The project document shall be the instrument envisaged in the Supplemental Provision to the Project Document, attached hereto. Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency (Implementing Partner) and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency (Implementing Partner) shall:

- Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; and
- Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency (Implementing Partner) agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm . This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

7 Risk Log and Integrated Risk and Opportunity Management

Despite the care taken in the preparation of the present project document it is not free from risks, both operational and environmental, but it can also benefit from emerging opportunities. The environment in which the project is evolving is characterized by a high level of unpredictability and fluidity; opportunities may open that were not foreseen at the formulation phase or, alternatively, threats may materialize that hamper the realization of the envisioned results.

The political situation in Somalia as a whole are still volatile and might hinder the progress of the project proceeding in accordance with its assured action plan. However, UNDP strives hard to put in place reasonable mitigation strategies to overcome the probable risks. The probable risks are stated below:

Risk	Likelihood	Impact	Mitigation
Change of Ministers and senior staff in the Ministries.	Medium	High	Recent history has shown that on Federal level the government changes regularly and the impact is high. The situation in Puntland is more stable. Broad involvement of senior staff in the Ministries improves understanding, agreements and reduces the dependency of the project on a limited number of staff.
Serious deterioration of the security situation.	Medium	High	The situation is closely monitored, and instructions by DSS are followed.
Lack of agreement on coordination and cooperation arrangements	Low	High	Broad agreement on the Flagship Programme has been reached through several workshops involving all core stakeholders. Regular follow-up meetings and transparency in decision-making, information availability and communication help to create an atmosphere of common direction.
Delay in Recruitment of project management and International and national full time technical staff	Medium	High	Recruitment will be planned well in advance, and engaging HR contractors will be explored to ensure timely deployment of required staff- both national and international. All the staff required for the entire project will be assessed in advance, and a special recruitment drive will be conducted to attract better and required talents, and deployed.
Absence of qualified consultants to implement the assignments	Medium	Medium	UNDP uses its rosters for the present assignment as well as a recruitment company. The combined resources make it unlikely that suitable consultants cannot be located. The internal UNDP recruitment mechanisms will be deployed and

			external recruitment capacity will be engaged to mitigate this risk further. Close communication and involvement of the partners in the process will avoid misunderstanding and undue expectations.

The projects will mitigate the risks associated with the present state of affairs and make use of the opportunities that may arise in future through following means:

- A solid M&E system – including regular Risk logs - that does not only allow periodic review of risks and results achieved, but also to identify evolving and changing circumstances impacting on the project;
- The Steering Committee and the Component Boards will address emerging issues and evolving circumstances and may proceed with amendments to project work plans or operating processes to allow an appropriate response;
- Ex-ante review of specific project outputs (e.g. laws, regulations, policies) to ensure the individual outputs are appropriately aligned with other outputs under the project or other relevant instruments of the government (endorsed or under development) and do respond to for instance cross cutting issues like gender;
- Establishment of sound networks on the different levels of implementation and oversight to ensure appropriate flows of information and review of relevance and 'best fit' of the project with on the ground realities.

8 Notes of Project Design and Implementation Approach

Based on lessons learned

The lessons learned concerning capacity development for public sector management include large scale reform processes, (post) crisis situations and specific lessons learned from the implementation of the SIDP.

Lessons learned from large scale reform processes include the need to invest in policy harmonization measures, in legal and regulatory coherence and control in coordination mechanisms, in getting non-government on board as appropriate and invest in think tank, watchdogs functions outside government as well as to ensure capacities are built in line with legal and regulatory change and that policies are budgeted.

Lessons learned from post crisis situations include the centrality of the 'political settlement' to peace and state-building, notably inclusion and national ownership, that Governance deficiencies need to be understood as political in origin as much as technical, that successful PAR requires strong domestic leadership and objectives that are modest, focused and incremental and require a focus on immediate priorities 'core of government'.

Lessons learned from SIDP implementation confirm that a focus on core of government, getting the project internal management arrangements aligned to evolving change in society and to ensure that the expectations of the various partners in the support efforts are aligned are essential. Equally, more generic management arrangements emerged as requiring dedicated attention, like ensuring appropriate supervision and quality control, appropriate coordination with the different stakeholders and ensuring that for instance training activities do contribute to improved capacities and hence do contribute to realizing the results envisaged in the cooperation.

Context-Specific Approaches

The political dynamics within and between the different layers and structures of the government and their relationship with their public constituencies all differ, and as such the political opportunities or incentives to government institutions in strengthening core government functions emerge on different trajectories, according to different timeframes and objectives. Equally, the different layers and structures in the government have different levels of technical and functional capacity, legal and institutional set-ups, and human resources upon which the project must build. Detailed discussions with each of the partners concerning objectives, milestones for progress, and appropriate approaches to ensure realization of the mutual expectations are essential for success and they need to take the different operating and security environments into account.

Capacity Development approach

The overall implementation approach is built upon the principles of Capacity Development and UNDP will deploy its global expertise in capacity development, to put key principles of capacity development into practice in partnership with government and other international actors. This includes recognizing and managing the political aspects of capacity development, promoting government leadership and strategic approaches to capacity development, where different support mechanisms will be deployed to step-by-step strengthen the institutional, organizational and individual capacities.

Integrated Risk and Opportunity Management

The environment in which the project is evolving is highly complex and rapidly changing. Apart from the need to ensure that during implementation a close eye is being kept on relevant (emerging) changes in that environment, this also means that the present analyses presented in this project document and its annexes needs to be continuously reviewed to ensure the project remains a relevant actor. This is fundamentally an approach of integrated risk and opportunity management, where both threats that may hamper the realization of the envisioned results and opportunities that may speed up or lead to better results are taken into consideration in the planning and management of the project and its individual components.

Agile and flexible planning

The project has been partly developed in response to the immediate and urgent needs in the field of institutional capacity development. The present document provides initial analysis of the state of affairs and proposals have been developed as far as possible in each of the settings. However, the environment is characterized by high levels of unpredictability of the development course. Changes in for instance the political constellation or the security situation are frequent and demand a sufficient level of flexibility in the planning and subsequent responses of the project. Regular review of priorities will be required in close coordination with other partners on the ground. The project therefor will be provided with a strong management structure allowing close monitoring and re-planning if so required ensuring the project activities remain relevant in the operating environment.

Special attention to gender

Gender issues in the public administration as well as in individual relations require dedicated attention. The project will endeavour to ensure a balance of men and women in participation within project activities and will dedicate special attention to mainstreaming gender throughout the project activities.

Gender requires attention from a conceptual and practical point of view. From a practical point of view, female access to civil service is hampered by a substantial gender gap in existing capacities available. Furthermore, the existence of stereotypes, gender-based discriminatory practices and unequal treatment constitute significant additional barriers to women's access to public service. The project will integrate a transformative approach and dedicate special attention to gender issues throughout project activities at design and implementation levels.

The project will ensure that monitoring and evaluation data concerning project activities will be collated in a gender-sensitive manner and will stimulate the partners to engage in gender-sensitive monitoring of activities. Gender-sensitive data collected will be integrated in project management and information management systems, and used to strengthen the overall gender-responsiveness of the project.

In order to ensure appropriate gender mainstreaming throughout the implementation of all activities, a dedicated Gender Support Unit will be instituted as part of the overall management structure of the project. The Unit will include: i. a Gender Specialist based in Mogadishu and responsible for oversight and technical advice for gender mainstreaming in project implementation (at policy, legal and capacity-building level); ii. three national Gender Officers based in Mogadishu, Garowe and Hargeisa to provide ongoing technical support in gender mainstreaming and integrated into the project teams in the respective locations.

In addition, dedicated advisory services are foreseen. For instance in the field of Gender-Responsive Planning and Budgeting to provide additional high-level technical support for the development of gender-responsive national planning and budgeting systems and capacities,

gender ex-ante review of legal instruments or specialist services to ensure gender-sensitive statistical arrangements.

Special attention to advisory service delivery

Of special importance in the deployment of advisory services is the way in which advisory services are provided. For each advisory deployment, the project will pay specific attention to the style in the delivery of advisory services and the role of the advisors themselves. A second important element in the provision of advisory is the control over quality and meeting the agreed upon expectations concerning the delivery of the services. In close consultation with the partners appropriate supervision and quality control mechanisms will be applied. Lastly, specific attention will be given to the sustainability of the advisory output. Apart from providing advisory support in the technical areas as described above, the project will adopt to provision of ‘embedded’, long-term advisory positions within each of the institutions. As much as possible, members of the Diaspora and nationally available advisors will be engaged for these positions.

Annex 1 – Budget per partner

Federal Government of Somalia

Ministry of Planning and International Cooperation – Aid Coordination Unit

Budget Description	Budget			
	Year 1	Year 2	Year 3	TOTAL
Local consultants – core staff ACU	438,000	222,000	222,000	882,000
UNDP International Specialist	106,969	213,938	213,938	534,844
International consultants	22,500	45,000	45,000	112,500
Local consultants	5,250	10,500	10,500	26,250
Travel	71,000	100,000	100,000	271,000
Rental and Maintenance of Other Equipment	3,000	-	-	3,000
Miscellaneous Operating Expenses	12,000	24,000	24,000	60,000
Contractual Services - Companies	30,000	60,000	60,000	150,000
TOTAL	688,719	675,438	675,438	2,039,594

Ministry of Labour and Social Affairs

Budget Description	Budget			
	Year 1	Year 2	Year 3	TOTAL
UNDP International Specialist	32,359	64,719	64,719	161,797
UNDP National Specialist	5,000	10,000	10,000	25,000
International consultants	285,000	405,000	405,000	1,095,000
Local consultants	24,000	36,000	36,000	106,000
Contractual Services - Companies	50,000	70,000	70,000	180,000
Miscellaneous Operating Expenses	13,000	30,000	30,000	73,000
Travel	25,000	25,000	25,000	75,000
TOTAL	434,359	640,719	640,719	1,715,797

Ministry of Planning and International Cooperation (excl. ACU)

Budget Description	Budget			
	Year 1	Year 2	Year 3	TOTAL
UNDP International Specialist	32,359	64,719	64,719	161,797
UNDP National Specialist	5,000	10,000	10,000	25,000
International Consultants	97,500	150,000	135,000	382,500
Local consultants	13,500	27,000	25,500	66,000
Contractual Services	110,000	120,000	120,000	350,000
Miscellaneous Operational expenditure	4,000	12,000	12,000	28,000
Travel	10,000	10,000	10,000	30,000
TOTAL	272,359	393,719	377,219	1,043,297

Office of the Prime Minister

Budget Description	Budget			
	Year 1	Year 2	Year 3	TOTAL
UNDP International Specialist	32,359	64,719	64,719	161,797
UNDP National Specialist	5,000	10,000	10,000	25,000
International Consultants	105,000	120,000	120,000	345,000
Local consultants	10,500	12,000	12,000	34,500
Contractual Services	10,000	40,000	40,000	90,000
Miscellaneous Operational expenditure	6,000	12,000	12,000	30,000
Travel	10,000	10,000	10,000	30,000
TOTAL	178,859	268,719	268,719	716,297

Ministry of Gender and Human Rights

Budget Description	**Budget**			
	Year 1	**Year 2**	**Year 3**	**TOTAL**
Local consultants (CIM)	24,000	96,000	96,000	216,000
Gender specialist	25,000	50,000	50,000	125,000
International consultants	30,000	45,000	45,000	120,000
Local consultants	3,000	4,500	4,500	12,000
Contractual Services - Companies	5,000	10,000	10,000	25,000
Miscellaneous Operating Expenses	3,000	6,000	6,000	15,000
Travel	5,000	5,000	5,000	15,000
TOTAL	95,000	216,500	216,500	528,000

Ministry of Interior and Federal Affairs

Budget Description	**Budget**			
	Year 1	**Year 2**	**Year 3**	**TOTAL**
Local consultants (CIM)	24,000	96,000	96,000	216,000
International consultants	30,000	45,000	45,000	120,000
Local consultants	3,000	4,500	4,500	12,000
Contractual Services - Companies	5,000	10,000	10,000	25,000
Miscellaneous Operating Expenses	3,000	6,000	6,000	15,000
TOTAL	70,000	166,500	166,500	403,000

Civil Service Commission

Budget Description	**Budget**			
	Year 1	**Year 2**	**Year 3**	**TOTAL**
UNDP International Specialist	32,359	64,719	64,719	161,797
UNDP National Specialist	5,000	10,000	10,000	25,000
International consultants	30,000	45,000	45,000	120,000
Local consultants	3,000	4,500	4,500	12,000

Contractual Services - Companies	5,000	10,000	10,000	25,000
Miscellaneous Operating Expenses	3,000	6,000	6,000	15,000
Travel	5,000	5,000	5,000	15,000
TOTAL	83,359	145,219	145,219	373,797

Government of Puntland

Ministry of Labour, Youth and Sports

Budget Description	Budget			
	Year 1	Year 2	Year 3	TOTAL
UNDP International Specialist	16,180	32,359	32,359	80,899
UNDP National Specialist	5,000	10,000	10,000	25,000
International consultants	120,000	165,000	130,000	415,000
Local consultants	18,000	22,500	21,000	61,500
Contractual Services - Companies	25,000	55,000	55,000	135,000
Miscellaneous Operating Expenses	12,000	24,000	24,000	60,000
Travel	20,000	25,000	25,000	70,000
TOTAL	216,180	333,859	297,359	847,399

Ministry of Planning and International Cooperation

Budget Description	Budget			
	Year 1	Year 2	Year 3	TOTAL
UNDP International Specialist	16,180	32,359	32,359	80,899
UNDP National Specialist	5,000	10,000	10,000	25,000
International Consultants	50,000	120,000	120,000	290,000
Local consultants	9,000	22,500	22,500	54,000
Contractual Services - Companies	15,000	30,000	30,000	75,000
Miscellaneous Operating Expenses	7,000	18,000	18,000	43,000
Travel	6,000	6,000	6,000	18,000
TOTAL	108,180	238,859	238,859	585,899

Ministry of Women Development and Family Affairs

Budget Description	Budget			
	Year 1	Year 2	Year 3	Total
UNDP National Specialist	25,000	50,000	50,000	125,000
International consultants	20,000	40,000	40,000	100,000
Local consultants	3,000	6,000	6,000	15,000
Contractual Services - Companies	10,000	10,000	10,000	30,000
Miscellaneous Operating Expenses	3,000	6,000	6,000	15,000
Travel	5,000	5,000	5,000	15,000
TOTAL	66,000	117,000	117,000	300,000

Civil Service Commission

Budget Description	Budget			
	Year 1	Year 2	Year 3	TOTAL

UNDP International Specialist	16,180	32,359	32,359	80,899
UNDP National Specialist	5,000	10,000	10,000	25,000
International consultants	20,000	30,000	30,000	80,000
Local consultants	3,000	4,500	4,500	12,000
Contractual Services - Companies	10,000	10,000	10,000	30,000
Miscellaneous Operating Expenses	3,000	6,000	6,000	15,000
Travel	5,000	5,000	5,000	15,000
TOTAL	62,180	97,859	97,859	257,899

Good Governance Bureau

Budget Description	Budget			
	Year 1	Year 2	Year 3	TOTAL
UNDP International Specialist	16,180	32,359	32,359	80,899
UNDP National Specialist	5,000	10,000	10,000	25,000
International consultants	10,000	30,000	30,000	70,000
Local consultants	1,500	6,000	6,000	13,500
Contractual Services - Companies	5,000	10,000	10,000	25,000
Miscellaneous Operating Expenses	3,000	6,000	6,000	15,000
Travel	3,000	3,000	3,000	9,000
TOTAL	43,680	97,359	97,359	238,399

Annex 2 - Detailed budget overview per output

Intended Outputs	Budget Description	2015	2016	2017	TOTAL
1: Capacity gaps in priority institutions filled in placing staff and advisors in priority positions.	Local consultants	486,000	414,000	414,000	1,314,000
	TOTAL Output 1	486,000	414,000	414,000	1,314,000
2: Rationalized and updated Civil Service Management policy, framework, system, processes, and guidelines developed.	UNDP International Specialist	97,078	194,156	194,156	485,391
	UNDP National Specialist	20,000	40,000	40,000	100,000
	Int. consultant	210,000	370,000	370,000	950,000
	Local consultants	30,000	46,500	46,500	123,000
	Contractual Services - Companies	65,000	95,000	95,000	255,000
	Miscellaneous Operating Expenses	19,000	42,000	42,000	103,000
	Travel	35,000	35,000	35,000	105,000
	TOTAL Output 2	476,078	822,656	822,656	2,121,391
3: Improved training policy, facilities and plans proposed.	International consultants	245,000	275,000	240,000	760,000
	Local consultants	18,000	21,000	19,500	58,500
	Contractual Services - Companies	25,000	50,000	50,000	125,000
	Miscellaneous Operating Expenses	12,000	24,000	24,000	60,000
	Travel	20,000	25,000	25,000	70,000
	TOTAL Output 3	320,000	395,000	358,500	1,073,500
4: strategic guidelines developed for int. Government coordination, good governance and strategic communication.	UNDP International Specialist	48,539	97,078	97,078	242,696
	UNDP National Specialist	10,000	20,000	20,000	50,000
	Int. Consultants	145,000	195,000	195,000	535,000
	Local consultants	15,000	22,500	22,500	60,000
	Contractual Services	20,000	60,000	60,000	140,000
	Miscellaneous Operational expenditure	12,000	24,000	24,000	60,000
	Travel	18,000	18,000	18,000	54,000
	TOTAL Output 4	268,539	436,578	436,578	1,141,696
5: Assessments, tools, and plans developed to mainstream gender	UNDP National Specialist	50,000	100,000	100,000	250,000
	Local consultants	6,000	10,500	10,500	27,000
	International consultants	50,000	85,000	85,000	220,000
	Contractual Services - Companies	15,000	20,000	20,000	55,000
	Miscellaneous Operating Expenses	6,000	12,000	12,000	30,000
	Travel	10,000	10,000	10,000	30,000
	TOTAL Output 5	137,000	237,500	237,500	612,000
6: Guidance to undertake Development Planning, M&E and Aid Coordination including reporting developed.	UNDP International Specialist	48,539	97,078	97,078	242,696
	UNDP National Specialist	10,000	20,000	20,000	50,000
	UNDP Aid Coordination Specialist	106,969	213,938	213,938	534,844
	Int. Consultants	170,000	315,000	190,000	675,000
	Contractual Services	155,000	210,000	300,000	665,000
	Miscellaneous Operational expenditure	23,000	54,000	66,000	143,000
	Travel	87,000	116,000	128,000	331,000
	Local consultants	27,750	60,000	58,500	146,250
	Rental and Maintenance of Other Equipment	3,000	-	-	3,000
	TOTAL Output 6	631,258	1,086,016	1,073,516	2,790,789
7: Project management and implementation arrangement is established and ensures appropriate project implementation	International Professional Staff	115,484	230,968	230,968	577,421
	UN Volunteers	35,500	71,000	71,000	177,500
	Service Contracts (individuals)	21,151	42,301	42,301	105,753
	Rental and Maintenance – Premises	156,255	312,510	312,510	781,275
	Professional Services	48,000	96,000	96,000	240,000
	Travel	30,000	60,000	60,000	150,000
	Equipment and Furniture	1,800	3,600	3,600	9,000
	Supplies	1,800	3,600	3,600	9,000
	Information Technology Equipment	2,250	4,500	4,500	11,250
	Monitoring, Evaluation and Oversight	46,378	67,835	66,855	181,068
	Finance, HR, Procurement, ICT and Office Support	104,349	152,629	150,424	407,402
	Security equipment and support	57,972	84,794	83,569	226,334
	Communications support	23,189	33,918	33,428	90,534
	TOTAL Output 7	644,127	1,163,654	1,158,754	2,966,536
	Facilities and Administration (GMS)	207,410	318,878	315,105	841,394
	GRANT TOTAL	3,170,412	4,874,283	4,816,610	12,861,305