**UNITED NATIONS
SOMALIA**

UN Somalia Joint Fund
Project Document

Joint Justice and Corrections Programme
01 June 2023 – 30 May 2027

Project description: The UN Joint Justice and Corrections Programme for 2023 – 2026 aims at promoting people-centred justice sector reform and service delivery. It will support formal and informal rule of law actors at local and FMS levels to design and implement integrative justice solutions through generative dialogues, promote political dialogue, and accompany learning, collection of data, and coordination, to facilitate the process towards a Somali Justice and Corrections Model which is people-centred, owned, sustainable and adopted.

UNCF Strategic Priority 2
Somali National Development Plan (NDP-9) 2020-2024, Pillar 1: Inclusive Politics; Pillar 2: Security and Rule of Law.

Project beneficiaries: Somalia Justice and corrections sector, civil society

UNCF Outcome(s): 2.3: Rights and needs of Somali communities command the strengthening of security and rule of law institutions. Anti-corruption efforts, mitigation of duplication and stakeholders' comparative advantages maximised

Project location: Mogadishu, FMS, pilot areas (cf. below)

Project Duration: 4 years

Anticipated start date: June 2023 to May 2027

Recipient UN Organizations: UNDP, UNODC

Implementing partners: Ministry of Justice and Constitutional Affairs, judiciary, rule of law actors (police, corrections), universities

Total estimated budget: $ 16,334,989

Funded Budget: 0

Unfunded budget: $ 16,334,989

Sources of funded budget:

- Government
- UNDP
- UNSOM
- UNODC
- Donor #1 – European Union, tbc
- Donor #2 – Sweden, tbc
- Donor #3 – Netherlands, tbc
- Other

Project gender marker score: 2

Project risk marker score:

Related UN projects within/outside the SJF portfolio

Collaboration with UNHCR, IOM, UNWOMEN

Project signatures

UN non-recipient organization(s)	National Authorities
UNSOM Name	**Ministry of Justice and Constitutional Affairs** Name
Signature Date & Seal	Signature Date & Seal

UN recipient organizations	DSRSG/RC/HC
UNDP Name	Name
Signature Date & Seal **UNODC** Name	Signature Date & Seal
Signature Date & Seal	

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Acronyms

ATMIS	African Transition Mission in Somalia
GFP	Global Focal Point Arrangement
FGS	Federal Government of Somalia
FMS	Federal Member State
JCM	Justice and Corrections Model
JJCP	Joint Justice and Corrections Programme
MEL	Monitoring, Evaluation, Learning
MOJCA	Ministry of Justice and Constitutional Affairs
NVC	Nonviolent communication
SGBV	Sexual and Gender-based Violence
SRC	Strategic Review Committee
UNDP	United Nations Development Programme
UNODC	UN Office for Drugs and Crime
UNSOM	United Nations Assistance Mission in Somalia

Executive Summary

Somalia's protracted fragility and conflict has affected institutions, including the rule of law and justice sector Weak institutional mechanisms, low capacity and limited presence urban centres contribute to low levels of trust and legitimacy in the formal justice system by the population. A key national priority is the design and adoption of a consensual Somali Justice and Corrections Model, which will need to be people-centred, realistic, and affordable to ensure it contributes to strengthen the legitimacy of the state as well as the justice sector, and hence its use by Somalis.

The conflict with Al-Shabaab is entering its 15th year. Supported by the African Transition Mission in Somalia (ATMIS), the Federal Government of Somalia (FGS) holds control over specific locations. With the new Government's recent military offensive, new areas are being liberated, increasing pressure on the State to gain trust and offer services – including justice services - in those communities.

UNDP Somalia, UNSOM, and UNODC have been implementing joint rule of law and justice and corrections programmes since 2015 with interventions related to institutional development and service delivery at the federal, FMS and local levels. However, given the political and security context over the past two years, and building on lessons learnt and evaluations of from these programmes, it is widely acknowledged that rule of law assistance needs to address reforms through initiatives at the local and community levels to achieve a transformative, sustainable change that responds to people's needs. The JJCP will support a people-centred approach – such as generative dialogues for integrative justice s- that involves state and non-state rule of law actors, and will enable contextualized, targeted, and consensual integrative justice solutions from the community to the national level.

The JJCP will also provide technical and operational support to institutions, focusing on their capacity to lead citizen-centred reforms. A key principle will be national ownership: the Programme will be able to strengthen capacity of national partners at the FGS and FMS levels. The FGS Ministry of Justice and Constitutional Affairs will design a national Justice Sector Reform Strategy for 2024 – 2034 through an inclusive and participatory process, and lead coordination mechanisms involving national rule of law actors – from the state and from civil society – as well as representatives from the international community, to facilitate the reforms and the design and implementation of the Justice and Corrections Model.

UN advocacy and dialogues will be informed by the data and evidence generated by the initiatives piloted in the areas of intervention

This component will aim to create the enabling environment for a meaningful and acceptable political agreement that lays the foundation for an effective, sustainable, and legitimate justice system.

The JJCP recognizes that it operates in a high-risk and volatile context, it is therefore necessary to build upon previous impact, partnerships, and lessons, and adopts an adaptive management approach allowing for regular stocktaking with all Programme partners/stakeholders. This will ensure a risk-and politically informed flexibility so that the objectives, indicators, and areas of intervention of the JJCP remain as impactful as possible, at the local, FMS and FGS levels.

Concretely, this entails two outcomes:

- Outcome 1: A sustainable and legitimate justice and corrections system, based on people-centred and community-led approaches, can deliver improved justice solutions; and
- Outcome 2: Justice solutions are designed using participatory processes and implemented at local and FMS levels.

Throughout the duration of Programme implementation, people-centred approaches and integrative justice solutions will be piloted, documented, and tested. The programme, especially through UNSOM's political engagement, will aim to create the conditions for a broader-based participation in decisions as to how the justice and corrections system should be developed and implemented.

The joint rule of law assistance provided by UNDP, UNSOM, and UNODC in the spirit of the Global Focal Point for the Rule of Law (GFP), will ensure that all interventions benefit from the complementary convening, technical, programmatic, and operational capacities of UNSOM, UNDP, and UNODC, and as applicable other specialized UN Agencies as UNHCR, UN Women, and UNICEF, which enhances leverage and reduces transaction costs.

Situational analysis

Somalia ranks 119 out of 120 countries in the Fragile States Index[1], a result of a combination of decades of conflict[2], poor governance and unresolved power and resource sharing arrangements, poverty, the damaging effects of climate change, and, more recently, the COVID 19 pandemic and the disruption of the global supply chain due to the Ukraine crisis.

Those factors have created a protracted humanitarian crisis. At least 71 per cent of Somalis live below the poverty line, and the number of people in need of humanitarian assistance and protection has risen from 5.9 million in 2021 to 7.7 million in 2022. Somalia has one of the highest numbers of internally displaced persons (IDPs) in the world, estimated at 2.9 million, of whom 2.2 million require urgent humanitarian assistance.[3]

In many parts of the country, conflict and insecurity have aggravated violence, impunity, vulnerabilities, and displacement, with nearly 900,000 people living in inaccessible areas and another 2 million people in areas difficult to access due to the Non-State Armed Group Harakat al-Shabaab al-Mujahideen's (al-Shabaab), mainly in rural areas in the southern half of the Somali Federal Republic, and to a lesser extent the al-Shabaab offshoot Islamic State of Somalia (ISS) in Puntland.

The conflict between the Somali Federal Government and Al-Shabaab enters its 15th year. Supported by the African Union Mission to Somalia (AMISOM), the Federal Government of Somalia (FGS) holds control over larger towns. With the new Government's recent military offensive new areas are being "liberated", increasing pressure on the State to gain trust and offer services – including justice services – where it had not been present for affected communities.

Somalia's protracted fragility and conflict has affected institutions, and the rule of law and justice sector, which has been significantly damaged. Weak institutional mechanisms, low capacity and limited presence outside Mogadishu contribute to low levels of trust and legitimacy in the formal justice system by the population. A key national priority is the design and adoption of a consensual Somali Justice and Corrections Model, which will need to be people-centred, realistic, and affordable to ensure it contributes to legitimacy of the state and the justice sector, and hence its use by Somalis.

In addition, Somalia remains on the frontline of climate change, with about 4.3 million people affected. As of November 2022, Somalia is the most severely drought-affected country in the Horn of Africa. Besides droughts, the effects of climate change include severe flooding, a combination that continues to induce crises resulting in widespread displacement, rapid urbanization, food insecurity, and increased poverty[4]. Critically, climate change is also increasingly understood as a significant driver of conflict in Somalia as the struggle for dwindling resources intensifies clan divisions and inter-clan conflict.[5]

Women are largely excluded from formal decision-making processes in Somalia, owing to structural constraints and male-dominated clan and political systems. The fragility, violence and related impunity, climate crisis, and displacement have further exposed women to increased sexual and gender-based violence, food insecurity, loss of livelihood, and economic insecurity. In terms of decision-making, youth are equally marginalized in Somalia's clan hierarchies.

After an electoral process that was delayed by almost two years, the indirect[6] election of the President and his inauguration in June 2022 and subsequent formation of a Federal Government, resulted in a new NCC and Government Programme. It is hoped that this momentum, will result in unblocking stalemates and accelerate necessary reforms.

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[1] The Fragile States Index (FSI) is based on a conflict assessment framework – known as "CAST", developed by the Fund for Peace (FFP). 2021 data accessed 21 June 2022 at https://fragilestatesindex.org/country-data/.

[2] The conflicts in Somalia can roughly be categorized as a) political conflict (between the federal government, regional member-state governments, Municipalities, and Ministries; b) communal conflict (between clans and local elites, mostly over access to resource and land); and c) violent extremism primarily led by Al-Shabaab.

[3] OCHA, accessed 21 June 2022 at https://www.unocha.org/somalia/about-ocha-somalia.

[4] Leading, among many others, to an increased number of children married earlier as a coping strategy.

[5] 2022 Humanitarian Needs Overview.

[6] The election was exclusively clan-based. Only Somaliland has moved beyond clan-based elections.

Justice and corrections background

A key national priority is the design and adoption of an agreed Somali Justice and Corrections Model, which will need to be people-centred, realistic, and effective to ensure it contributes to the legitimacy of the state and the justice sector, and its use by Somalis.

The lack of an adopted national model is a particular challenge for the Federal Member States (FMS), which have set up state-level justice systems without consideration of the existing federal justice system (itself still fragile) and without the benefit of a strong legal foundation. This means that FMSs continue to develop their respective political identities and justice systems in the absence of an agreement regarding core issues such as the allocation of budgets, legislative precedence, and centre-FMS balance of power dynamics. Consequently, this lack of policy agreement and implementation has facilitated elite-bargaining and primacy of clan relationships which dominate all aspects of political and civic discourse.

The law derives from at least four sources, including a legislative framework that follows the Italian (civil law) and British (common law) legal traditions, customary xeer principles, and Shari'ah. Elders and religious scholars play an important role in legal disputes, and there is a mixed application of modern laws and customary xeer principles in place. In most traditional settings, clan elders oversee the implementation of the local xeer, while Islamic scholars are responsible for, and called upon, to render religious judgments related to criminal acts and civil disputes. Traditional elders from powerful clans also influence formal justice systems. The formal or State-sponsored system is therefore only one part of the justice matrix in Somalia. Aside from struggling to gain legitimacy in this pluralistic legal context, public institutions suffer from a lack of data management and electronic systems, which consequently affects the formal justice system at all levels. Accountability mechanisms for judges and other justice sector representatives are either weak or absent, largely due to political disagreements and a defunct Judicial Services Commission.

Somalis are more likely to choose informal institutions over the court system to resolve disputes. The success of the informal justice system has never been contingent upon efficient case management tools or the keeping of court records; its persuasive social currency lies in the fact that its mechanisms are embedded within the community and leaders that have the power and legitimacy to directly impact people's lives. However, this is not to assert that there is no desire or need for more formal systems, especially in respect of protection of individual rights in compliance with international norms and standards or the protection of women, minorities and other excluded groups who may struggle to find equitable solutions through a clan-dominated process. Efforts to harness the positive aspects of the informal justice sector have gone some way towards, but not yet fully cultivated, an integrated and fair system that can ensure access to justice for all. The previously proposed models of justice and corrections may be unrealistic given the current financial context, both of the Somali State as well as the donor landscape. The model must recognize and reflect available resources – the version of the JCM with most support from FMSs requires a complex and expensive judicial architecture which is unlikely to be deliverable. This indicates the need to involve stakeholders with budgetary responsibility in the discussion.

Somalia's National Development Plan 2020-2024 prioritizes "reforming the Custodial Corps, Correctional Services and Prisons in compliance with international human rights standards". In Somalia, prison conditions are difficult with prisoner over-crowding, inadequate food and water, and limited access to health care. While infrastructure and operational capacities are still fragile, the overcrowding issues raises a significant concern by compromising the adequate segregation of prisoners based on the security assessment. In facilities with a high concentration of al-Shabaab prisoners, there is heightened risk of violent extremist prisoners recruiting lower-risk prisoners into the terror group, contributing to insecurity in and out of the prison. Furthermore, some long-term detainees including prisoners who are convicted of minor crimes and civic cases between communities might have been judged as penal cases, while they could have been solved with non-custodian alternative solutions. Pre-trial detainees and detainees in both prisons and police detention facilities heighten the risk of potential recruitment by violent extremist prisoners (VEPs). Female prisoners are more stigmatized and often receive less support from their family and communities, which also leads to a greater risk of sexual and gender-based violence and challenges to their reintegration into society.

Gender parity and the rights of women are not realised in either the formal or informal justice sectors. Women are frequently excluded from participating in customary dispute resolution and some customary remedies violate their constitutional rights, such as forced marriage of a woman or girl as part of a diya payment to the aggrieved family and forced marriage of a SGBV survivor to her perpetrator. Similarly, in the formal courts, the rights of survivors in cases of gender-based violence are often not upheld due to interpretations of Islamic law and the requirement that sexual violence needs a requisite number of eyewitnesses to be deemed viable evidence in court. Even regarding State-related alternative dispute resolution (ADR) processes, research asserts that while women are included in ADR processes, this does not necessarily lead to their effective participation. Women's roles are more often referral than decision-making positions, which are usually assigned to men. This shows the active need to not only have women involved in ADR but that they should actively participate in decision-making. Similarly, vulnerable groups such as youth, minorities, and Internally Displaced Persons (IDPs) would benefit from inclusive participation and representation when it comes to decision-making and justice reform.

Al Shabaab (AS) has a significant influence over justice issues, as it has established a parallel system that dispenses justice in accordance with its interpretation of Islamic law. Newly liberated areas remain vulnerable to re-exploitation whilst there are gaps in security, and where service providers need time and support to create, or reinstate, legitimate justice infrastructure.

1. Project strategy

A.   Project content

Joint UN rule of law assistance and programming: a continuation and 're-set' building on lessons learned.

UNDP Somalia, UNSOM and UNODC have been implementing joint rule of law and justice and corrections programmes since 2015 with interventions related to institutional development and service delivery at the federal, FMS and local levels. However, given the political and security context over the past two years, and building on lessons learned and evaluations of these past programmes, it is widely acknowledged that for a transformative and sustainable change of the justice sector that responds to people's needs, joint UN rule of law assistance needs to address reform through system thinking methodology as well as   people-centred approaches and initiatives at the local and community level that involve state and non-state rule of law actors to define contextualized, targeted, and consensual *integrative justice solutions* from the district to the national level. As described further below, through the JJCP the UN will promote and implement initiatives at the political, institutional, and community levels with respective stakeholders at each level, facilitating learning and exchange both from the bottom-up for people-centred and impactful approaches, and from the top-down to strengthen citizens' trust in the political processes, state, and the rule of law overall.

Integrative Justice:

Integrative justice is based on the recognition that justice issues are complex social issues that cannot be adequately addressed by formal justice institutions in the current Somali context. Integrative justice is based on core Somali values such as empathy, authenticity, accountability, trust, and peace. It acknowledges that justice issues require creative solutions from a wide range of actors such as community leaders, traditional and formal justice institutions, and local authorities, all working together in an integrated manner to support responses to justice and corrections issues. Integrative justice addresses the social, legal, and human elements to produce a meaningful and lasting impact on the wellbeing of communities and individuals that will ultimately lead to higher trust in institutions.

The JJCP will provide technical and operational support to institutions, focusing on their capacity to lead citizen-centred reforms and coordination mechanisms on justice and corrections at the FGS and FMS levels. The Ministry of Justice and Constitutional Affairs will design a national Justice Sector Reform Strategy for 2024 – 2030 (timeline to be confirmed) through an inclusive and participatory process, and lead coordination mechanisms involving national rule of law actors – from the state and from civil society – as well as representatives from the international community, to facilitate coordination and the implementation of justice sector reform. It is hoped that this can positively impact the finalization and implementation of the Justice and Corrections Model. Attention will be paid to connect to efforts related to implementation of the National Stabilization Strategy 2022 – 2026 to streamline efforts at the FGS and FMS levels.

The evidence-base generated at the local level from the implementation of people-centred approaches (i.e. generative dialogue and integrated justice solutions) through perception surveys and both qualitative and quantitative data, and bringing in formal rule of law institutions (judiciary, corrections sector, police) from the FMS levels for their contribution and learning through regular exchanges – noting the thirst for legitimacy of state actors at all levels – is expected to trigger institutional and policy reforms and attitudinal and behavioural change at the FMS level. This learning and data will also inform the coordination mechanisms at FGS and FMS levels, and facilitate policy and decision-making based on people-centred approaches. This focus on continuous monitoring, evaluation, and learning (MEL) throughout the whole of the project duration, is expected to lead to more efficient and impactful access to justice and policy making and will provide lessons that may prove fruitful for overall rule of law, stabilization, and governance reforms in Somalia.

UN high-level advocacy and political dialogue will also be facilitated by the data and evidence generated by the initiatives piloted in the areas of intervention. This component will aim to create the enabling environment for a meaningful and acceptable political agreement, that lays the foundation for an effective, sustainable, and legitimate justice system. Such an agreement will likely be based on political compromises rather than evidenced policy. It will also probably be extremely high level and will not become realized within the Constitution and legislation for months or years. But, if a political agreement is reached and the most contentious issues settled,

there will be greater space to support Somali stakeholders to further elaborate the details of the JCM, through an inclusive and participatory process. Consequently, it is hoped that this change will lead up to the central level and inform a people-centred Somali Justice and Corrections Model that will be adopted as owned – and grounded on – learning and contributions from the FMS and local levels Hence, creating the environment for Somali-led process political dialogue and public engagement on the vision for the justice sector is key. The JJCP will provide the ideal programmatic vehicle to support the operationalization of the JCM as soon as it is adopted, through technical and operational support.

More specifically, as relates to support to the judiciary and the promotion of judicial independence, while awaiting the establishment of the Judicial Service Commission and engaging in advocacy and technical advisory support, the JJCP will promote initiatives towards judicial accountability, including support to the design of a performance appraisal system of judges.

Given obstacles on women's access to justice as well as very weak representation of women in the formal justice sector (be it as judges, lawyers, correction officers or other), the JJCP will aim to implement targeted activities for gender-responsive reform. Due to the lack of knowledge on how to foment realistic and impactful action, action-research and consultations will be undertaken at the beginning of the programme to identify interventions (in partnership with UN Women). This may include but not be limited to actions to prevent and fight impunity against SGBV and CRSV, and assistance to survivors.

The JJCP programme recognizes that it operates in a high-risk and volatile context, will build on its previous impact, partnerships and lessons, and adopt an adaptive management approach allowing for regular stocktaking with all project partners/stakeholders[7] to ensure risk-and politically informed flexibility so that the objectives, indicators, and areas of intervention of the JJCP remain as impactful as possible, at the local, FMS and central levels: this will include decision making at the annual steering committee meetings, as well as regular learning sessions and exchanges on thematic or geographical topics and involving all relevant stakeholders and experts, and ensuring a general continuous feedback loop also including civil society representatives.

The JJCP is built on the following theory of change:

Theory of Change

> *If* Somalis, especially women, minorities, and people vulnerable to violence, climate change and displacement, are empowered to articulate their justice and security needs to power-holders and duty bearers, and
>
> *If* generative dialogues between community representatives and formal and informal rule of law actors, at the district and FMS levels, bringing out conflicts and underlying social dynamics, lead to integrative justice and corrections solutions, and,
>
> *If* political and institutional frameworks are informed by these people-centred approaches and enhance independence, impartiality, capacity and sustainability of justice and corrections institutions,
>
> *Then* formal and informal justice institutions will be more legitimate, able to meet the justice needs and enforce the rights of Somali people,
>
> *And* communities will have effective and meaningful ways to prevent and address disputes, crimes, and violent conflicts,
>
> *Which will* contribute to a socially and politically enabling environment towards justice in the long term,
>
> *Because* people have transformed their means to prevent conflict and promote individual accountability and state institutions have integrated this into the foundation of the Somali Justice and Corrections Model.

By the joint UN rule of law assistance and initiatives piloted, implemented, and advocated for at the local, FMS, and central levels as described above, demonstrating that transformative change for people-centred justice can be achieved through integrative justice solutions, it is assumed that sustainable political and institutional reforms can be promoted and adopted.

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[7] At a minimum this stocktaking and application of adaptive management approach will be formalized at the annual Steering Committee meetings, and as relevant during other moments of project implementation as the political, security and/or financial context require.

Concretely, the above translates into the following outcomes and outputs:

Outcome 1: A sustainable, and legitimate justice and corrections system, based on people-centred and community-led approaches, is able to deliver improved justice solutions.

This outcome level result aims at the reform of the justice and corrections system at the political level, with the highest impact and change to be desired an adopted and people-centred Justice and Corrections Model that delivers justice for Somalis. This can be measured by indicators related to Somali's trust in the justice and corrections sector, and the existence of adopted legal, institutional frameworks. This depends of course on the political, security and social context in Somalia and not a project, but the JJCP will implement the outputs and activities under outcome 1 to promote an enabling environment to this effect, support relevant institutional capacity, and facilitate learning and data from the ground to inform and influence this political and institutional decision making process (noting that this information is generated by the activities under outcome 2).

Indicators:

- % of trust in justice (and corrections) sector (disaggregated by formal/ informal, by gender)
- Existence of an adopted Justice and Corrections Model
- Number of people-centred justice policies and/or regulatory frameworks adopted.
- Number of judges/prosecutors appointed through independent, legally established selection processes (FMS and FGS levels)

Outputs:

1.1. Enabling environment promoted for development of a people-centred, independent, impartial, and sustainable federated justice and corrections system.

1.2. Justice institutions have strengthened capacities to deliver community-led and people-centred integrative justice solutions.

1.3. Corrections institutions have strengthened capacities to promote people-centred prison sector reform and deliver community-based solutions.

Key activities:

- Support to dialogues held towards a people-centred Somali Justice and Corrections Model, including on judicial independence.
- Support to design and implementation of Justice Sector Strategy 2024 - 2030, with a citizen-centred approach, including budget and coordination mechanisms.
- Support to learning & exchanges connecting FGS, FMS, and local actors on integrative justice.
- Capacity building of judiciary and rule of law actors on people-centred justice (including ToT and mentoring for judges, support to accountability systems and performance appraisal mechanisms, and institutional support)
- Support to finalization and implementation of Prison Law
- Support to prison rehabilitation programmes
- Capacity building of corrections sector actors

Outcome 2: Justice solutions are designed using participatory processes and implemented at local and FMS levels.

This second outcome level result complements the political and institutional tiers at the central FGS levels with actual initiatives on the ground, supporting rule of law actors and the population to jointly design integrative justice solutions through generative dialogues. It is hoped that by jointly discussing, consulting, and proposing concrete solutions, that will then be implemented for Somalis, the social relations between the state, formal and informal rule of law actors, and the population and among the different segments of the communities will be transformed for more trust, sustainability and efficiency of the justice solutions found.

Indicators:

- Degree of implementation of integrative justice solutions
- Perception on whether the application of the solution met the justice needs of the parties.
- Perception of capacity to solve disputes through integrative justice methodologies.

Outputs:

2.1. Integrative justice solutions are designed through generative dialogues at community, district, and FMS levels.

2.2. Rule of law and community, district and FMS actors have increased capacity to respond to identified justice needs.

2.3. Community-based corrections system strengthened including diversion, and reintegration of offenders, and oversight of corrections facilities.

Key activities:

- Organization of generative dialogue sessions
- Capacity building of rule of law and community, district, and FMS actors on integrative justice
- Support to ADR mechanisms in 7 locations (within government provided infrastructure): 5 areas of intervention, 2 in NLA (advocacy for budget in 4 additional NLAs)[8]
- Support provision of justice services in two recovered areas (+4 additional if funding available)
- Support community engagement forums for service delivery and reintegration and rehabilitation of inmates
  Support to inmates for reintegration initiatives back into the community

PROGRAMME FLOW CHART
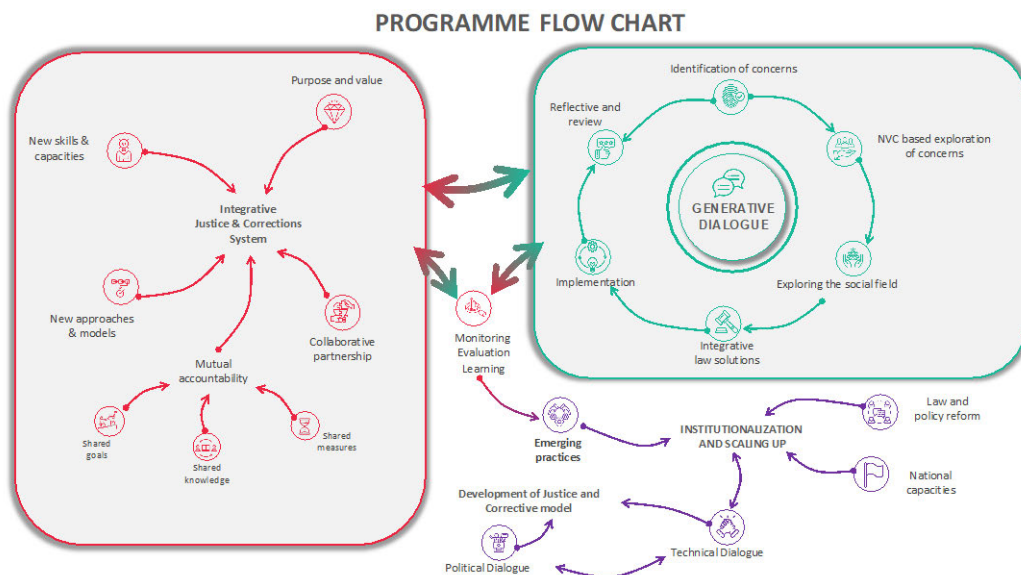
B. Theory of change

Consultations and JJCP design process

The theory of change, outcomes and overall JJCP implementation and partnerships strategy are informed by the evaluations and lessons learned from previous programmes; the UN Cooperation Framework (UNCF), NDP-9, UNSOM's Rule of Law Strategy, UNDP's Portfolio Strategy, and a Global Focal Point mission in 2021; and consultations on Access to Justice in the fall of 2021 in each FMS capital and Benadir, which included representatives of the communities, local authorities and rule of law institutions. National

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[8] Efforts will be made to coordinate approaches with the USA/IDLO project in support to ADR in Somalia, SomJust, to prevent overlaps or duplication.

authorities and international partners and donors were further consulted during the fall of 2022 to confirm assumptions, strategies, and priorities, and co-create the new JJCP document, followed by several working sessions in February and March 2023 with MOJCA representatives on the results and resources framework and further consultations with judicial actors and donors.

Assumptions and intervention approach

The overwhelming consensus is that the volatile, complex, and compounded political, security and social challenges in Somalia will benefit from more politically aware programming based on thorough political economy analyses of both national and sub-national dynamics, with a careful balance between stakeholders at Federal and at sub-national levels. This, in parallel with an innovative and more targeted and people-centred approach, is necessary for more impactful justice and corrections programming and overall joint UN rule of law assistance.

A conflict sensitive approach is essential; as there is a relatively weak understanding of the diverse social political dynamics at FMS and district level, partly due to issues of security and limitations of reach beyond major population centres. Greater efforts to make these dynamics visible will be important both for impact, and for risk mitigation.

The need for innovative approaches and a renewed emphasis on community engagement will be a common feature of the Programme. The conceptual framework will be based on international human rights standards and principles related to the administration of justice, and will in parallel utilise a specific set of methodologies and tools to achieve people-centred, and hence more context-specific, realistic and thus sustainable results as designed and proposed by the communities and local rule of law institutions It is assumed that this will invigorate the social contract and achieve long-term, sustainable peacebuilding objectives (as set out in NDP-9, the national stabilization strategy and the UNSDCF) relating to future political settlements through institutions that are people-centric. The establishment of networks and community level boards will be facilitated, constituting a collaboration between the community and institutions (especially from the justice chain).

Intrinsic to the people centred approach is an understanding that Somalia has, and will for the foreseeable future, largely rely on forms of justice and dispute resolution that do not engage the courts system, and that effective programming needs to engage with this hybridity. The programme therefore focusses efforts on the formal system towards establishing a foundation for compliance with principles of independence and accountability, and a clear constitutional and legal framework as pre-requisites for sustainable institution building, and rule of law.

C.   Project implementation

Sequencing, methodologies and Monitoring, evaluation, and learning (MEL) strategy

Throughout the duration of project implementation, and especially during year 1, approaches such as the generative dialogues through non-violent communication, system thinking and system constellation for people-centred integrative justice solutions will be piloted (including on concerns related to women's access to justice, SGBV/CRSV, land disputes, environmental justice, corrections, etc.), documented, and tested. Data and evidence will be generated through a solid Monitoring, Evaluation and Learning (MEL) process, including perception surveys, research, and MEL missions, and regular (quarterly) learning sessions.

The project, especially through UNSOM's political engagement and convening role, will aim to create the conditions for a broader-based participation in decisions as to how the justice and corrections system should be developed, beyond a narrow set of elites.

The aim is to:
  i.   Ensure optimal learning and exchange (as well as establishment of baselines for selected indicators), for improved flexibility, adaptive management,

  ii.   Scaling up and replicating initiatives in other areas of intervention, at the FMS and national level - including newly liberated areas, when conditions on the ground are favourable - for the Somali state to rebuild the social contract and strengthen the legitimacy of the rule of law and formal justice sector; and

  iii.   Throughout the duration of the project facilitate targeted and evidence-based advocacy for political and institutional reform at the FMS and national levels, especially through political dialogue towards a nationally owned, consensual, and people-centred Somali Justice and Corrections Model. This includes support to coordination mechanisms at the FGS and FMS levels.

Capacity building of and support to all stakeholders will form the essential approach, including transfer of capacity, trainings, and exchanges of local, FMS and central level rule of law actors, from the Government, judiciary, corrections sector, police, women's and youth groups, elders, minorities, IDPs, people affected by climate change, paralegals. Capacity building of civil servants such as justice personnel will be subject to the conditions that they receive regular salaries to ensure sustainability of the programme's interventions.

A key principle will be **national ownership**: the project will be able to strengthen capacity (i.e. trainings, exchanges, equipment, infrastructure[9]) of national partners when designated by the state, for example judges and corrections personnel who are nominated and whose salaries are covered by the state, the Judicial Service Commission formally established, paralegals officially appointed to the community justice centres, infrastructure provided to the "community justice centres", etc. Institutional support aims at moving away from capacity injection, which has been used in earlier phases of the JJP. This was found not to lead to sustained change or institutional development as advisers did not become absorbed onto the government payroll. Hence, targeting civil servants and judicial officers who are paid by the state will become a core principle. The JJCP could initially support some limited basic capacity of MOJCA with specific deliverable-based consultancies related to people-centred justice approaches and reforms (if funding is available and in consultation with donors, and with the option of issuing MOJCA or UNDP contracts): the main objective and methodology of these consultancies will be to allow for capacity transfer to national authorities and partners. It is also noted that the consultancies in view of institutional support to MOJCA at the FGS level will be undertaken in coordination and complementarity with the EU/Adam Smith project on "Security and Justice Governance and Accountability Project" (SJGAP).

Communication will be an essential tool towards the transformation, learning and advocacy aims of the project:

- The project team itself will communicate on experiences and lessons learned throughout project implementation, towards national partners, UN leadership and international partners and donors,
- Rule of law actors and beneficiaries at the local, FMS and national levels will be supported to tell the stories of impact and what has worked and not worked, from short videos to radio-communications to in-depth studies.
- Outreach that aims to create public discourse on the vision for the justice sector, that can create a momentum for people centred solutions reflecting Somali needs and priorities. This is especially necessary as presently the lack of one person one vote means that neither the Government nor Parliament are subject to popular pressure for nationally owned solutions. Moving away from elite bargaining will require greater visibility of the views of those excluded or marginalized from the political process including youth, women, and minor clans.

The Somali context's complexities and bold development aims and challenges cannot be addressed and attained by one entity or project alone. **Partnerships** will be key for sustainable people-centred justice reforms and impact felt in Somalis' lives:

United Nations:
- The joint rule of law assistance by UNDP, UNSOM and UNODC in the spirit of the **Global Focal Point** for the Rule of Law (GFP) will ensure that all interventions benefit from the complementary political, convening, technical, programmatic, and operational capacity of the mission, UNDP, and UNODC, and as applicable UNOPS, UNHCR, UN Women and UNICEF. This enhances leverage and reduces transaction costs.

External partners and expertise:
- Specific expertise and networks of think tanks, international or national NGOs or other will be leveraged to benefit the JJCP objectives as **advisory and/or implementing partners** as applicable, especially e.g., on generative dialogues and non-violent communication with the "Centre for Non-Violent Communication"[10] and the Non-Violent Communication Academy[11].

Do-no-harm and human rights based-approaches will form the basis of all interventions.

Levels of intervention

The JJCP, as described above, will aim to contribute to the transformation of the justice sector so that the formal system is perceived as more capable, and legitimate than at present. This will also require a clear understanding of how, in a plural system with weak formal capacity and budgetary challenges, the courts can add value to the other options available to Somali justice-seekers. The

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[9] Contingent on available funding.
[10] https://www.cnvc.org/
[11] https://nvctraining.com/

initiates are tailored to the political, institutional and community levels, engaging in a meaningful way that promotes community involvement utilizing a **coordinated** and **whole-of-justice- chain approach** will be as follows:

1) Facilitating **community engagement** using citizen and people-centred approaches. This includes supporting the organisation and mobilisation of appropriate Community Boards made up of community and institutional representatives. Entry points for engagement and membership of the Community Boards will be aimed primarily at traditional community-based respected actors and peacemakers within communities, as this stratum will have increased potential for leverage with citizens at grass-roots level, whilst also having convening power upwards at the institutional level. These groups will effectively galvanise opinions and provide feedback and directions on justice-related issues. Innovative ideas relating to justice and dispute resolution services that are contextually relevant[12] will be encouraged, such as for example the establishment of community or problem-solving courts, restorative justice mechanisms, Nonviolent communication-based mediation, methods of offender rehabilitation and court diversion schemes. It is envisaged that a core group, made up of community leaders and institutional representatives, will be trained in relevant mechanisms and communication[13], following which, justice-related dialogues will cascade to broader societal groups. The concept of legitimacy in particular will be explored. For example, traditional elders see their role as protecting their respective clan members, which in turn affords them legitimacy. They will try to divert cases from the formal justice system if one of their clan members is prosecuted because this is what they are expected to do. Generative dialogue should support those hidden mental models to surface and be transformed through agreeing on win-win solutions that addresses the deeper needs of community members, for example, the need for individual accountability and community safety, clan elders' legitimacy can be met thereby reinforcing the fact that a reformed justice system can also benefit the broader community.

   Links between the community and the formal corrections sector will be promoted to enhance reintegration opportunities and build trust amongst actors and the legitimacy of the corrections sector. It is hoped that this will also contribute to the prevention of violent extremism and radicalization within the prisons,

2) Engagement at the **political** level (at both federal and FMS level). The JJCP will include facilitating the space and advocating for further political gains and federalisation arrangements for the justice sector at the federal and FMS levels, as well as leveraging for implementation of a people-centred justice and corrections model[14], enhancing independence of the judiciary, strengthening legal frameworks, institutional improvement and accountability, transparency, independence of the judiciary, and legislative reform. This advocacy and convening role will focus on ensuring broad-based discussions and inclusive participation so that political agreements are more likely to be sustained.

3) Strengthening of **institutions** and their capacities to deliver efficient and fair justice, informed by community engagement and their proposed integrative justice solutions. The JJCP will include initiatives supporting accountability processes within institutions and between institutions and communities, strengthening a whole-of-justice-chain approach to service delivery that specifically caters to the vulnerable, improving access to justice and efficiency of justice services (specifically focusing on principles of rehabilitation and restorative justice), and facilitating the space for community involvement, feedback and decision-making in how justice systems can work best for Somali communities. This will be underpinned by supporting adaptive programming M&E and learning, to extract what is happening at community level and translate it into policy and best practice, so that it can be scaled up appropriately. Ensuring institutional engagement with the community will enhance the sense of service delivery and legitimacy - a particular priority for the FGS as it aims to ensure government provided justice services replace Al Shabaab courts.

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[12] Solutions should seek to meet the needs of individuals (the acknowledgment of the impact on victims, as well as active accountability for perpetrators). It is important to understand that solutions need to meet the needs of the community *and* individuals, and that these are not mutually exclusive. It is also important that the community and justice representatives recognize the limitations of each mechanism. For example, the formal justice system does not bring healing to the victims or community; restorative justice is more suited to meeting this need.

[13] Training will include, but not be limited to community courts, restorative justice mechanisms, methods of offender rehabilitation and court diversion schemes, system constellation, leadership and communication, generative dialogue, community of practice issues and systems thinking. One of the key tools that enables the development of solutions based on available resources is the use of non-violent communication, which develops a language of needs versus strategies. Experience shows that if participants are not familiar with the difference between needs and strategies, they tend to confuse the two and decide upon costly solutions. For example, the confusion between the need for a prison (strategy) and need for accountability of perpetrator and safety of community (need). The language of needs opens new possibilities and enables beneficiaries to move away to predetermined solutions that reflect certain mental models and structures.

[14] The JJCP will be adaptive and ensure that if an agreement on a corrections model is reached, outputs will cater to any technical dialogue to translate this into the local context, based on available resources context.

Geographical areas of intervention

Locations of justice interventions will be piloted in the following areas, which have been considered appropriate due to factors including security, accessibility, existing receptive networks, viable opportunities, the existence of other complementary projects to the JJCP and consideration of other UN projects taking place or planned in other areas.

Federal member state	Justice	Corrections
Puntland	Bossaso- (+ possibly Galkayo North if Galkayo South selected and funding available) (Including pilot in Puntland on restorative justice with UNICEF)	Bossaso & Garowe (Garowe will include generative dialogue focusing primarily on corrections and restorative justice linked with rehabilitation of prisons)
South West	Baidoa	Baidoa (including minor infrastructure support as applicable)
Jubbaland	Dobley	
Galmudug	Dhushamareb or Galkayo South	
Hirshabelle	Beletweyne	Beletweyne
Banadir		Mogadishu
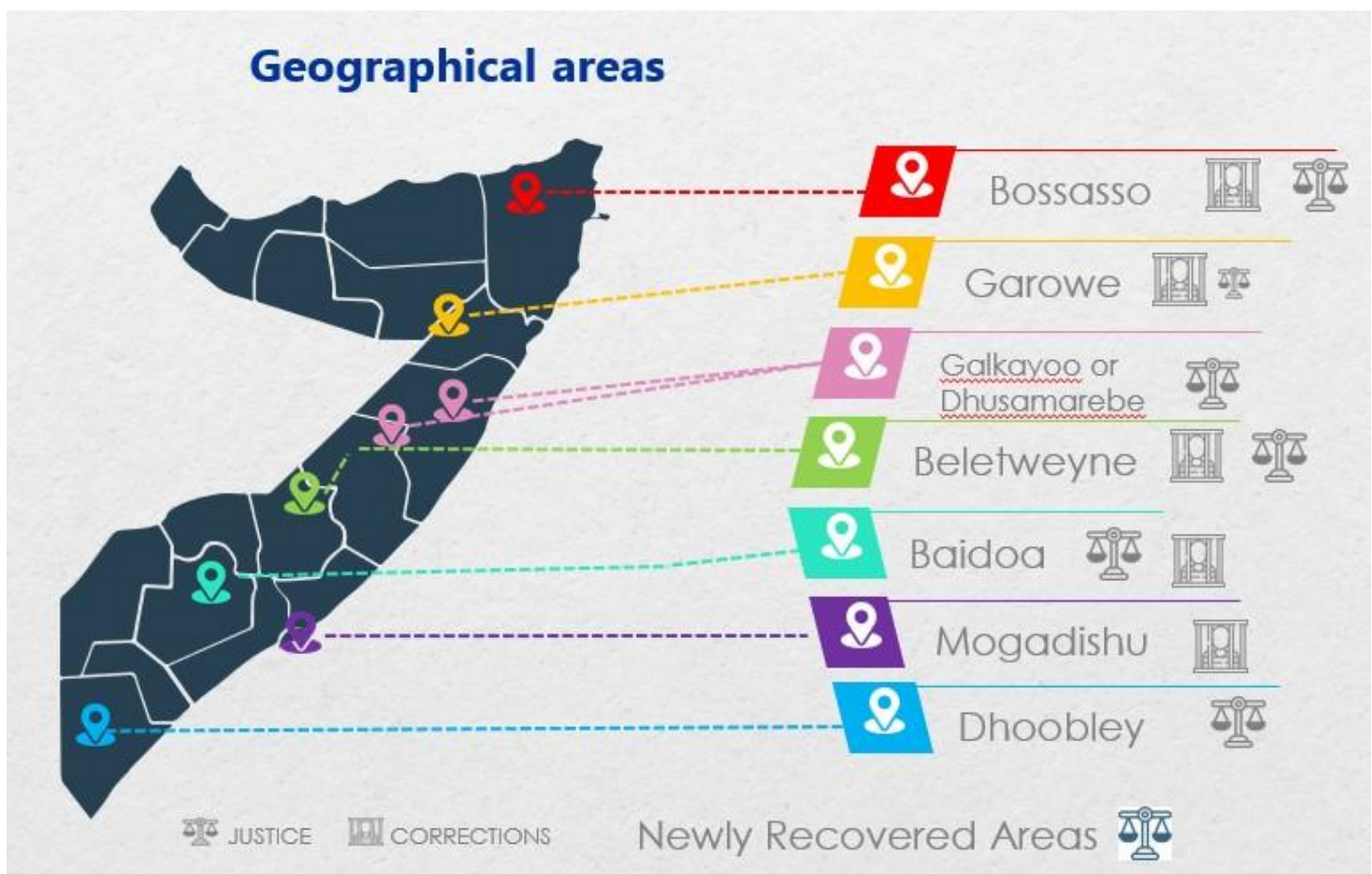
Implementation in newly recovered areas

Operating in the newly recovered areas requires a holistic integrated approach of addressing social and political marginalization and governance arrangements to be established. It is imperative for the Government to establish a peace and stability committee which can work closely with the district administration. This will be a pre-condition before further engagement on re-engagement of a community-based dispute resolution mechanism. The Ministry of Justice and Constitution at FGS and the Ministries of Justices at the FMS will to this effect need to work closely with the Ministry of Federalism and Reconciliation Affairs. The establishment of the peace and stability committee would require to be inclusive of women, youth, and minority communities. With the establishment of the peace and stability committee, its responsibility would be to consult with community elders to identify traditional peace makers and mediators who can be engaged in dispute resolution work. Once this foundation is set, Training-of-trainer trainings on Non-Violent Communication and generative dialogue would lay the foundation for community justice mechanisms or centres. In the first year a small pilot can be identified with the groundwork being set to ensure that there is social cohesion and peace and stability committees. Efforts shall also be made to identify a pilot which shall complement the work of UNDP's programme on "Islaamku Waa Nabad: A Peacebuilding Approach to Address Violent Extremism in Somalia" and initiatives by the Inclusive Politics Pillar of the UNCF on reconciliation.

D.   Sustainability

As described above, the JJCP builds specifically on evaluations and lessons learned from previous programmes in the rule of law sector, knowing that the focus on political reform and institutions, including the funding of human resources within the Government, as well as the rehabilitation or construction of infrastructure, was not sufficiently impactful for Somalis. Trust and usage of formal justice services remains weak, the JCM has not been adopted, the Judicial Service Commission not established. In view of promoting access to justice in Somalia the present project focuses on people-centred approaches – proposed, owned, and implemented by formal and informal justice sector actors at the local and FMS level, and to then inform political reforms at the FGS and FMS levels.

This is the core aspect of the strategy of sustainability of the JJCP. It is hoped that the ownership by all stakeholders, and the collateral positive effect of accountability it brings from the investment from all stakeholders at all levels, will ensure the sustainability of the JJCP-proposed and supported reforms and services.

As this is a rule of law, justice, and corrections programme, which are inherently long-term, and in fragile contexts in particular, justice reform and service provision will likely require additional support after the end of the JJCP. The JJCP will support the laying of the foundations for a more stable and sustainable justice sector.

The adaptive management approach and flexibility of programme implementation to remain politically informed, relevant, and as impactful as possible, will consider the sustainability of the project overall, and key support areas such as the JCM.

2. Alignment with the UNCF

The JJCP will contribute to all outcomes under the UNCF Strategic Priority 2:

- OUTCOME 2.1: Al-Shabaab is reduced and degraded, and respect, protection, and promotion of human rights, gender equality, tolerance, climate security, and environmental governance is sustained through strengthened security and rule of law institutions and improved accountability mechanisms and legal frameworks.

- OUTCOME 2.2: Accessibility and responsiveness of institutions in empowering communities to address underlying causes of insecurity and conflict as well as endemic violations of human rights and marginalization will be ensured by efficient civilian oversight of security and rule of law institutions.

- OUTCOME 2.3: Rights and needs of Somali communities command the strengthening of security and rule of law institutions. Anti-corruption efforts, mitigation of duplication and stakeholders' comparative advantages maximized.

Furthermore, the Theory of Change of the UNCF expects that by 2025, the capacities of local, national, and customary institutions and communities are strengthened to achieve durable solutions and increase the resilience, self-reliance, and social cohesion of urban communities affected by displacement.

The project will contribute to community and institutional aspects of UNCF outcomes by empowering communities, and particularly the most vulnerable within those communities, to identify and address their justice needs, whilst also strengthening rule of law institutions to be more accountable and responsive to the needs of the communities they serve.

The JJCP will also contribute to SDG 5 - Achieve gender equality and empower all women and girls - and SDG 16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels.

3. Complementarity with existing programmes

Summary of existing interventions in the proposal's sector

Project name and duration	Donor and budget	Project focus	Difference from/ complementarity to current proposal
Women Peace & Protection	USD 6.6 Million	The project promotes women's meaningful participation in peacebuilding processes, particularly in decision-making and leadership roles, and support sustaining peace at national and community level by engaging, empowering, and capacitating women through legislative provisions, policy interventions, and establishing and strengthening infrastructures for peacebuilding.	The WPP and JJCP have complementary roles to provide women's protection using the formal and ADR systems
Nabadgelinta Soomaaliya		Somalis benefit from improved security and access to justice through inclusive approaches that enjoy broad based understanding, support and both elite and public confidence.	Two programmes are seeking the same objective with different methodology. Coordination will be undertaken to ensure that there is no duplication and programmes can learn from each other.
A Peacebuilding Approach to Address Violent Extremism in Somalia	USD 20.6 Million	The project applies a conflict transformation lens to the protracted armed conflict between the Somali Government and al-Shabaab. By investing into a bottom-up peacebuilding infrastructure, Somali religious leaders' and actors' ability to address ideologically motivated violence through promoting the peaceful message of Islam, and to transform conflict through religious dialogue and debate will be strengthened. The standardization of religious education through the roll-out of a national peace curriculum will foster communities' resilience against violent worldviews. Dedicated support for victims of extremist violence will enable societal healing and forgiveness processes. Peacebuilding principles will inform policymaking and strategy-shaping to address al-Shabaab to reclaim the religious narrative and strengthen governance legitimacy by promoting a peaceful, tolerant, and inclusive Islam as Somalia's state religion. The program's overarching objective is to contribute to reducing the prevalence of ideologically motivated violence within the Somali society by advancing dialogue to resolve conflict.	Complementary approach especially in newly recovered areas where religious leaders' networks (of the PCVE project) with the Peace committees of traditional elders would be important before any ADR services are initiated through an inclusive process
Security Sector Reform	Drafting in progress	The project focusses on the people centric approach to security which is critical in a militarized space. The project shall create dialogue platforms that would bring expertise to the table for national consultation and coordination to bring about consensus around the much-needed reform agenda in the Somali security sector. Sensitization of the security sector would be important especially while responding to displacement during ongoing drought and security operations. The project would also be strengthening the civilian oversight through the newly formed parliamentary committees. The roundtable discussions with the new government would also help in high lightening the role of the security sector actors on promotion, protection of human rights, gender equality and build a conversation on climate security. High level SDG 16 related progress of the overall rule of law sector shall also be undertaken through the programme.	Aspects on civilian oversight and measurement of SDG 16 indicators would require close coordination between the two projects.

Pillar 1 Inclusive Politics and Reconciliation Constitutionalism and Parliamentarism	In progress	A new joint programme is envisaged to replace both the joint programmes on Constitutional Review and Parliamentary Support. The new programme will support the adoption of technical articles of the reviewed Constitution. Relevant institutions will be supported to ensure a smooth transition of power between governments and parliaments. This will include supporting dialogue on politically challenging issues and the operationalization of the federal constitution through harmonization of the legislative and constitutional framework throughout Somalia. The programme will also focus on strengthening Parliaments in undertaking their constitutional functions to adopt the laws and provide oversight. The programme will also broaden the spectrum of the partners in political processes by engaging institutions of all levels of government and all societal groups, particularly women and youth.	Support to the Justice and Corrections Model in the JJCP and legislative reform will be linked to this programme
Pillar 1 Reconciliation and Federalism programme	In progress	The project would create an enabling environment to introduce, nurture and integrate institutional approaches, operational frameworks and implementation mechanisms of consensus-building on contentious/pending issues facilitating high level political, strategic and policy dialogues to unlock the political stalemate on allocation of power and distribution of resources at the FGS, FMS and District levels. By integrating reconciliation and stabilization, the project would also strive to ensure the inclusiveness in the process of political and social reconciliation, supporting the establishment and activation of institutional mechanisms for reconciliation, peacebuilding and insider mediation leading to an enduring infrastructure for peace in Somalia. First, the integration of institutional approach and framework on consensus-building on contentious/pending issues will lead to a series of negotiated settlements on the critical issues, providing necessary support for the inception of predictable arrangement and structures for inter-state and intra-state dialogues involving FGS, FMS, district entities and civil society actors. Second, with infrastructure for peace activated at multiple levels, the project will contribute to inclusivity promoting social trust and much needed cohesions among the conflict-ridden communities and newly recovered areas including women, youth, minorities and other marginalized groups as the last-mile beneficiaries of the project.	JJCP will support network of community leaders with conflict resolution skills based on Nonviolent Communication that will be connected with the community based reconciliation initiatives

4. Project Management

A.   Recipient organizations and implementing partners.

UNDP is the leading development UN organization fighting to end the injustice of poverty, inequality, and climate change in Somalia. Its programmes help the Somali government and people access the skills, technology, and funding they need to drive their own development in areas including climate adaptation and mitigation, gender empowerment, the rule of law, national and local governance, job creation and skill development, innovation, peacebuilding and more. It has been present in Somalia since 1974, and implementing rule of law, justice, security, corrections, and human rights programmes since 2003. The UNDP country programme document (CPD), 2021-2025, is designed to support the efforts of Somalia to achieve the Sustainable Development Goals as articulated in the National Development Plan, 2020-2024 (NDP-9). The CPD is aligned with the United Nations Sustainable Development Cooperation Framework (UNSDCF) in content, structure, and timelines. UNDP co-leads three of the four UNSDCF pillar working groups.

The **United Nations Assistance Mission in Somalia (UNSOM)** is mandated to support the Federal Government of Somalia (FGS) and Somalia's Federal Member States (FMS) through the provision of strategic advice and good offices, capacity building, and the coordination of international partners' support. UNSOM is headquartered in Mogadishu with field offices in each of the Federal Member States, and supports the constitutional review process, mediation, the development of a federated police and justice system, strengthening the rule of law, and security sector reform.
UNSOM's presence in all FMSs including through Justice and Corrections Government Provided Personnel will be used to support and add value to the project staff, at no direct cost to the project budget.

The **United Nations Office on Drugs and Crime (UNODC):** Under the Global Maritime Crime Programme (GMCP), has successfully delivered capacity-building and technical assistance projects in Somalia prison sector since 2013. From 2018 to 2022, UNODC staff in Somalia led the Joint Corrections Service Programme (JCP), a collaborative UN agency initiative involving the provision of support to seven target facilities. By refurbishing prison infrastructure, mentoring prison officers, and supporting the management of high-risk prisoners, UNODC and its national partners were able to provide basic and secure living conditions for some prisoners and promote their humane treatment. During the global COVID-19 pandemic, UNODC also improved personal hygiene conditions by donating personal protective equipment and sanitary products to prevent the likelihood of a virus outbreak in a prison. Having worked with the Somali Custodial Corps for more than five years, UNODC has maintained trusted relationships with senior prison officials, which are essential for the future delivery of localized and sustainable development. In addition, with support from the Swedish Prison and Probation Service (SPPS), UNODC has deployed international prison mentors to target regions in Somalia since 2014.

Based on its mandate, technical expertise, extensive experience, and partnerships in the field, UNODC will directly implement the two outputs related to corrections, with the technical cooperation of UNSOM corrections staff.

UNHCR, UN Women and UNICEF may be partners for key activities.

Recipient organizations

UN entity	Total budget in previous calendar year	Key sources of budget (which donors etc.)	Location of in-country offices	Number of existing staff, of which in project zones	Highlight any existing expert staff. of relevance to project
UNDP	51,805,371	MPTF (EU, Sweden, Norway, Netherlands), Germany through UNOPS, UK, GEF, GPCR,	Mogadishu, Garowe, Hargeisa	For Justice, all in project locations: Full-time: 4 Part-time: 6	
UNODC	6 million USD (2018-2022)	MPTF Funds	Mogadishu, Garowe	Mogadishu: 2, Garowe 3 (One National Staff and two Seconded Mentors)	Two members of the Swedish Prison and Probation Service in Garowe as Prison Mentors
Note that UNSOM is not a recipient entity.			Mogadishu, Baidoa, Kismayo, Beletweyne, Garowe	1 Head of section and Deputy head of section, 2 professional staff on justice and 2 on corrections in Mogadishu, 2 Government provided professional in each Regional Office (1 corrections and 1 Justice) and 4 NPO (2 in Mogadishu, one Kismayo, one Baidoa and one Beletweyne)	

B. Governance arrangements and coordination

To deliver the programme with maximum impact and taking into consideration the potentially changing political and security situation, the programme will need to be responsive to changes as and when they occur. This requires management arrangements that prioritize coherence and forego single point solutions, ensuring continuous learning and adjustment and/or redesign of interventions in response to the evolving context. The programme thus adopts an adaptive management approach that is marked by a focus on real-time monitoring and learning. Management arrangements have been designed to ensure that the underlying programme theory of change and related implementation strategies continue to be backed by evidence and analysis. Regular data collection and related analysis – especially with learning and evidence from the ground - will thus inform a continuous dialogue generating decisions for possible adaptation along the way.

The programme shall be implemented through a sequenced approach. The first phase from 2023 to 2024 shall be undertaken to establish the programme including the staffing for the implementation team. In the second year of the programme, while preparing the Annual Work Plan, a light political economy analysis shall be undertaken to expand on the partnership with government and non-governmental organisations.

Governance arrangements

Strategic Governance Framework

The Programme will align its governance and coordination arrangements with the NDP 9 and other coordination pillars of the government. It will also be harmonized with other parallel programmes and will place increased focus on results that are locally owned and led, sustainable and integrated, and there is principle of mutual accountability in place.

The governance structure will comprise the following elements:
- Programme Steering Committee (PSC) to provide oversight and strategic direction, meeting once a year.
- Programme Technical Committee (PTC), meeting four times a year or more if relevant
- Project Team – see details below.
- Administrative Agent (AA) - funds administration by UNDP Multi-Partner Trust Fund Office (MPTF Office)
- Participating UN Organizations (PUNOs) – will include the coordination and implementing partners and will be able to receive funds.
- A feedback loop group, as a continuous learning and adaptive management process

The Programme Steering Committee shall meet once a year with the following structure:

Chairs	Minister of MoJCA UNDP Resident Representative Director ROLSIG
External members	Minister of FMS, Ministry of Justice, representative of the Chief Justice, external observers depending on topic for discussion, donors, and other international partners
Members	Permanent Secretary MOJCA, DRR (P) UNDP, Chief JJCS-UNSOM, Director of Planning and Development, Director of Communication, MoJCA, PAMG – UNSOM, UNDP Project Manager, UNODC teams; M&E colleagues, financial colleagues and UNDP Portfolio Manager for Rule of Law and Security
Frequency:	Annual
Preparation	Project Manager with UNSOM

Annual workplans are developed by the PUNOS with the Project Manager by quarter 4 of each calendar year, based on an initial indication of the available budget for each output from the coordinator. The plans will be consolidated into the annual workplan and subsequently approved by the Programme Steering Committee (PSC) which meets once a year. The PSC shall confirm the parameters and level of delegation to the PSC and learning teams. To ensure programme agility, the workplans define the budget allocated to each output, while output level activities and inputs will remain indicative and subject to adaptation as required. Project teams are responsible for workplan implementation. To that end, they will translate annual workplans into quarterly workplans detailing activities for each output, target communities, and geographic areas.

The Project Manager will collect and analyse data related to results progress and contextual changes on a regular basis. In case of an identified need for adaptation, the Project Manager will provide consolidated information to the PUNOS and to the Outcome-level Management and Learning Teams (OMLT). As part of this submission, the Project Manager will identify needs for adaptation, if any, and define a related proposal. Quarterly OMLT meetings are organized by the Project Manager supported by the project teams. The meetings consider progress and contextual changes and approve adaptation proposals within the delegation received.

Changes beyond this delegation will be submitted to the PSC depending on their scope. In the case of an immediate need for adaptations, the Project Manager shall consult the heads of the UN Agencies, UNDP Senior management and the UNSOM Joint Justice and Corrections Section, which will be endorsed during the next OMLT meeting. Adaptation decisions, i.e., the use of delegated authority at both levels (PSC and OMPT) need to be documented by a note to file which outlines the triggers and reasons for adaptation and details the changes. The note is to be signed and filed as part of auditable documentation by the approver. Adaptations will translate into changes to quarterly and / or annual workplans, and will be implemented by respective project teams, and monitored regularly by the Project Manager. Once a year, the Project Manager prepares the annual report and a bi- annual report with inputs from the project teams for endorsement of the PSC. This report details the lessons learned over the year and the adaptations made to the original annual workplan, to be approved by the PSC.

Programme Technical Committee (PTC)

The programme shall have a three-tier structure with a Programme Technical Committee and Learning committees for each of the 4 outputs and will meet quarterly. Details are in the diagram below.
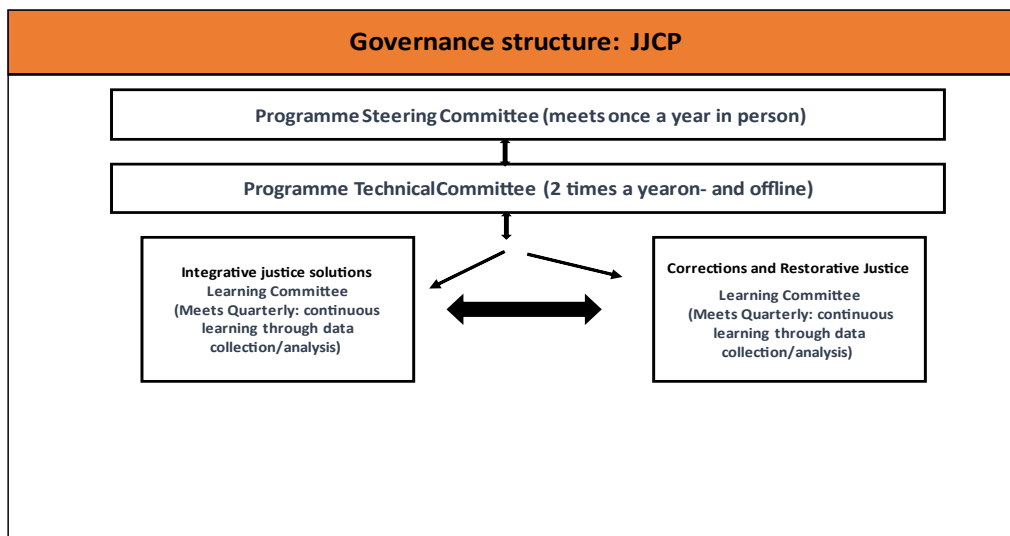
The Programme Technical Committee shall establish linkages between outcome-level lessons, it captures overall learning on system change concerning rule of law issues, including context monitoring and analysis of progress. It builds on the work done at outcome level (see below). Within the parameters set by this committee, this advisory body decides on adaptations of the programme theory of change and its overall implementation strategy during the year, as well as on adaptations to work plans and allocations of resources beyond the delegated authority of the Management and Learning Teams.

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Chairs	Permanent Secretary, MoJCA UNDP Deputy Resident Representative Chief JJCS - UNSOM
External members	DG level members FMS, Ministry of Justice, representative of the Chief Justice, Director of Planning and Development, Director of Communication, MoJCA, Donors
UN Members	PAMG – UNSOM, UNDP Project Manager, UNODC teams; M&E colleagues, financial colleagues and UNDP Portfolio Manager for Rule of Law and Security
Frequency:	Bi-annual
Preparation	Project Manager with UNSOM

The Diagram below shows the objectives and frequency of meetings:

	Programme Steering Committee	Programme Technical Committee	Learning Loop
Purpose	**Approve** ToC, AWP & Resources	implementation and discuss specific issues	Adaptations discussed based on learning and context changes
Frequency	Once per year	Usually each quarter	Continous
Participants	High (political) level	Technical levelProgramme-Portfolio- Project/donors and Govt	Generative dialogue participants, and integrative justice practitioners & Programme team MOJ FGS staff assigned to support the programme
Inputs	Formal Prodoc, Reports, AWP	Progress updates, technical papers	Progress update, Context Update specific analysis

Feedback Loop Group – Continuous Learning and adaptive management

Justice issues are not isolated issues, but part of a complex adaptive ecosystem made up of a wide variety of autonomous yet interdependent and connected parts such as institutions, communities, and groups that constantly alter and change. The relationships are mutually influenced by the actors' behaviours, and it is often difficult to discern causal relationships and predict the effect of interventions in advance, the programme will acknowledge the constant changing environment and embrace adaptability.

The adaptive approach will be directly connected to learning and the establishment of feedback loops and will take place simultaneously at different levels: local, across broader geographical areas, and at institutional level., While the adaptive component will be embedded into the programme management through the adaptive management approach, the JJCP will go further and support adaptive capacities within beneficiaries' communities and institutions. This will be done through the generative dialogue initiative that includes a feedback loop and will support the learning, review, and constant adaptation of local justice integrative solutions. Exchange sessions between participants in generative dialogue and the integrative solution practitioners across the different geographical areas will create the conditions for learning and innovative ideas to cross pollinate.
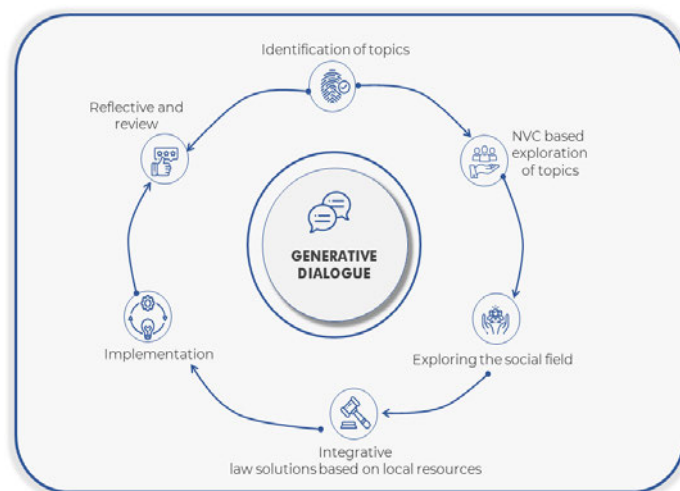
The participation of programme staff and representatives of rule of law institutions at FMS and FGS levels into the generative dialogue process and exchange sessions will enable the learning to be systematically collected, compiled, and shared at the strategic level by the programme staff and representatives from key institutions at FGS level, which will also help identify emerging, meaningful solutions to inform the programme and support the institutionalization of solutions. The learning will be presented and reviewed during quarterly programme technical meetings and specific thematic meetings.

The Project team

The project will be implemented by the UNDP team already in place and partly funded by the project (see project team and organogram below), noting that financial resources are to be mobilized to ensure the continued existence of the team. The project team will be part of the overall UNDP Rule of Law Portfolio.

Building on lessons learned from the weaknesses of previous programmes and siloed approaches, particular attention will be paid to the jointness of the team. The UNDP project team will benefit from the collaboration and joint efforts with the technical team at UNSOM Justice and Corrections Section, as well as the larger UNODC team: the overall JJCP team will thus reflect the joint approach of the programme and work together for the coherence and common objectives of the JJCP in a spirit of teamwork and collegiality, with a view to streamlining support and the use of resources, and to facilitating dialogue with national partners.

The team will be largely based in Mogadishu, with project staff in each FMS. Consultants will be recruited on deliverable-based contracts to contribute to programme implementation, and work with the aim of capacity transfer to national authorities and partners.

Procedures

UNDP Programme Operations Policies and Procedures (POPP) will apply in the implementation of the Programme, using the Direct Implementation Modality (DIM), and in close partnership with relevant national and international partners. UNDG Joint programming guidelines (2022) shall apply for the implementation arrangements with UNODC[15]. The strategic partnership with UNSOM will be leveraged for this joint programme, in coordination with other UN agencies as UNHCR, UNWOMEN, UNFPA and IOM shall be undertaken.

Coordination mechanisms

As mentioned above, the JJCP will provide technical and operational support to state-led coordination mechanisms on justice and corrections at the FGS and FMS levels: the Ministry of Justice and Constitutional Affairs will lead these mechanisms involving national rule of law actors – state and from civil society – as well as representatives from the international community, to facilitate coordination and the design and implementation of the Justice and Corrections Model. The JJCP can play the role of advisor, facilitator, and secretariat of these coordination mechanisms, in support to national authorities.

Project team and Organogram

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[15] https://unsdg.un.org/resources/guidance-note-new-generation-joint-programmes
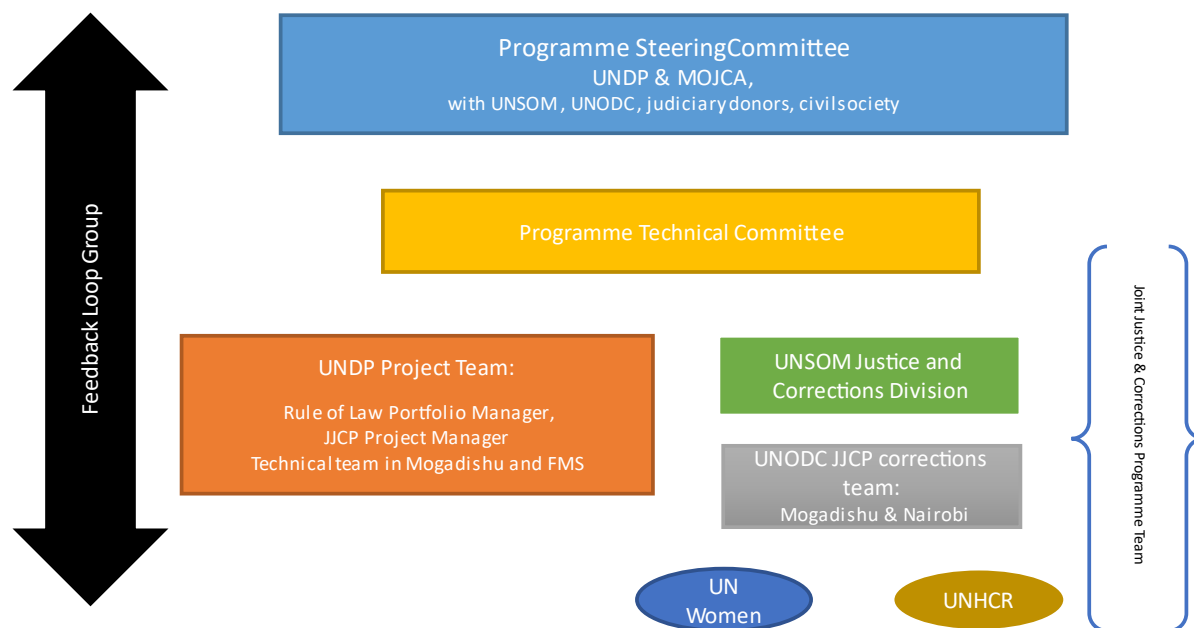
5. Risk management

The programme is based on a number of assumptions that have been drawn from previous RoL project periods, including the manner in which to cover-off identified gaps from previous project periods. These assumptions are cognizant of a number of risks around previous project outputs and this programme design set out herein follows from and builds upon the previous programme whilst covering off existing gaps. The detailed risk management matrix is attached in Annex II providing the risks, assumptions and steps to mitigate threats. This said, the programme will assess risks on a continuous basis to identify new or growing risks and proactively adjust mitigation strategies to address prevalent risks.

Prevention of corruption

Risk management is integral to maximizing the effectiveness, value for money, and relevance of interventions in the programme. The programme will continuously review contracts and other engagements for quality and compliance in connection with the selection process or in contract execution and that the recipient of funds of funds from the implementing partner shall cooperate with any and all investigations and post-payment audits. UNDP continues to work together with its national and international partners in highly complex and constantly changing context. It must make informed decisions to find more innovative solutions to deliver higher impact and to ensure that they are meeting their objectives. Robust approaches to risk management are also critical to allocate resources where they are most needed, to be accountable for the results produced considering internal and external constraints.

The programme strictly implements UNDP's enterprise risk management systems to prevent fraud and corruption. The responsible parties will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The responsible parties will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP and ensure resource allocations reach the intended targets.

Internal controls framework with segregation of responsibilities shall be undertaken along with due diligence and assurance activities undertaken involving, micro-assessment which will assesses the IP's financial management capacity (i.e. accounting, procurement, reporting, internal controls, etc.) to determine the overall risk rating and assurance activities.

Further all UNDP staff are required to undergo ethics training which ensures that there is organizational awareness of the overall ethics and integrity for personnel but also for implementing partners. Financial documentation shall be verified as per UNDP policy. Regular audits shall be undertaken for the programme and the implementing partners. Payments shall be processed, and screening shall be made against UN debarments and UNDP interim suspensions of any for personnel and contractors. Anti-Money Laundering and

Countering the financing of terrorism (AML/CFT) shall be an important aspects for the prevention of fraud and corruption. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the responsible parties: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

6. Monitoring, Evaluation and Reporting

Monitoring & Evaluation

To ensure that the project remains responsive, effective, accountable, and sustainable, the project will put in place a M&E system that measures and evaluates project results at both outcome and output level. A detailed results framework will guide the M&E process, which will entail data collection, analysis, and reporting, such that indicators can be measured and progress on the project can be tracked, and course correction undertaken, if necessary, through the adaptive management approach.

Concretely, the JJCP will allow for regular stocktaking with all project partners/stakeholders[16] to ensure risk-and politically informed flexibility so that the objectives, indicators, and areas of intervention of the JJCP remain as impactful as possible, at the local, FMS and central levels: this will include decision making at the annual steering committee meetings, as well as quarterly learning sessions and exchanges on thematic or geographical topics and involving all relevant stakeholders and experts, and ensuring a general continuous feedback loop also including civil society representatives.

The M&E system requires close coordination between UN agencies and national partners, including agreed understanding of roles and responsibilities, standardized reporting tools, and effective communication to ensure full monitoring coverage and prevent duplication of efforts.

As mentioned above, throughout the duration of project implementation, and especially during year 1, approaches such as the generative dialogues and people-centred integrative justice solutions will be piloted (including on concerns related to women's access to justice, SGBV/CRSV, land disputes, environmental justice, corrections, etc.), documented, and tested. Data and evidence will be generated through a solid Monitoring, Evaluation and Learning (MEL) process, including perception surveys, research and MEL missions, and quarterly learning sessions.

Data collection from multiple sources, including project-level data, perception studies, administrative data, and external data, will be harnessed for the purpose of tracking progress. M&E focal persons will ensure that project-level data that is collected through the implementation of activities, and data collected from key stakeholders and national partners, will be kept up to date for the purposes of monitoring. Perception surveys will initially be undertaken to establish a baseline of relevant attitudes and perceptions on justice, peace, security and SDG16, followed by subsequent periodic perception surveys to track changes against the baseline. This will be relevant for national authorities, the UN and wider international community not only to this project and the justice and corrections sector, but on rule of law in Somalia overall.

The project's steering committee meetings will include periodic reviews as well as updates on the performance of key indicators to track progress on milestones, which will keep stakeholders informed as well as allow for strengthened cooperation among partners. Regular reporting against the RRF will also provide detailed updates on all indicators and milestones, both cumulative and for a specific reporting period. At the conclusion of the project, a final, independent evaluation will be carried out to assess the project's achievements, effectiveness, and challenges, as well as document the project's strategies and milestones for the purposes of future learning.

A core element of the project monitoring will focus on tracking and understanding the impact of the generative dialogue component, which requires an innovative approach to provide genuine insight into the extent of transformation change that is created through the dialogue. This builds on lessons from the Joint Justice Programme 2018-2022, in which it was noted that participant feedback on alternative justice approaches tended to be superficial and provided limited information on the real impact of these approaches. Instead, the JJCP will seek to monitor and evaluate to what extent the solutions produced through generative dialogue meet the needs of the parties concerned. To achieve this, the project will ensure that community liaison officers are embedded in the dialogue process

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[16] At a minimum this stocktaking and application of adaptive management approach will be formalized at the annual Steering Committee meetings, and as relevant during other moments of project implementation as the political, security and/or financial context require.

to provide analysis of the quality and inclusivity of the results, and to cumulatively compile longer-term qualitative assessment on a deeper level than has been conducted in previous projects.

Reporting

Type of report	Date of submission
Semi-annual project progress report	*In July*
Annual project narrative report	*In February*
End of project report covering entire project duration	*TBC*
Financial reporting	*TBC*

7. Partnerships

UN Joint rule of law assistance and Global Focal Point arrangement

The joint rule of law assistance by UNDP, UNSOM and UNODC in the spirit of the **Global Focal Point** for the Rule of Law (GFP) will ensure that all interventions benefit from the complementary political, convening, technical, programmatic, and operational capacity of the mission, UNDP, and UNODC. This enhances leverage and reduces transaction costs.

As relevant for project aims the existing partnerships with other GFP members will be helpful, i.e.:

- o UNHCR on people-centred justice solutions for IDPs,
- o UNOPS to prevent overlap and benefit from other projects towards police reform and activities related to the Justice and Corrections Model.
- o UN Women and UNICEF: efforts will be made to renew partnerships through pilot interventions to identify areas for research and learning which can provide additional evidence and learning to inform the JJCP on women's access to justice and security and the Somalia NAP on SCR1325, and juvenile justice and children in detention.

National partners at FGS, FMS, and district level

The programme will work with key state institutions at national level, FMS, and district level. At national level, the programme will continue its partnership with the FGS Ministry of Justice and the Supreme Court as well as the Judicial Service Commission once established. At FMS level, it will partner with the FMS Ministries of Justice and Supreme Court as well as the Puntland High Judicial Council. At the district level, the programme will work with the local district councils where established or the peace and stability committees in recovered areas.

It will also seek to establish new partnerships with universities such as Kismayo University, Bossaso University and Southern Somalia University in Baidoa to support development of capacities and integration of integrative justice modules in their curriculum.

Advisory and implementation partners

Specific expertise and networks of think tanks, international or national NGOs or other will be leveraged to benefit the JJCP objectives as **advisory and/or implementing partners** as applicable, especially e.g., on generative dialogues and non-violent communication with the "Centre for Non-Violent Communication"[17]. and the Nonviolent Communication Academy[18].

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[17] https://www.cnvc.org/
[18] https://nvctraining.com/

8. Cross-cutting issues

To promote gender equality and women empowerment

The project recognizes that women face huge obstacles to access formal and informal justice in Somalia, given the political, social, and cultural context. Special attention will be paid to make sure that women's access to justice issues are given their due priority during the generative dialogue processes and implemented through the subsequent integrative justice solutions. This includes the small but important number of women detainees.

The project also recognizes the limited understanding and data related to these obstacles – be it on accessing justice services as well as very low participation and representation of women in the justice sector – and will partner with UN Women to undertake action-oriented research and analysis as of year 1 of project implementation, to ensure gender-responsive initiatives throughout project implementation.

UNSOM will use its political mandate to promote a gender responsive JCM during the political dialogues.
Opportunities and specific funding will be used to see how the formal justice system can and ought to prevent and prosecute SGBV and conflict related sexual violence, based on preliminary consultations led by UNSOM, and especially so in newly liberated areas. At community level, the programme will ensure that women are included in the generative dialogue and empowered to participate in the design and implementation of integrative justice solutions.

During the continuous Monitoring, evaluation and learning process, special attention will be paid to the gender dimensions of JJCP implementation, to prevent doing harm, and to re-orient initiatives as relevant for justice sector reform to be as gender responsive as possible.

To promote human rights and protection of vulnerable groups

The project promotes human rights and the protection of rights of all Somali's – including vulnerable groups, including women's human rights – by promoting a human rights-based and people centred Justice and Corrections Model, and the administration of justice and detention norms in line with international standards of human rights law.

During implementation of project initiatives – and through the generative dialogues and integrative justice solutions specifically – the issues facing the most vulnerable and with least access to justice and the fulfilment of their rights will be the precise challenge to resolve.

During the continuous Monitoring, evaluation and learning process, special attention will be paid to the human rights dimensions of JJCP implementation, to prevent doing harm, and to re-orient initiatives as applicable.

In addition, the JJCP is informed by and will contribute to the implementation of the Human Rights Council's recommendations related to justice and supported by the FGS during the last Universal Periodic Review in 2021, facilitating the reporting during the next cycle."[19]

To reduce exclusion (Leave no one behind)

See above on gender and human rights, focusing specifically on the most excluded, vulnerable, detainees and women's human rights.

To facilitate and/or strengthen social contract mechanisms between the state and groups of population and to ensure accountability in people's lives and in the functioning of institutions at national and local levels.

The JJCP will very proactively contribute to strengthening the social contract by promoting that people-centred justice approaches not only result in the state's capacity to deliver better services to Somalis at local, FMS and national level; but also by specifically aiming for the lessons and evidence from these approaches to inform political and institutional reform processes at FMS and FGS levels. By

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[19] Including amongst others: "Strengthen efforts at maintaining an efficient, impartial and independent judiciary as a critical pillar in the administration of justice; Ensure that the perpetrators of all terrorist attacks are brought to justice; Improve access to justice for victims of sexual violence, particularly in rural areas; Establish, wherever necessary, independent and credible commissions of inquiry on war crimes and crimes against humanity; Continue its constructive engagement with the Human Rights Council to enhance its capacity to improve the human rights situation in the country, especially in strengthening the administration of justice." At https://www.ohchr.org/en/hr-bodies/upr/so-index

directly impacting on the rule of law and justice – including the Justice and Corrections Model and the upcoming Judicial Service Commission – it is hoped that accountability and the independence of the judiciary will be strengthened.

To address root causes of climate fragility and climate-related conflict dynamics in target areas

It is expected that some of the generative dialogues and integrative justice solutions might directly tackle climate-related conflicts, e.g., in relation to land, displacement and conflicts over resources. It will be the communities themselves that propose the issues.

To implement the humanitarian-development-peace nexus

The project is perfectly placed within the development and peace pillars, through its political and programmatic approaches and partnerships. It will also contribute to implement the HDP nexus as relates to initiatives related to displacement, and more specifically on activities to promote access to justice within IDP camps, likely jointly with HCR.

9. Communication and visibility

The communications strategy shall be finalised within the first three months of project implementation.

Communication of the JJCP will promote communications on two levels:
- Supporting the MOJCA and justice sector actors to communicate more strategically and impactfully on people-centred justice sector reform and the JCM to promote trust, including at the community level, and
- Communication on the Rule of Law portfolio and JJCP results per se, to promote visibility of the project and its partners and donors.

10.   Project budget

See budgeted results and resource framework attached and below.

Annex I: Project Results Framework – with indicators and targets

	PERFORMANCE INDICATORS			DATA GATHERING & USE			
Indicator	**Indicator Definition**	**Baseline**	**Overall target**	**Means of Verification**	**Frequency and Schedule**	**Reponsible person/ team**	**Reporting Deadline**
Outcome 1: A sustainable, and legitimate justice and corrections system, based on people-centred and community-led approaches, is able to deliver improved justice solutions.							
1.1	% of trust in justice and corrections sector (disaggregated by formal/ informal, by gender)	TBC in year 1 perception survey	increase of 8% in relation to baseline	Perception survey	Annual	TPM, JJCP team	31-Dec-23
1.2	Existence of an adopted Justice and Corrections Model	0 (non-people centred draft exists)	1	Desk review	Annual	JJCP team (UNDP/UNSOM)	31-Dec-23
1.3	Number of people-centred justice policies and/or regulatory frameworks adopted.	1 (legal aid policy 2016)	4 (including justice sector plan/policy)	Desk review	Annual	JJCP team (UNDP/UNSOM)	31-Dec-23
Output 1.1: Enabling environment promoted for development of a people-centred, independent, impartial, and sustainable federated justice and corrections system.							
1.1.1	Number of meetings of coordination mechanisms on justice and corrections led by MoJCA, at the FGS and FMS levels.	Inconsistent or non-existent coordination mechanisms	One meeting per year per FMS, two meetings per year at FGS level (total 7 per year)	Meeting reports, regular partner reporting	Quarterly	JJCP team (UNDP/UNSOM)	Dependent on start date of programme
1.1.2	Number of political dialogues held towards a people-centred Somali Justice and Corrections Model (disaggregated by gender and geographic region)	None in 2022	TBD once roadmap is developed by the Federal Ministry of Justice to guide inclusive dialogues	Meeting reports, regular partner reporting	Quarterly	JJCP team (UNDP/UNSOM)	Dependent on start date of programme
1.1.3	Availability of evidence-based advocacy materials on people-centred justice and corrections solutions	3	8	Desk review	Quarterly	JJCP team (UNDP/UNSOM)	Dependent on start date of programme
Output 1.2 Justice institutions have strengthened capacities to deliver community-led and people-centred integrative justice solutions							

1.2.1	Status of Justice Sector Strategy 2024-2034, with a citizen-centred approach, including budget and coordination mechanism.	Sector-wide plan does not exist	Existence of Justice Sector Strategy	Desk review	Quarterly	JJCP team (UNDP/UNSOM)	Dependent on start date of programme
1.2.2	Number of people-centred policy and/or regulatory framework documents designed based on local justice solutions.	1 (draft Legal Aid Bill, 2020)	6	Desk review	Quarterly	JJCP team (UNDP/UNSOM)	Dependent on start date of programme
1.2.3	Number of learning exchanges connecting integrative justice practitioners from different areas of intervention (communities/districts/FMS)	0	8	Regular	Quarterly	JJCP team (UNDP/UNSOM)	Dependent on start date of programme
1.2.4	Status of development of integrative justice modules for law faculties	No integrative justice curriculum exists	Integrative justice modules adopted by 2 law faculties	Desk review	Quarterly	JJCP team (UNDP/UNSOM)	Dependent on start date of programme
Output 1.3 Corrections institutions have strengthened capacities to promote people-centred prison sector reform and deliver community-based solutions.							
1.3.1	Number of people-centred policy and/or regulatory framework documents for corrections management designed.	1 (draft Prison Law to be passed)	3	Desk review	Quarterly	JJCP team (UNODC)	Dependent on start date of programme
1.3.2	Numbers of inmates having benefitted from prison rehabilitation programmes.	1200 (between 2018 – 2022)	1500 (total 2700)	Training reports, mentorship reports	Quarterly	JJCP team (UNODC)	Dependent on start date of programme
1.3.3	Number of corrections and police officers trained on reintegration and rehabilitation (disaggregated by gender and seniority)	20 (F:15, M:5)	300	Training reports, mentorship reports	Quarterly	JJCP team (UNODC)	Dependent on start date of programme
Outome 2: Justice solutions are designed using participatory processes and implemented at local and FMS levels							
2.1	Degree of implementation of integrative justice solutions	TBC in year 1	TBC after baseline established	Stock-taking meetings, MEL missions	Annual	JJCP team (UNDP/UNSOM)	31-Dec-23
2.2	Perception on whether the application of the solution met the justice needs of the parties.	TBC in year 1	TBC after baseline established	Perception survey, Stock-taking meetings	Annual	TPM/JJCP Team	31-Dec-23
2.3	Perception of capacity to solve disputes through integrative justice methodologies.	TBC in year 1	TBC after baseline established	Perception survey, Stock-taking meetings	Annual	TPM/JJCP Team	31-Dec-23
Output 2.1: Integrative justice solutions are designed through generative dialogues at community, district, and FMS levels.							

2.1.1	Number of generative dialogue sessions held	0 (6375 people participated in approximately 80 Community Conversation dialogue sessions in 2021)	250	Generative dialogue session reports, stock-taking meetings	Quarterly	JJCP team (UNDP/UNSOM)	Dependent on start date of programme
2.1.2	Number of topics for which integrative justice solutions are adopted (women's access to justice/SGBV & CRSV/land disputes/environmental justice/corrections/other)	0	35 (5 per location)	Generative dialogue session reports, stock-taking meetings	Quarterly	JJCP team (UNDP/UNSOM)	Dependent on start date of programme
Output 2.2: Rule of law and community, district and FMS actors have increased capacity to respond to identified justice needs.							
2.2.1	Number of rule of law and community actors trained on integrative justice solutions (report by community/district/FMS level, and disaggregate by gender)	0	600 (40% female)	Training reports	Quarterly	JJCP team (UNDP/UNSOM)	Dependent on start date of programme
2.2.2	Number of ADR mechanisms operational	0	6	Partner reporting, MEL missions	Quarterly	JJCP team (UNDP/UNSOM)	Dependent on start date of programme
2.2.3	Number of cases processed by the ADR mechanisms	42	2000	Partner reporting	Quarterly	JJCP team (UNDP/UNSOM)	Dependent on start date of programme
2.2.4	Number of paralegals & social workers capacitated on integrative justice solutions (disaggregate by gender)	0	14 (50% female)	Training reports	Quarterly	JJCP team (UNDP/UNSOM)	Dependent on start date of programme
Output 2.3: Community-based corrections system strengthened including diversion, and reintegration of offenders, and oversight of corrections facilities.							
2.3.1	Number of prisons in which community engagement forums promote service delivery for and reintegration and rehabilitation of inmates.	1 (In Garowe prison 4 community forums were in place in 2022)	6	Forum reports, MEL missions	Quarterly	JJCP team (UNODC)	Dependent on start date of programme
2.3.2	Number of inmates benefitting from reintegration initiatives back into the community (disaggregate by gender)	250	1200	Partner reporting, mentor reports	Quarterly	JJCP team (UNODC)	Dependent on start date of programme

2.3.3	Community oversight board at federal level operational	1	1	Partner reporting, MEL missions	Quarterly	JJCP team (UNODC)	Dependent on start date of programme

Annex II: Project risk management matrix

RISK ASSESSMENT						TREATMENT OPTIONS	
Risks	Risk Drivers	Risk Outcome	Likelihood	Impact	Risk Level & Trajectory	Mitigation strategy	Adaptation
Programmatic							
Increased displacement	Insecurity due to liberation in newly recovered areas and drought	Programme engagement in newly recovered areas would be impacted	medium	high		Close engagement plan between MoIFAR and MOJCA FGS and FMS level would be required with political engagement of PAMG and CRESTA stabilization programme with JJCP	Programme approach is through pilot engagement; regular technical committee meetings and Programme steering committee engagement can review and modify the implementation.
Insecurity and increase in **internal political divisions and tensions** between the FGS and FMS: this will have a detrimental effect on all programme activities and interventions.	Lack of consensus on Constitutional process especially on power sharing and Justice and corrections models	Lack of FMS's involvement in area-based programming due to lack of allocation of resources	Medium	Medium		Extensive use of national coordination mechanisms; national programme staff/experts to provide capacity building support with all programme counterparts; interventions by local stakeholders; build relationships with local and FMS partners and institutions and aim to sustain these relationships despite of a political tension.	Regular coordination on quarterly basis would be used to foster relations and build alliances between the FGS, FMS and CSOs stakeholders
Lack of political commitment and ownership to support people-centred and	Government priorities not aligned to the programme outcome, and	Programme objectives would not be met	High	High		Regular follow up with government institutions on implementation of high-level political priorities	UNSOM's and government regular coordination on the political aspects of the work would allow early joint reviews and analysis which would be relevant at

integrative justice and other new approaches in programme	no civil servant capacity dedicated to reforms						the technical committee meetings and programme steering committees
Corruption in the public sector	Non-disclosure of government budget and civil servants	Programme activities may be undermined as a result of corruption	Medium	Medium		Spot checks and third-party monitoring arrangements; support accountability/transparency programmes through the Security Sector Reforms, Anti-corruption programme where high-level commitment would be requested from MoJCA FGS and strengthen parliamentary oversight mechanisms. Budget to work with parliamentary committees needs to be provided.	Spot checks and third-party monitoring reports shall be tabled at technical committee meetings and programme steering committees, documentation of parliamentary committee review of the justice sector. Regular engagement of the project team with the concerned parliamentary committees.
Risk of corruption and accountability, in transparently drawn up contracts, unanticipated costs, substandard assets.	Nonadherence to UN policies and government procurement law	High costs would impact programme budget	Medium	High		HACT assessments of partners, regular Third-party monitoring visits to validate activities; financial spot checks/audit; RMU support for due diligence and verification	Spot checks and third-party monitoring reports shall be tabled at technical committee meetings and programme steering committees. Ad hoc Task force on financial accountability
Operational							
Uncertainties or **constraints around planned M&E**	Activities due to restricted movement and safety measures;	Risks related to planned Third-Party Monitoring visits; lack of overall information	Medium	Medium		Monitoring tools with financial spots checks, Third Party Monitoring to be undertaken for validation of activities in areas difficult to reach for project staff.	Feedback loop at FMS locations with communities shall be undertaken on an annual basis.
Weak implementation/absorptive capacity	Lack of trained civil servants in the	Programme in target areas such as newly	Medium	High		Due diligence and capacity assessment as a condition for approval	Real time capacity building embedded on financial management shall be provided on annual basis during the programme

	government institutions in FGS and FMS	recovered areas may remain unimplemented				and funding shall be provided by the UNDP team; Tranche funding;	implementation to all CSO and government partners
Poor or slow reporting	Lack of personnel who would be assigned to the programme from the government	Poor reporting and results would be impacted	Medium	Medium		National and international staffs provide technical support on preparation of required reporting and its relevant templates.	Government engagement should include dedicated M&E or reporting staff
Socio - Cultural							
Unfavourable cultural norms and practices and resistance to change	Resistance on issues on women's empowerment and justice sector's response to National Action Plan 1325	Support of the programme towards Somali women would be negatively impacted	High	Medium		Engagement of community leaders, traditional leaders, male champions, media and advocacy by women affairs ministries and civil society;	Collaboration with CSOs having access to communities and vulnerable groups;
Limited engagement with women and minority clans	Dedicated workplan lacking clarity to work with women and minority groups	Support to vulnerable groups would be impacted with increase of violence in the community	High	Medium		Engagement of community leaders, traditional leaders, male champions, media and advocacy by women affairs ministries and civil society; collaboration with CSOs having access to communities and vulnerable groups; innovative ways of engaging and consulting women from minority communities.	Innovative ways of engaging and consulting women from minority communities shall be piloted continuously.

Annex III: Project multi-year workplan and budget

UNDP Quantum Project ID	00122624
Project Duration	4 years
National Priority	Somali National Development Plan (NDP-9) 2020-2024, Pillar 1: Inclusive Politics; Pillar 2: Security and Rule of Law. National PCVE Strategy and Action Plan (2016).
UN Sustainable Development Cooperation Framework (2020 - 2025)	Outcome 2.2: Accessibility and responsiveness of institutions in empowering communities to address underlying causes of insecurity and conflict as well as endemic violations of human rights and marginalization will be ensured by efficient civilian oversight of security and rule of law institutions
UNDP Strategic Plan 2022 - 2025 Outcome	Outcome 1: Structural transformation accelerated, particularly green, inclusive, and digital transitions & Outcome 2: No-one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development
NDP Pillar:	To achieve a stable and peaceful Federal Somalia through inclusive political processes, establishing unified, capable and accountable security institutions and establishing independent, accountable and efficient justice institutions'
NDP Priority Programmes Area:	Pillar 1: Inclusive Politics; Pillar 2: Security and Rule of Law.
Related CPD Outcome and Output	Programme priority 2: security, rule of law and access to justice, in particular, output 2.2. Strengthened capacity of institutions at federal and state levels to promote restorative and alternative justice systems
SDGs	SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels, in particular: Target 16
Programme Portfolio:	Rule of Law and Security
Project Modality: (NIM/DIM)	DIM: Direct Implementation

Outputs (Indicators, Baselines, Targets)	Planned Activities	Implementation Period 2023 - 2026				Responsible party	funding source	Budget Account and description	Planned budget					
		Y1	Y2	Y3	Y4				Amount	2023	2024	2025	2026	2027
Outcome 1: A sustainable, and legitimate justice and corrections system, based on people-centred and community-led approaches, is able to deliver improved justice solutions														
Indicators: % of trust in justice (and corrections) sector (disaggregated by formal/ informal, by gender) Existence of an adopted Justice and Corrections Model Number of people-centred justice policies and/or regulatory frameworks adopted Number of judges/prosecutors appointed through independent, legally established selection processes (FMS and FGS levels)														
Output 1.1 Enabling environment promoted for development of a people-centred, independent, impartial and sustainable federated justice and	Support to dialogues held towards a people-centred Somali Justice and Corrections Model, including on judicial independence	x	x	x	x	UNSOM UNDP	tbc	75700 Training, Workshops and Confer 71600 Travel	226,000	41,500	98,000	86,500		
	Workshops	x	x	x	x		tbc	71800	56,500	26,500	15,000	15,000		

corrections system Indicators: • Number of dialogues held towards a people-centred Somali Justice and Corrections Model, including on judicial independence (disaggregated by gender and geographic region) • Availability of evidence-based advocacy materials on people-centred justice and corrections solutions	Support to roll out and operationalization of the adopted JCM - prioritize once applicable	x	x	x	x	UNSOM - UNDP - UNODC	tbc	Contractual Services-Imp Partn 71200	56,500	15,000	26,500	15,000		
	Research on fiduciary tools for revenue generation to fund the JCM					UNSOM -UNDP	tbc	International Consultants 71300 Local Consultants 72100 Contractual Services-Companies	113,000		56,500	56,500		
	Generate learning and evidence on people-based justice solutions from pilot areas for scaling up and advocacy (geographic, thematic)	x	x	x	x		tbc	75700 Training, Workshops and Confer 71600 Travel 71800	**675,455**	**95,000**	**145,500**	**148,500**	**153,500**	**132,955**
	perception surveys on peace, justice, security and SDG16 (crosscutting on all outcomes)	x	x	x	x	UNSOM - UNDP - UNODC	tbc	Contractual Services-Imp Partn 71200	505,955	80,000	111,500	111,500	111,500	91,455
	research and policy briefs, including on gender dimensions						tbc	International Consultants	56,500		10,000	12,000	17,000	17,500
	communication & outreach, incl. MOJCA communication consultant	x	x	x	x		tbc	71300 Local Consultants 72100 Contractual Services-Companies 72600 Grants	113,000	15,000	24,000	25,000	25,000	24,000
	Sub-Total 1.1								901,455	136,500	243,500	235,000	153,500	132,955
Output 1.2 Justice institutions have strengthened capacities to deliver community-led and people-centred integrative justice solutions Indicators: • Existence of Justice Sector Strategy 2024 - 2034, including budget and coordination mechanism • Number of people-centred policy and/or regulatory framework documents	**Support to design and implementation of Justice Sector Strategy 2024 - 2030, with a citizen-centred approach, including budget and coordination mechanism**	x	x	x	x		tbc	75700 Training, Workshops and Confer 71600 Travel 71800	**810,050**	**85,000**	**333,854**	**214,500**	**124,500**	**52,195**
	Recruitment of international and national consultants/think tank (expertise on sector wide planning, thematic experts e.g. A2J, budgeting)	X	X			UNDP - UNSOM	tbc	Contractual Services-Imp Partn 71200 International Consultants	239,354	50,000	139,354	20,000	20,000	10,000
	support to coordination mechanisms, consultations and planning at FGS, FMS and	X	X				tbc	71300 Local Consultants	277,695	35,000	69,500	69,500	69,500	34,195

Description	Activity						tbc	Code	Total	Y1	Y2	Y3	Y4	Y5
designed based on local justice solutions • Number of learning exchanges connecting integrative justice practitioners from different areas of intervention (communities/districts/FMS) • Status of development of integrative justice modules for law faculties	community level (travel, workshops)							72100 Contractual Services-Companies 72600 Grants 73400 Rental & Maint of Other Equip						
	Operational support to MOJCA (equipment and works on office)	X					tbc		180,000		90,000	90,000		
	Support to advocacy for adoption and implementation of Legal Aid Law and policy	X	X				tbc		113,000		35,000	35,000	35,000	8,000
	No-cost provision of expertise to legal analysis and review (penal code, family law, PLDU), including to mobilize resources for support	x	x	x	x		tbc		-					
	Support to learning & exchanges connecting FGS, FMS and local actors on integrative justice	X	X				tbc		**908,109**	**100,375**	**204,250**	**219,750**	**214,450**	**169,284**
	Support to MOJCA on MEL, including travel	x	x	x	x		tbc		45,200	8,000	9,500	10,000	9,700	8,000
	Establishment of and support to integrative justice practitioner network	x	x	x	x		tbc		523,909	50,000	110,000	125,000	120,000	118,909
	Support to curricula for law faculties and scholarship programme for women (1 group of 25 students for four years)		X				tbc		339,000	42,375	84,750	84,750	84,750	42,375
	Capacity building of judiciary and rule of law actors on people-centred justice						tbc		**1,330,500**	**155,000**	**296,000**	**296,000**	**301,000**	**282,500**
	Transformative leadership programme for MOJ, SC, AGO at FGS and FMS						tbc		452,000	52,000	100,000	100,000	100,000	100,000
	Mentorship programme of judges in selected locations, through Judicial Training Institute	X	X				tbc		565,000	85,000	120,000	120,000	120,000	120,000
	Support to human ressource capacity of MOJCA: JJCP coordinator (UNDP or MOJCA contract TBC)	X	X	X	X		tbc		144,000	18,000	36,000	36,000	36,000	18,000
	support to strenghtening victim centred justice sector response to SGBV/CRSV (to be defined)						tbc		169,500		40,000	40,000	45,000	44,500
Sub-Total 1.2									**3,048,658**	**340,375**	**834,104**	**730,250**	**639,950**	**503,979**

Output 1.3	Activity	Q1	Q2	Q3	Q4	Partner		Budget code	Total					
Ouput 1.3 Corrections institutions have strengthened capacities to promote people-centred prison sector reform and deliver community based solutions Indicators: • Number of people-centred policy and/or regulatory framework documents for corrections management designed • Numbers of inmates having benefitted from prison rehabilitation programmes • Number of corrections and police officers trained on reintegration and rehabilitation (disaggregated by gender and seniority)	**Support to finalization and implementation of Prison Law**						tbc		83,680	20,000	63,680			
	training & workshops	X	X				tbc		83,680	20,000	63,680			
	consultants						tbc		-	-	-	-	-	-
	when adopted: support to implementation of law (e.g. design of specific policies, trainings, other)						tbc		-	-	-	-	-	-
	Support to prison rehabilitation programmes						tbc		1,508,995	247,110	448,522	406,682	406,682	
	Vocational training in plumbing, welders, builders (trainers for 5 prisons)	x	x	x	x		tbc	75700 Training, Workshops and Confer	515,000	65,000	150,000	150,000	150,000	515,000
	Training to inmates: basic education (workshops, teachers, supplies)	x	x	x	x		tbc	71600 Travel	260,770	32,110	76,220	76,220	76,220	260,770
	Partner/engage with Ministry of Education on curriculum	x			x		tbc	71800 Contractual Services-Imp Partn	41,840		41,840			41,840
	Construction materials and maintenance of target prisons through vocational training such as Baidoa, Mogadishu Prison Court Complex and Kismayo to achieve full operationalization	x	x	x	x	UNODC UNSOM	tbc	71200 International Consultants 71300 Local Consultants	691,385	150,000	180,462	180,462	180,462	691,385
	No-cost advocacy for operationalization of Galkayo prison						tbc	72100 Contractual Services-Companies	-	-	-	-	-	-
	Capacity building of corrections sector actors	X	X	X	X		tbc	72600 Grants	557,570	79,653	159,306	159,306	159,306	
	Support capacity building and prison mentoring work on reintegration and rehabilitation	x	x	x	x		tbc	73400 Rental & Maint of Other Equip	191,470	27,353	54,706	54,706	54,706	
	Training to correction personnel (custodial personnel, police, and key community actors) on reintegration and rehabilitation (DSA, training equipment, travel)	x	x	x	x		tbc		219,660	31,380	62,760	62,760	62,760	
	Training on correction facilities management (Dynamic security, Basic PVE)	x		x	x		tbc		146,440	20,920	41,840	41,840	41,840	
	IF POSSIBLE AND FUNDING AVAILABLE: Construction of					TBC	tbc							

									Total					
	Hirshabelle prison (NLA) - tbc - 2 000 000 USD													
	Sub-Total 1.3								2,150,245	346,763	671,507	565,987	565,987	
	TOTAL Outcome 1								6,100,359	823,638	1,749,111	1,531,237	1,359,437	636,936

Outcome 2: Somali's justice needs are addressed and social relations are transformed by integrative justice solutions at district and FMS levels
Indicators:
Degree of implementation of integrative justice solutions
Perception on whether the application of the solution met the justice needs of the parties
Perception of capacity to solve disputes through integrative justice methodologies

									Total					
Output 2.1 Integrative justice solutions are designed through generative dialogues at community, district and FMS levels Indicators: • Number of generative dialogue sessions held • Number of topics for which integrative justice solutions are adopted (women's access to justice/SGBV & CRSV/land disputes/environmental justice/corrections/other)	**Organization of generative dialogue sessions**	X	X	X	X		tbc		1,208,309	116,500	277,400	296,800	305,700	211,909
	Training and mentoring for establishment of core group for generative dialogue (including formal & informal RoL actors, based on specific criteria, volunteers from communities/authorities)	X	X	X	X		tbc	75700 Training, Workshops and Confer 71600 Travel 71800 Contractual Services-Imp Partn 71200 International Consultants 71300 Local Consultants 72100 Contractual Services-Companies 72600 Grants 73400 Rental & Maint of Other Equip	320,509	50,000	70,000	70,000	70,000	60,509
	dialogue sessions of stakeholders on generative dialogue (volunteers from communities/authorities)	X	X	X	X		tbc		395,500	20,000	90,000	95,000	100,000	90,500
	Partnership with NVC academy & Center for NVC	X	X	X	X		tbc		33,900		10,000	10,000	13,900	
	Support to human resource capacity of MOJCA: Generative dialogue consultant (100 days per year for four years+ travel)	X	X	X	X	UNDP UNSOM	tbc		180,000	22,500	45,000	45,000	45,000	22,500
	Support to human resource capacity of MOJCA: community liaison officer (8 locations, 800/year for four years)	X	X	X	X		tbc		278,400	24,000	62,400	76,800	76,800	38,400
	Support to implementation of proposed local justice solutions	X	X	X	X		tbc		384,200	18,000	88,500	89,000	98,000	90,500
	advocacy and communications	X	X	X	X		tbc		79,100	12,000	16,000	16,500	16,600	18,000
	other support as applicable (small equipement, travel, workshops)		X	X	X		tbc		56,500	6,000	12,500	12,500	13,000	12,500
	Support for small renovation of justice sector infrastucture as identified in the generative dialogue						tbc		248,600		60,000	60,000	68,600	60,000
	Sub-Total 2.1								1,592,509	134,500	365,900	385,800	403,900	302,409

Output 2.2 Rule of law and community, district and FMS actors have increased capacity to respond to identified justice needs Indicators: • Number of rule of law and community actors trained on integrative justice solutions (report by community/district/FMS level, and disaggregate by gender) • Number of ADR mechanisms operational • Number of cases processed by the ADR mechanisms • Number of paralegals & social workers capacitated on integrative justice solutions (disaggregate by gender/SGBV & CRSV/land disputes/environmental justice/corrections/other)	**Capacity building of rule of law and community, district and FMS actors on integrative justice**	**X**	**X**	**X**	**X**		tbc		**709,109**	**80,000**	**150,000**	**170,000**	**170,000**	**139,109**
	Training and mentoring (workshop, travel) including on restorative justice, NVC, mediation, trauma-informed approaches, value-based leadership	X	X				tbc	75700 Training, Workshops and Confer 71600 Travel 71800 Contractual Services-Imp Partn 71200 International Consultants 71300 Local Consultants 72100 Contractual Services-Companies 72600 Grants 73400 Rental & Maint of Other Equip	709,109	80,000	150,000	170,000	170,000	139,109
	recruitment of consultant (international and national)	X	X				tbc		-					
	Support to MOJCA on MEL on Legal Aid and ADR, including for coordination of Legal Aid and ADR providers	X	X	X	X		tbc		-					
	Support to ADR mechanisms in 7 locations (within government provided infrastructure): 5 areas of interventiion, 2 in NLA (advocacy for budget in 4 additional NLAs)	**X**	**X**	**X**	**X**	UNDP UNSOM	tbc		**1,366,585**	**197,000**	**299,000**	**315,300**	**325,300**	**229,984**
	Support and training to ADR actors, both formal and informal (workshops, travel)	X	X	X	X		tbc		332,092	50,000	75,000	75,000	75,000	57,092
	Support to paralegals & social workers (trainings, partnership with NGO), including on SGBV, trauma-informed approaches	X	X	X	X		tbc		502,850	65,000	110,000	125,000	135,000	67,850
	Support "mobile ADR clinics" in IDP camps (being careful about doing no harm and managing risk)	X	X	X	X		tbc		67,800	8,000	15,000	15,000	15,000	14,800
	Research, analysises, learning to identify linkages and referral mechanisms between formal and IJS (workshops, travel)	X		X	X		tbc		22,600	4,000	4,000	5,300	5,300	4,000
	Support provision of justice services in two recovered areas (+4 additional if funding available)						tbc		441,242	70,000	95,000	95,000	95,000	86,242
Sub-Total 2.2									**2,075,694**	**277,000**	**449,000**	**485,300**	**495,300**	**369,093**

Output 2.3 Community-based corrections system strengthened including diversion, and reintegration of offenders, and oversight of corrections facilities	Activity					Partner	Budget code						
Indicators: • Number of prisons in which community engagement forums promote service delivery for and reintegration and rehabilitation of inmates • Number of inmates benefitting from reintegration initiatives back into the community (disaggregate by gender) • Community oversight board at federal level operational	**Support community engagement forums for service delivery and reintegration and rehabilitation of inmates**					tbc		**133,888**	**12,880**	**65,000**	**20,008**	**18,000**	**18,000**
	Set up of and support to community engagement forums for prisons (local consultant, travel)	x	x			tbc		47,880	2,880	45,000			
	Awareness raising on benefit of community engagement forums for prisons, to mobilize members/community	x	x	x	x	tbc	75700 Training, Workshops and Confer 71600 Travel 71800 Contractual Services-Imp Partn 71200 International Consultants 71300 Local Consultants 72100 Contractual Services-Companies 72600 Grants 73400 Rental & Maint of Other Equip	42,000	5,000	10,000	9,000	9,000	9,000
	Trainings to forum members (on service delivery, including health)	x	x	x	x	tbc		44,008	5,000	10,000	11,008	9,000	9,000
	Support to inmates for reintegration initiatives back into the community					tbc		**167,360**	**20,920**	**41,840**	**41,840**	**41,840**	**20,920**
	Cf. output 1.3: vocational training for inmates					tbc		-	-	-	-	-	-
	Service provision to inmates (psychosocial support, NVC) in partnership with Universities students to provide social support.	x	x	x	x	tbc		167,360	20,920	41,840	41,840	41,840	20,920
	Identify and establish partnerships with universities (for students to provide social support)					tbc		-	-	-	-	-	-
	Support to community oversight board at FGS level	X	X			tbc		**83,680**		**31,500**	**31,500**	**10,340**	**10,340**
	Support to operationalization of the community oversight board (FGS)	x	x			tbc		40,000		20,000	20,000		
	Training to community oversight board members (FGS)	x	x			tbc		23,000		11,500	11,500		
	If applicable in Y3 and Y4 – support establishment of oversight boards at FMS level (plus training and exchanges between FGS and FMS)			x	x	tbc		20,680				10,340	10,340
	Sub-Total 2.3							384,928	33,800	138,340	93,348	70,180	49,260
	TOTAL Outcome 2							4,053,130	445,300	953,240	964,448	969,380	720,762

UNODC
UNSOM

Technical and operational support to project management													
	UNDP project staff (justice specialist/ project manager & IUNV)	X	X	X	X	UNDP			1,942,210	242,776	485,552	485,552	485,552	242,778
	staffing UNODC	X	X	X	X	UNODC			1,091,341	163,701	327,402	327,402	218,268	54,567
						Total human resources			3,033,551	406,477	812,954	812,954	703,820	297,345
	Programme quality assurance and operational management					UNDP	tbc		977,450	122,181	244,363	244,363	244,363	122,181
	Monitoring, evaluation and learning (MEL)					UNDP	tbc		960,500	120,063	240,125	240,125	240,125	120,063
Total project management & operations									4,971,501	648,721	1,297,442	1,297,442	1,188,308	539,589
Total programmatic Justice									7,618,316	888,375	1,892,504	1,836,350	1,692,450	1,308,438
Total programmatic Corrections									2,535,173	380,563	809,847	659,335	636,167	49,260
TOTAL Programmatic budget									10,153,489	1,268,938	2,702,351	2,495,685	2,328,817	1,357,698
Total programmatic plus project technical and operational support									15,124,990	1,917,659	3,999,793	3,793,127	3,517,125	1,897,287
UNDP GMS 7%						UNDP			804,893	100,612	201,223	201,223	201,223	100,612
UNODC GMS 7%						UNODC			253,856	31,732	63,464	63,464	63,464	31,732
MPTF 1%						MPTF			151,250	18,906	37,812	37,812	37,812	18,906
TOTAL									16,334,989	2,068,909	4,302,293	4,095,627	3,819,625	2,048,537