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PROJECT PROPOSAL TITLE:




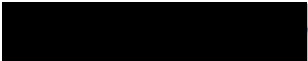
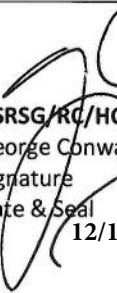
**JOSP MAAREYNTA ISBEDDELKA CIMILADA - MIC (JOSP GOVERNANCE FOR  
ADAPTATION TO CLIMATE CHANGE) PROGRAMME**

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**Project Description**

The “JOSP *Maareynta Isbeddelka Cimilada*” (JOSP Governance for Adaptation to Climate Change) project, is part of the broader framework of the Jowhar Offstream Storage Programme (JOSP), led by the Ministry of Agriculture and Irrigation (MoAI) and co-led by the Ministry of Energy and Water Resources (MoEWR) in collaboration with the Ministry of Environment and Climate Change (MoECC) and Durable Solutions Secretariat within the Ministry of Planning (MoPIED). The programme is implemented by the Food and Agriculture Organization (FAO), the International Organization for Migration (IOM), the United Nations Human Settlements Programme (UN Habitat), the United Nations Environment Programme (UNEP) and the United Nations Industrial Development Organization (UNIDO). JOSP aims to enhance climate resilience and food security of Middle and Lower Shabelle regions, situated in Hirshabelle and South-West State of Somalia by restoring the irrigation scheme to mitigate drought and flood risks, increase food production, and boost economic stability for 1.65 million people.

JOINT PROGRAMME INFORMATION	
Joint Programme Title:	Project "JOSP Maareynta Isbeddelka Cimilada" JOSP Governance for adaptation to climate change (part of the Jowhar Offstream Storage Programme - JOSP)
Programme Location/Region:	Middle and Lower Shabelle regions, Hirshabelle and South-West State
Focal Point:	Name: Ariane Luff Title: Head of Strategy and Resource Mobilisation Agency: FAO Email: <a href="mailto:Ariane.luff@fao.org">Ariane.luff@fao.org</a>
Participating UN Organization (PUNOs):	FAO, IOM, UNEP, UN-HABITAT, UNIDO
Implementing Partners - Name & Type (Government, CSO, etc.):	Line Ministry of FGS: MoAI & MoEWR and relevant Hirshabelle State Ministries, and Jowhar and Bal'ad District Administration.
SJF Windows (choose one):	<input type="checkbox"/> Window 1: Inclusive Politics <input type="checkbox"/> Window 2: Rule of Law <input type="checkbox"/> Window 3: Human Rights <input checked="" type="checkbox"/> Window 4: Climate and Resilience
Relevant SDG Target (s):	SDG targets 1.4, 1.5, 2.3, 6.5, 6.6, 8.3, 9.1, 9.4, 10.2, 11.3, 13.1, 15.1, 17.17 SJF Outcomes 2.1, 3.1 and 4.1
Expected Start Date:	1 November 2024
Expected Duration of Implementation (in years/months):	2 years
Gender Marker:	2
Disability marker:	1
Estimated Total Budget:	SJF Funding: USD 15 million Overall Programme Budget: USD 160 million Agency Contribution: USD 42 million
Lead Agency Signature  Print: Organisation _____ FAO _____ Name __ Etienne Peterschmitt _____ Title _____ FAO Representative _____  Signature  Date 10/24/2024	PUNO Signature  Print: Organisation __ UNEP ____ Name _____ Fatou Ndoeye _____ Title __ Deputy Regional Director for Africa Office _____  Signature _____ Date 10/24/2024
PUNO signature  Print: Organisation _____ UNIDO _____ Name _____ Title _____	PUNO Signature  Print: Organisation _____ IOM ____ Name _____ Prestage Murima _____ Title _____ Chief of Mission a.i. _____

<p>Signature </p> <p>Date 10/24/2024</p>	<p>Signature </p> <p>Date 10/24/2024</p>
<p>PUNO signature</p> <p>Print:  Organisation _____ UN Habitat _____  Name _____ Ishaku Maitumbi _____  Title _____ Head of Country Programme _____</p> <p>Signature </p> <p>Date 10/24/2024</p>	
<p>Ministry of Agriculture &amp; Irrigation, FGS</p> <p></p>	<p></p> <p><b>DSRSG/RC/HO</b>  George Conway  Signature  Date &amp; Seal  12/12/2024</p>

*\* The legal basis for the joint programme is the Legal Annex for the signed United Nations Sustainable Development Cooperation Framework (2021-2025). It refers to the cooperation or assistance agreements or other agreements that are the existing legal basis for the relationship between the Federal Government of Somalia and each Participating UN Organization.*

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## Acronyms

Acronym	Full Name
<b>SJF</b>	Somalia Joint Fund
<b>FAO</b>	Food and Agriculture Organization
<b>IOM</b>	International Organization for Migration
<b>UN</b>	United Nations
<b>UN Habitat</b>	United Nations Human Settlements Programme
<b>UNEP</b>	United Nations Environment Programme
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>HSS</b>	Hirshabelle State
<b>SWS</b>	South-West State
<b>SDG</b>	Sustainable Development Goals
<b>JOSP</b>	Jowhar Offstream Storage Programme
<b>CSO</b>	Civil Society Organization
<b>MoAI</b>	Ministry of Agriculture and Irrigation
<b>MoEWR</b>	Ministry of Energy and Water Resources
<b>FGS</b>	Federal Government of Somalia
<b>FMS</b>	Federal Ministry of Somalia
<b>PUNO</b>	Participating UN Organization
<b>PPP</b>	Public-Private Partnership
<b>INRM</b>	Integrated Natural Resource Management Networks
<b>HLP</b>	Housing, Land and Property
<b>NbDS</b>	Nature-based Durable Solutions
<b>DAC</b>	Displacement Affected Communities
<b>STDM</b>	Social Tenure Domain Model
<b>FCDO</b>	Foreign, Commonwealth & Development Office
<b>USAID</b>	United States Agency for International Development
<b>EU</b>	European Union
<b>UNSCDF</b>	United Nations Sustainable Development Cooperation Framework
<b>UNDG</b>	United Nations Development Group
<b>UNDCF</b>	United Nations Development Cooperation Framework
<b>M&amp;E</b>	Monitoring and Evaluation
<b>RUNO</b>	Recipient United Nations Organizations
<b>KPI</b>	Key Performance Indicator
<b>OED</b>	Office of Evaluation (specific to FAO)
<b>UNDSS</b>	United Nations Department of Safety and Security

## Executive Summary

The JOSP Governance for Adaptation to Climate Change project is an innovative and comprehensive initiative designed to enhance the resilience of Somalia's Middle and Lower Shabelle regions to climate change. This project is led by a consortium of United Nations agencies including the Food and Agriculture Organization (FAO) as lead agency, the International Organization for Migration (IOM), the United Nations Human Settlements Programme (UN Habitat), the United Nations Industrial Development Organization (UNIDO), and the United Nations Environment Programme (UNEP) and will closely collaborate and partner with the Federal Ministries of Agriculture and Irrigation (MoAI) and of Energy and Water Resources (MoEWR) as the co-leads; as well as the Ministry of Environment and Climate Change (MoECC) and the Durable Solutions Secretariat within the Ministry of Planning (MoPIED). Scheduled to commence on 1 November 2024, the project will span two years and is a key component of the broader Jowhar Offstream Storage Programme (JOSP), which aims to mobilize an overall budget of USD 160 million. Of this, USD 15 million is directly contributed by the Somalia Joint Fund (SJF), with additional significant co-financing from international donors such as the European Union, USAID, and the Foreign, Commonwealth & Development Office (FCDO).

The project is strategically aligned with Somalia's National Development Plan and the Sustainable Development Goals (SDGs), UNCF, National strategies for Water, Agriculture and Irrigation, Disaster and durable solutions emphasizing its relevance and commitment to both national priorities and international environmental and development frameworks. The primary focus of the JOSP initiative is to restore and enhance the JOSP irrigation scheme, which is critical for mitigating the recurrent risks of droughts and floods that have severely impacted local agriculture and livelihoods over the years. By improving this infrastructure, the programme aims to stabilize local economies, enhance food security, and ultimately reduce the community's dependency on humanitarian aid. Within this framework, the SJF contribution ensures that robust governance frameworks are in place for the sustainable management and operation of the JOSP infrastructure.

Approximately 1.65 million residents of the Middle and Lower Shabelle regions are expected to benefit directly from the JOSP Programme. The Programme prioritizes inclusivity, ensuring that interventions are

accessible to all community members, especially women, youth, and marginalized groups.

These efforts are aimed at not only providing immediate benefits through protection from flood and drought, improved agricultural outputs, and infrastructure, but also at fostering long-term empowerment and self-sufficiency.

The implementation strategy of the Maaryenta project is defined by its inclusive and participatory approach, involving stakeholders at all levels—from government officials and local leaders to community members and international partners—in every phase, from planning and development to execution and evaluation. This collaborative approach ensures that the interventions are not only contextually appropriate and integrated with existing programs, but also that they are sustainable and capable of evolving based on the community's needs and feedback.

The project plans for the establishment of robust governance frameworks and capacity-building measures, which are essential for the sustainable management of the enhanced infrastructure and natural resources. These frameworks are designed to be self-sustaining, with local communities gaining the knowledge, skills, and funds necessary to manage their resources effectively long after the project's completion.

Financially, the wider initiative is bolstered by a diverse funding base, which includes a significant portion allocated for building the institutional and governance capacities critical to the program's long-term success. This diversified funding strategy not only secures the necessary financial resources but also ensures a multi-faceted approach to tackling the region's challenges, making the project a model for similar interventions globally.

In summary, the Programme represents a transformative effort that integrates strategic international support with local expertise to significantly improve the climate resilience of Somalia's Middle and Lower Shabelle regions. Through its comprehensive planning, substantial funding, and inclusive implementation, the programme promises not only to address immediate environmental challenges but also to build a foundation for ongoing growth, stability, and development in the region. It stands as a significant contribution to Somalia's efforts to manage and thrive in the face of global climate challenges, ensuring a sustainable and prosperous future for the Middle Shabelle community.

## 1. Situational analysis

Somalia faces a critical challenge in its battle against climate change, marked by a historical pattern of increasing climate volatility. Over the last 20 years, the frequency of droughts and floods has escalated, impacting the livelihoods and stability of its population. The Middle and Lower Shabelle regions, situated in the Hirshabelle and South-West States respectively, is particularly vulnerable due to its strategic agricultural and economic significance highly dependent on the water flows in the Shabelle River. This situational analysis examines the current context of climate resilience and governance in this region, focusing on the interaction between environmental challenges and local capacities.

### **Climate Vulnerability and Environmental Degradation:**

Middle Shabelle has experienced severe environmental degradation due to recurrent natural disasters, including the worst drought in recent history during 2021/22 and unprecedented flooding from the Super El Niño event in Deyr 2023. These events disrupt local agriculture, a primary source of livelihood, as well as local economic activities and the provision of basic services, leading to food insecurity and decrease in livelihoods and increased dependency on humanitarian aid. The Jowhar Offstream Storage Programme (JOSP) command area is crucial as it encompasses Somalia's breadbasket but is frequently affected by flooding and drought, which jeopardizes the entire region's food production and economic stability.

### **Stakeholder Landscape:**

The primary stakeholders include local communities, government bodies such as the Ministry of Agriculture and Irrigation (MoAI) and the Ministry of Energy and Water Resources (MoEWR), who co-lead the initiative, as well as the Ministry of Environment and Climate Change (MoECC), the Durable Solution Secretariat (MoPIED) and relevant Hirshabelle and South-West counterparts and district level administrations, in addition to international partners including FAO, UNEP, IOM, UN Habitat, and UNIDO. Local communities in the JOSP command area are among the most affected, with recurrent humanitarian needs yet significant potential for agricultural productivity. The Federal Government of Somalia has prioritized this region for interventions, recognizing the strategic importance of restoring and managing the local irrigation infrastructure and its potential to impact production at a national scale.

### **Government and Institutional Frameworks:**

The Federal Government of Somalia, with support from international agencies, is striving to enhance governance and institutional capacities to manage climate risks effectively. Key policy frameworks guiding these efforts include the National Development Plan (NDP 9), the United Nations Sustainable Development Cooperation Framework (UNSDCF) (pillars 3 and 4), the National Water Resource Strategy (NWRS), National agricultural development strategy and National irrigation policy, National durable solution strategy, National disaster management strategy and policy, and National climate change policy. These frameworks aim to integrate climate resilience strategies into broader developmental and governance processes, focusing on sustainable water management, infrastructure development, and community engagement in decision-making processes.

The governance of water resources in the Hirshabelle and South-West State of Somalia faces numerous challenges that impede the effective and sustainable management of this critical resource. These challenges span across capacity building needs, the impact of natural disasters such as floods and droughts, infrastructure vulnerabilities, and the intricacies of local-level project implementation under the current federal system as well as sustainable financing mechanisms for post-rehabilitation operation and maintenance.

The federal structure in Somalia, which endorses a degree of devolution of political power, presents both opportunities and challenges for water governance in Hirshabelle. While this structure allows for more localized and context-specific governance, it also implies that water governance and related development projects are increasingly being implemented at the local level – in districts, villages, or small community settlements. This decentralization demands effective coordination and integration of efforts across various levels of governance, posing a challenge in ensuring consistency, efficiency, and sustainability in water governance initiatives. The detailed description of roles, responsibilities, and resource allocation arrangements will be further defined

during the inception phase. Given that governance structures in Somalia, particularly at the government level, are fairly nascent, this approach allows for the necessary flexibility to adapt and strengthen local engagement. As part of the wider JOSP initiative, the ongoing establishment of robust governance mechanisms aims to ensure effective infrastructure and resource management both during and beyond the project's lifespan. These governance structures will operate at federal, state, and local levels, involving both government and local communities to ensure inclusive decision-making and long-term sustainability. During the inception phase, various governance structures such as the steering committee and technical working groups with clear terms of references will be developed and operationalized.

#### **Environmental Governance:**

Environmental governance in Somalia faces unique challenges due to the country's long history of conflict and political instability. The absence of robust governmental institutions has often led to the mismanagement of natural resources and insufficient enforcement of environmental regulations. However, recent efforts have been directed towards establishing stronger governance frameworks to address these challenges effectively. With international support, including partnerships with organizations like FAO and UNEP, Somalia is working to integrate environmental governance into its national development strategies. This integration is crucial for sustainable development, as it promotes the preservation of vital ecosystems while also supporting economic growth.

In addition to institutional building, enhancing transparency and community involvement in environmental decision-making has become a priority. Initiatives are underway to ensure that local communities, who are often the most affected by environmental degradation, have a voice in how natural resources are managed. Empowering these communities through education and participatory governance models not only helps in enforcing sustainable practices but also strengthens the overall resilience of these populations to environmental stresses. Moving forward, Somalia's focus on environmental governance is expected to contribute significantly to national and regional stability, providing a model for other post-conflict nations striving to reconcile development with environmental conservation. Under the sister project JOSP RESTORE (UK-funded), robust Environmental and Social Safeguards (ESS) will be put in place during infrastructure rehabilitation. The RESTORE project has also included a detailed conflict analysis focusing on both historical and current conflict dynamics in the region, including clan dynamics. The findings will be used to further refine and adapt the implementation approach during the inception phase as part of the broader governance framework of JOSP.

#### **Policy and Regulation Challenges:**

Despite the existence of these frameworks, challenges persist in their implementation. Limited regulatory and policy frameworks hinder effective water management and infrastructure maintenance. The lack of robust governance structures contributes to inefficient resource allocation and management, leaving the region ill-prepared to cope with climatic shocks. Corruption, lack of transparency, and weak institutional capacities further complicate efforts to implement sustainable solutions.

#### **Socio-economic Impacts:**

The socio-economic impact of climate change in Middle and Lower Shabelle regions are profound. The disruption of agricultural activities exacerbates poverty and displacement, pushing more people towards humanitarian aid, especially during drought periods. The region's economic stability is closely tied to its agricultural productivity; hence, water security is a critical component of both economic and social resilience. Enhanced water governance can improve food production, reduce food imports, lower food prices, and improve overall food security, reducing the humanitarian caseload and aid dependency in the regions.

#### **Opportunities for Intervention:**

The JOSP Programme seeks to address these multifaceted challenges by restoring critical infrastructure to manage flood and drought risks, thus stabilizing the region's agricultural output. The programme emphasizes the need for community ownership and government leadership in managing and maintaining access to water resources, inclusive land governance and improved access to livelihood and basic services. With support from the SJF Maaryenta project, the Programme will improve effective, inclusive, and equitable infrastructure

governance, supporting overall Programme sustainability and enhance local production capabilities and resilience against climate shocks, promoting peace, stability, and social cohesion in conflict-affected areas.

## 2. Project strategy

### A. Project Content

JOSP is designed with a vision to enhance the resilience of Somalia's Middle and Lower Shabelle region against the backdrop of increasing climate variability and severe weather events. The overarching goal is to restore and optimize the Jowhar Offstream Storage large irrigation scheme, thereby significantly reducing flood and drought risks, protecting infrastructure assets, property and livelihoods, and empowering local communities, particularly vulnerable groups such as women, youth, and marginalized populations, to manage and utilize these resources effectively. This initiative seeks not only to boost local agricultural production and food security but also to increase the resilience of the region climate shocks and stabilize the socio-economic landscape of the region by creating sustainable livelihood opportunities, especially to the youth and women, and strengthening governance frameworks to enhance the sustainability of the intervention. Within the framework, the SJF contribution will ensure an infrastructure governance roadmap is drawn up to guide its effective and inclusive management, as well as supporting sustainable land management and environmental peacebuilding.

#### **Objectives and Expected Results:**

The primary objective of this project is to establish robust, inclusive, and sustainable mechanisms for climate resilient infrastructure and associated water resource governance that can go hand-in-hand with other JOSP projects to support Government ownership and long-term sustainability. When rehabilitating critical infrastructure, restoring irrigation and productive capacity there is a risk of exacerbating existing marginalization and elite capture in relation to resource access and use. There is also a risk of inadequate national ownership and resourcing to maintain the infrastructure after the external funding is discontinued. The SJF project will be critical in articulating and operationalising a roadmap that supports the sustainable infrastructure governance, and equitable resource access in the JOSP command area. As JOSP seeks to increase the agricultural productivity of the area, mitigate the impacts of climatic extremes, and enhance the overall socio-economic development of the community, it is imperative that robust governance mechanisms ensure no one is left behind. A key focus is to ensure that these efforts are gender- and age-sensitive, providing equitable opportunities for all community members to contribute to and benefit from improved climate resilience and food security.

#### **Past Programmes and Lessons Learned:**

Previous initiatives in the region have provided crucial insights that have shaped the current project strategy. Lessons from FAO and UNEP-funded projects highlight the need for community engagement and local ownership to ensure the sustainability of infrastructure projects. Experiences also underline the importance of integrating gender and social inclusion into program design and implementation. For instance, past efforts did not fully consider the specific needs and roles of women and youth in resource management, and sometimes, fell short in maximizing community-wide benefits. FAO and IOM's experience on conflict risk reduction and durable solutions will be leveraged to mitigate risks associated with potential displacement as a result of infrastructure rehabilitation, as well as supporting inclusive programming to support equitable use of and access to resources. An essential principal of the Programme and the Maaryenta Project is Government leadership and inter-ministerial collaboration, which will be inherent to the programme's success. These insights have led to a more inclusive approach in the current project design, emphasizing capacity building and equitable participation across all demographic groups.

#### **Project Strategy and Outcomes:**

The strategy for the Project involves four main components, each led by a UN Agency but mutually reinforcing:

**FAO Strategic Objective:** Improve the governance of JOSP to enhance outcome-oriented water policy and

services by increasing effectiveness, efficiency, trust, and engagement in water governance for irrigation users and riverine communities at risk of flood.

**Outcome 1:** By 2026, improve the governance of JOSP to enhance efficient outcome-oriented water policy and services by developing regulatory framework, management structures and establishing regular stakeholder engagement forums for irrigation users and riverine communities at risk of flood.

**UNIDO Strategic Objective:** Create a conducive environment and significant opportunities to promote Agro-Industries in the region of Jowhar by providing infrastructure support, access to finance, and training programs.

- **Outcome 2:** By 2026, enhance capacity of a minimum of 30 public and private partners in delivering agro value chain development services, including technical assistance, access to finance for cooperatives and SMEs, and the management of the JOSP irrigation facility and Agro-Processing Park.

**IOM Strategic Objectives:** Promote government-led, community-driven inclusive environmental peacebuilding to address Housing, Land and Property (HLP) and Natural Resource Management (NRM) issues through Alternative Dispute Resolution Mechanisms, Integrated Natural Resource Management Networks, and Nature-based Durable Solutions (NbDS) for targeted communities in the JOSP Command area.

**Outcome 3:** By 2026, community resilience and governance are strengthened through measurable NbDS and conflict management, with a reported 10 per cent increase from baseline.

**UN-HABITAT Strategic Objective:** Enhanced sustainable land management is in place by strengthening urban resilience, strategic territorial planning and land management infrastructure in Jowhar district.

**Outcome 4:** By 2026, enhanced land administration through capacity building for district land department through development of strategic urban development plans and HLP related displacement solutions.

**UNEP Strategic Objectives:** Strengthen resilience and reduce conflicts in the JOSP command area by implementing integrated water governance systems and establishing climate peace and security frameworks, with measurable improvements in water resource management, community engagement, and conflict resolution capacities of state and local governments.

**Outcome 5:** By 2026, achieve enhanced environmental governance and peacebuilding in the JOSP command area by integrating climate resilience strategies, establishing environmental peacebuilding frameworks, and implementing community-based conflict resolution mechanisms, resulting in a 30% reduction in resource-based conflicts and increased community participation in decision-making processes.

#### **Outputs of the Project:**

**Output 1.1:** Regulatory frameworks for water governance developed and institutionalized

**Output 1.2:** Management structures for JOSP water governance formulated and operationalized

**Output 1.3:** Community engagement and capacity enhanced

**Output 2.1:** Public Private Partnership (PPP) model drafted, and Agro-Processing Park pre-feasibility study and masterplan completed

**Output 2.2:** Capacity building to private and public partners provided on agro value chain development

**Output 2.3:** JOSP irrigation facility and Agro-Processing Park PPP frameworks developed

**Output 3.1:** Deliver NbDS to target Displaced Affected Communities (DAC) impacted by the JOSP infrastructure

**Output 3.2:** Development of JOSP dashboard and website to track and monitor key project parameters

**Output 4.1:** Improved capacity of district land administration for urban areas

**Output 4.2:** Urban strategic planning frameworks established

**Output 4.3:** Capital investment projects initiated

**Output 4.4:** Operational community-based conflict resolution platforms

**Output 5.1** Integrated environmental governance and climate peace policies promoted and advocated at institutional level

**Output 5.2** Increased public awareness and conflict resolution management

#### **Activities of the Project:**

**Activity 1.1.1:** Develop legal frameworks for JOSP water governance

**Activity 1.1.2:** Conduct stakeholder consultations to gather inputs

**Activity 1.1.3:** Monitor and revise Federal Ministry of Somalia (FMS) water policies and management practices

**Activity 1.2.1:** Formulate management structures for JOSP water governance roadmap

**Activity 1.2.2:** Establish functional JOSP water governance systems at district, region, and FMS level

**Activity 1.2.3:** Launch public engagement campaigns for water policy awareness

**Activity 1.3.1:** Organize public forums and workshops for community engagement

**Activity 1.3.2:** Implement feedback mechanisms for community input on water governance

**Activity 1.3.3:** Develop and distribute educational materials on water conservation and policy

**Activity 2.1.1:** Conduct pre-feasibility study for agro-processing park development

**Activity 2.1.2:** Prepare the PPP Model for agro park management

**Activity 2.1.3:** Preparation of the master plan for agro park development

**Activity 2.2.1:** Deliver capacity-building and support to federal and local government partners to support agro value chain development interventions

**Activity 2.2.2:** Support the delivery of agro value chain development training and access to finance solutions by implementing partners

**Activity 2.3.1:** Develop frameworks to guide PPP operations and management

**Activity 2.3.2:** Develop sustainable business models for local industries

**Activity 2.3.3:** Support market linkage initiatives for Agro-Industries

**Activity 3.1.1:** Facilitate community-led mapping of informal land use zones to understand land tenure dynamics

**Activity 3.1.2:** Develop and implement conflict resolution mechanisms for HLP conflicts

**Activity 3.1.3:** Train mediators and community leaders in dispute resolution

**Activity 3.1.4:** Engage target DAC through government-led, inclusive processes to produce Climate Security and NbDS Action Plans

**Activity 3.1.5:** Monitor, evaluate, and adapt conflict mitigations

**Activity 3.1.6:** Provide NbDS for communities impacted/displaced by infrastructure work prioritized through inclusive processes

**Activity 3.2.1:** Develop JOSP dashboard for monitoring key project indicators, visualizing and overlaying key streams of data for programmatic planning and oversight

**Activity 3.2.2:** Create a user-friendly website linked to the dashboard to provide public access and project information

**Activity 3.2.3:** Conduct training sessions for project staff and stakeholders on how to use and manage the dashboard and website

**Activity 4.1.1:** Train land governance officials on inclusive land administration

**Activity 4.1.2:** Provide IT equipment and survey tools to the land administrators

**Activity 4.1.3:** Rehabilitate infrastructure for land management office

**Activity 4.2.1:** Conduct resilience and climate vulnerability assessments

**Activity 4.2.2:** Develop strategic urban development plans and detailed settlement plans

**Activity 4.2.3:** Implement resilience action plans

**Activity 4.3.1:** Analyze district finance administration

**Activity 4.3.2:** Identify and prepare priority investment projects

**Activity 4.4.1:** Capacity building on land dispute resolution

**Activity 4.4.2:** Establish and support land dispute resolution mechanisms under the Jowhar district

**Activity 4.4.3:** Advocacy and awareness raising for the district resolution mechanism

**Activity 5.1.1:** Promote and advocate for integrated environmental governance and climate peace policies

**Activity 5.1.2:** Strengthen the capacity of local governments and institutions to implement and sustain environmental peacebuilding

**Activity 5.2.1:** Develop and operationalize community-based conflict resolution platforms to support environmental peacebuilding

**Activity 5.2.2:** Increase public awareness and engagement in integrated environmental governance through targeted outreach programs

## B. Theory of Change

This Theory of Change delineates a clear pathway towards augmenting climate resilience by focusing on improved governance, sustainable resource management, and community empowerment within Somalia's Middle and Lower Shabelle regions. Each step is a conditional advancement towards the realization of sustainable development and resilient communities. See also the overarching JOSP theory of change in Annex IV.

1. *If* the infrastructure for JOSP and the Agro-Processing Park is upgraded to boost agricultural productivity and processing capabilities,
2. *If* a financially sustainable operation and maintenance scheme is agreed upon and implemented among all stakeholders, ensuring the longevity and efficiency of the infrastructural investments,
3. *If* governance frameworks for water management and agro-processing operations are established, focusing on transparency and inclusivity in decision-making to foster trust and cooperative governance,
4. *If* capacity building and technical training programs are provided to small and medium enterprises (SMEs) and local industries, thus enhancing their operational capabilities, and enabling them to connect more effectively with broader markets,
5. *If* legal and financial structures such as JOSP Management Committees are formed to foster sustainable business practices and secure investments, ensuring that the financial and operational aspects of the project are grounded in sound legal principles,
6. *If* conflict resolution frameworks are developed and effectively implemented, helping to resolve disputes amicably and enhance community cohesion, thereby promoting a peaceful environment conducive to sustainable development,
7. *If* land management practices and district-level resilience strategies are strengthened, thereby improving the management of natural resources, and protecting the investments made in infrastructure, livelihoods, and community well-being,
8. *Then*, the long-term resilience of Somalia's Middle and Lower Shabelle regions to climate variability will be significantly improved, as these regions will have robust infrastructures, effective governance, and community engagement in place,
9. *Then*, local communities, particularly vulnerable groups such as women, youth, and marginalized populations, will be empowered to manage and utilize resources effectively, enhancing their capacity to contribute to and benefit from local governance and economic opportunities,
10. *Then*, these efforts will contribute to the socio-economic stabilization of the region by creating sustainable livelihood opportunities and reducing vulnerabilities,
11. *Ultimately*, this structured progression from infrastructure development to community empowerment will result in the region transitioning from a state of vulnerability to one of resilience, where local populations are not only surviving but thriving despite the challenges posed by climate variability.

### Selection of Interventions and Assumptions

1. **Infrastructure Development** - The project includes pre-feasibility studies on constructing key facilities for the Agro-Processing Park and making improvements to the irrigation systems. These efforts aim to

enhance agricultural productivity and processing capacity, which are essential for sustaining the local economy and food security.

2. **JOSP Governance and Institutional Strengthening** - Activities focus on developing comprehensive water management frameworks, establishing management committees, and securing investments to support robust infrastructure. This will ensure effective water governance and operational sustainability, which are critical for the region's resilience.
3. **Community and Economic Development** - This aspect involves conducting pre-feasibility studies, organizing capacity-building workshops, and facilitating market linkage initiatives. Such activities are designed to strengthen local industries and small and medium enterprises (SMEs), enhancing their operational capabilities and market connections.
4. **Conflict Resolution and Policy Management** - The project aims to map conflict zones, develop resolution frameworks, and engage communities through dialogue and participation initiatives. This will foster community cohesion and ensure that disputes are resolved in ways that strengthen societal bonds.

### Underlying Assumptions

- **Community Participation** - The success of the project assumes active involvement of local communities in both planning and implementation phases. This involvement is crucial for tailoring interventions to meet local needs and ensuring that the benefits of development are widely shared.
- **Stable Governance Context** - The theory assumes a stable and supportive local and national governance framework, which is essential for the smooth execution and sustainability of the interventions.
- **Continued Funding and Support** - It relies on the sustained financial and technical support from international partners and the government, which are vital for maintaining momentum and scaling up successful interventions.
- **Environmental Conditions** - There is an assumption that environmental degradation will not outpace the mitigation capacity of the project. This is crucial for ensuring that the infrastructural and governance improvements have lasting impacts.
- **Security Situation** - A stable security environment is critically assumed to prevent disruptions in project activities and to facilitate safe and uninterrupted implementation. Project partners are monitoring the ATMIS drawdown implications carefully and this will be the basis for alternative scenario planning in discussion with SJF and other stakeholders.

## C. Project Implementation

The implementation of the project is designed to be adaptive and responsive, incorporating lessons learned from previous interventions and focusing on achieving the greatest impact through inclusive and sustainable methods. The project's implementation modalities are grounded in a comprehensive understanding of local needs, the geographical significance of the region, and the imperatives of involving diverse community groups in the process.

### Geographic Zones Justification:

The Middle and Lower Shabelle region has been chosen due to its significant agricultural potential and its vulnerability to climate-induced disasters such as floods and droughts. The targeted infrastructure already exists, though is non-functional and already spans across the two regions. This region is also critical as it includes parts of Somalia's breadbasket area, where the restoration and optimization of the JOSP irrigation scheme can have far-reaching impacts on food security and local economies. The selection of this area was based on its potential for high impact in terms of climate resilience, food production, and socio-economic stabilization.

### Criteria for Beneficiary Selection:

Institutional beneficiaries will be selected from amongst participating ministries at Federal and State level. Community-level beneficiaries will be selected based on several criteria to ensure that the project reaches the most vulnerable and can have the most substantial impact. These criteria include:

- **IDPs and host communities within the JOSP Command area** likely to be impacted by the JOSP infrastructure rehabilitation (see Map in Annex)
- **Vulnerability to Climate Impacts:** Households and communities that are highly susceptible to floods and droughts will be prioritized
- **Economic Status:** Special consideration will be given to economically disadvantaged groups to help elevate them from poverty
- **Inclusion of Marginalized Groups:** Women, youth, and marginalized community members will be specifically targeted to ensure that the benefits of the project are equitably shared
- **Engagement and Capacity to Participate:** Communities that show a strong potential for active participation and have existing local structures that can support project activities will be prioritized

#### Expected Number and Type of Beneficiaries:

The JOSP Programme aims to directly benefit approximately 1.65 million people living in the Middle and Lower Shabelle region. These beneficiaries include smallholder farmers, women, youth, local business owners, and community leaders. Special efforts will be made to engage women and youth not only as beneficiaries but also as active participants and leaders within the project's activities. The SJF project will primarily target institutional stakeholders for the governance roadmap development but will ultimately contribute to benefitting all the JOSP target communities (1.65million people across two regions, five districts of Jowhar, Afgoye, Merka, Balcad and Qooreoley). While up to date census data does not exist for Somalia, the below estimates are based on current available data from FSNAU and SWALIM and are expected to change once detailed baseline data has been collected during the inception phase of the programme. FAO will update this critical data set during the inception phase of the broader JOSP programme to provide much more precise estimates on the expected population directly benefitting from the restored water supply, yield, production values and overall governance of the water resources.

Ecosystems	Total District Population (no. of pp)
<i>Afgoye</i>	505,587
<i>Jowhar</i>	391,961
<i>Balcad</i>	358,453
<i>Merka</i>	264,679
<i>Qooroley</i>	135,558
<b>TOTAL</b>	<b>1,656,238</b>

#### Timing Among Various Activities:

The project will be implemented over two years, starting with a detailed mapping and needs assessment phase to fine-tune the interventions to the specific contexts of different community segments. Infrastructure work will commence in the first year, alongside initial capacity-building workshops. Governance structures and community engagement initiatives will be rolled out progressively, ensuring that foundational infrastructure improvements are complemented by strong institutional and community participation frameworks. Economic development activities will be introduced as soon as the necessary infrastructure and governance frameworks are stable to quickly leverage improved conditions for local economic benefits.

### Measures to Ensure Coherence and Connection Between Outcomes:

To maintain coherence and synergy between different outcomes, the project will implement an integrated program management approach, which includes:

- **Clear programme governance and decision-making structure, including regular stakeholder meetings:** Ensuring all partners and stakeholders have regular opportunities to coordinate and align their activities.
- **Integrated Monitoring and Evaluation:** A comprehensive M&E framework will track progress across different components and outcomes, allowing for adaptive management and ensuring activities remain aligned with overall project goals.
- **Cross-sector Training Programs:** Training programs will cover aspects of climate resilience and climate-smart agriculture, economic development, and social inclusion, ensuring that community members understand and can contribute to all areas of the project.
- **Gender and Age Sensitivity Training:** Specific training modules will be designed to address the needs and potentials of different gender and age groups, ensuring that these considerations are embedded in all project activities.

### Additional Information on Implementation Approach:

The project will employ a **participatory approach**, involving beneficiaries in the planning and execution phases to ensure ownership and sustainability since the beginning. This approach is justified by the need for deep community engagement to address the complex issues of climate change adaptation and sustainable development effectively. The implementation strategy is designed to be flexible, allowing for adjustments based on ongoing feedback and changing conditions on the ground, ensuring that the project remains relevant and effective throughout its duration.

## D. Sustainability

### Institutional Strengthening and Capacity Building

A core strategy to ensure the sustainability of the project is the emphasis on strengthening local institutions and building the capacity of individuals and communities. By enhancing the skills and knowledge of local government officials, community leaders, and farmers in sustainable water management and climate-resilient agricultural practices, the project establishes a strong foundation for ongoing success beyond the initial project timeframe. Institutional frameworks developed during the project, such as water user associations and agricultural cooperatives, are designed to be self-sustaining, with established roles and responsibilities that ensure their functionality without external support.

### Development of Local Governance Structures

The project aims to put in place robust local governance structures for water and land management. These structures will be equipped to continue the management and maintenance of rehabilitated infrastructure and the implementation of sustainable practices. Agreements with local and national government bodies will ensure that there is ongoing support and oversight, thus embedding the project within existing governmental frameworks and policies. This alignment with national priorities guarantees that the project's initiatives are integral to regional development plans and are supported by future governmental actions and funding. During the inception phase of the project, the partners will map relevant governance structures, including evaluating the role of traditional institutions. The project will assess both the government and traditional institutions roles to clarify responsibilities and enhance coordination, especially in relation to communal conflicts over land and water. The project will also assess cultural sensitivity as part of the conflict assessment to ensure that it respects and integrates local cultural practices and values.

### Public-Private Partnerships and Community Engagement

Sustainability will also be supported through the development of PPP that focus on leveraging private sector investment for ongoing management and development of project initiatives, such as the Agro-Processing Park. Engaging the private sector provides access to additional resources and introduces efficiency and innovation in operations. Moreover, the project prioritizes community ownership of both processes and outcomes by involving communities in decision-making and implementation, ensuring that interventions are not only accepted but also advocated for by the community members themselves.

#### **Financial Sustainability through Diversified Funding**

To ensure financial sustainability, the project will establish a fund management plan that includes forming partnerships with new donors and continuing relationships with existing ones. This plan also involves the development of income-generating activities within the community, such as small-scale agribusinesses that can contribute to a self-funding model for community projects.

Lastly, a rigorous monitoring and evaluation (M&E) system will be implemented to continuously assess the impact and sustainability of the project. This adaptive management tool will provide vital, data-driven insights that inform ongoing adjustments to the project, ensuring it remains responsive to community needs and effectively guided by empirical evidence. Collectively, these strategies ensure the enduring benefits of the project, contributing to sustained improvements in climate resilience, governance, and economic stability in the Middle and Lower Shabelle regions.

#### **Environmental Sustainability**

In Somalia, environmental sustainability and effective water governance are pivotal for ensuring long-term peace and socio-economic stability. The country faces severe challenges from recurring droughts and flooding, which exacerbate food and water scarcity, impacting millions. Effective water governance can mitigate these impacts by ensuring equitable distribution and sustainable management of water resources, crucial for agriculture and daily life. Moreover, as Somalia rebuilds from decades of conflict, integrating sustainable practices into the recovery and development processes is essential to prevent further degradation of critical natural resources, reduce conflict over scarce resources, and support a resilient, sustainable future for all its citizens.

### **3. Alignment with the UNCF strategic priorities**

#### **Alignment with the UNCF**

The Governance for Adaptation to Climate Change project is intricately aligned with UNSDCF for Somalia, specifically addressing strategic priorities related to environmental sustainability, resilience to climate change, and sustainable economic development. By focusing on restoring and optimizing JOSP, the project directly contributes to several UNSDCF outcomes and outputs, particularly in areas that enhance water security, promote sustainable agriculture, and build resilient communities.

It also supports Somalia's National Development Plan and other sectoral plans and strategies including water, agriculture, and environment by addressing critical areas such as water resource management and food security, directly contributing to climate resilience and sustainable economic growth.

#### **Contribution to UNSDCF Outcomes and Outputs**

The project aligns with the following UNCF outcomes and outputs:

- Outcome 1: Enhanced capacity for sustainable governance and economic growth.
- Output 1.1: Increased institutional capacity for effective water management and climate-resilient agricultural practices.

- Output 1.2: Improved infrastructure to support sustainable agriculture and reduce vulnerability to climate extremes.
- Outcome 2: Improved management of natural resources and resilience to climate impacts.
- Output 2.1: Implementation of integrated water resource management practices that increase efficiency and access to water for agriculture and domestic use.
- Output 2.2: Adoption of sustainable land management practices that enhance environmental sustainability and reduce the impact of climate hazards.
- Outcome 3: Enhanced community security and social cohesion.
- Output 3.1: Strengthened community-based approaches to conflict resolution and land rights, enhancing social cohesion and reducing potential for conflict over resources.
- Output 3.2: Increased engagement of women, youth, and marginalized groups in decision-making processes related to land and water governance.

These alignments ensure that the project not only addresses immediate needs for climate adaptation and resilience but also supports the broader goals of governance and sustainable development as outlined in the UNSDCF.

### **Contribution to the Sustainable Development Goals (SDGs)**

The project's interventions are also designed to contribute significantly to the achievement of multiple Sustainable Development Goals (SDGs):

- **SDG 1 (No Poverty):** Enhances agricultural productivity and food security, reducing community dependency on humanitarian aid and mitigating poverty.
- **SDG 2 (Zero Hunger):** Boosts agricultural productivity and food security, ensuring reliable access to sufficient food resources.
- **SDG 6 (Clean Water and Sanitation):** Improves water management systems to ensure sustainable access to clean water for all, supporting community hygiene and health.
- **SDG 9 (Industry, Innovation, and Infrastructure):** Rehabilitates water management systems and enhances agricultural value chains through the development of Agro-Industrial enterprises, fostering innovation and sustainable industry growth.
- **SDG 11 (Sustainable Cities and Communities):** Implements policies for inclusion, resource efficiency, and disaster risk reduction, contributing to sustainable urban development.
- **SDG 13 (Climate Action):** Implements measures to combat climate change and its impacts through adaptive and mitigative practices.
- **SDG 15 (Life on Land):** Promotes sustainable land use and integrated environmental management practices to preserve ecosystems and biodiversity.
- **SDG 17 (Partnerships for the Goals):** Fosters collaborative approaches involving government bodies, UN agencies, and local communities to achieve these global goals.

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Through these strategic linkages, the project not only furthers the national and regional priorities outlined in the UNSDCF but also contributes to global efforts to sustain development gains in the face of climate change and environmental degradation.

## 4. Complementarity with existing Programmes

The proposed SJF contribution of USD 15 million, distributed over two years (phase 1), is strategically designed to complement, and enhance ongoing and planned initiatives in Somalia, particularly within the scope of the broader JOSP. This funding aims to bolster institutional capacity and fill critical gaps essential for the program's comprehensive success. The JOSP collaborates closely with MoEWR and MoAI alongside international partners, ensuring that efforts are synergistic and impactful.

The JOSP is a multi-agency, multi-sectoral program initiative designed to tackle critical cross-sectoral issues. The SJF project contributes specifically to the overarching goals of JOSP, emphasizing governance and capacity development, among other areas. The JOSP benefits from international support, with significant contributions from USAID, the Foreign, Commonwealth & Development Office (FCDO), and the Peace-building Fund, alongside additional funding from Denmark and the European Union. These investments primarily support infrastructure development, natural resource management, and governance enhancements. The SJF project, in particular, focuses on areas not fully addressed by existing funds, specifically targeting governance and institutional capacity building, which are essential for sustaining the infrastructure and governance frameworks once established.

Moreover, the SJF project is designed to work in tandem with a MoEWR/UNDP initiative that aims to enhance local capacity for infrastructure management. By linking the JOSP management structures with local governance models developed under this initiative, the project ensures a cohesive approach to building resilience and managing resources.

The programme also aligns with EU-funded Environmental Peacebuilding programmes in Galmudug and Hirshabelle States, which focus on climate adaptive stabilization and conflict resolution. By integrating best practices and learning from ongoing initiatives, such as the FCDO funded Rapid Stabilization Support to Somalia,

the project not only complements existing efforts but also adds a layer of institutional strengthening that is essential for sustainable impact.

### Summary of Complementary Programmes

Project Name and Duration	Donor and Budget	Project Focus	Difference from/Complementarity to Current Proposal
USAID TRANSFORM (pipeline) (2024-2029)	USAID, USD 25 million	Infrastructure development in Jowhar and surrounding areas	Focuses on physical infrastructure; SJF project adds governance and capacity building.
FCDO RESTORE (2023-2028)	UK, USD 42 million	Natural Resource Management, Infrastructure, Conflict risk reduction, Governance	Focuses on restoring the natural resource environment around the JOSP infrastructure and addressing durable solutions for displaced populations. Complements with institutional capacity building and governance frameworks.
EU BREACH	European Union, EUR 2 million	Boosting Resilience and Adaptation to Climate Change	Works with local and regional administration in three districts including Jowhar to boost resilience
EU-FPI Environmental Peacebuilding (2022-2024)	European Union, EUR 2 million	Environmental peacebuilding in Galmudug and Hirshabelle	SJF project extends the environmental and peacebuilding efforts to include institutional strengthening.
Rapid Stabilization Support (2022-2023)	FCDO, USD 6.4 million	Stabilization and support in Hirshabelle State	SJF project will utilize lessons learned for broader governance and capacity enhancements.
MoEWR/UNDP Capacity Building (2023-2028)	UNDP, amount TBC	Capacity building for infrastructure management	Directly linked; SJF project to enhance and extend the capacity building efforts locally.
You-ACT Peace-building Fund (PBF) (2024-2026)	PBF funding to FAO and IOM, USD 2 million	Youth engagement, Land use, mapping, Digital Innovation	Seeks to pilot scalable, youth-led solutions to land access in JOSP catchment area.

## 5. Project Management

### A. Recipient organizations and implementing partners

The project is implemented by a consortium of UN agencies with substantial experience and established capacities in Somalia. These agencies include the Food and Agriculture Organization (FAO), the International Organization for Migration (IOM), UN Habitat, the United Nations Industrial Development Organization (UNIDO) and United Nations Environment Programme (UNEP). FAO has been designated as the leading organization for the project, leveraging its extensive expertise in agricultural development and natural resource management to coordinate project efforts.

The Programme will be led jointly by MoAI and MoEWR of FGS which will form and lead the overall governance structure for programme management. The Ministries, UN agencies and other downstream partners will each have clear and specific designated responsibilities and deliverables to ensure joint accountability and national ownership of Programme goals and achievements.

FAO, as the lead agency, has a mandate to improve food security and sustainable agriculture which makes it well-suited to lead the coordination of this multi-agency effort.

IOM contributes its experience in migration management, crucial for addressing displacement caused by environmental changes, while UN Habitat provides expertise in sustainable urban development, important for the resettlement and urban planning components of the project.

UNIDO leads on interventions set to accelerate economic development by strengthening local market systems to attract direct investment in critical infrastructure, reducing post-harvest losses, and developing agribusiness value chains. UNIDO shall spur overall volume of investment towards infrastructure and projects ultimately contributing to the overall local and national development ambitions.

UNEP supports the environmental governance and management of the project through integrated water governance and climate peace and security frameworks. Using data and evidence from the Restore inception phase water resources assessment and the hydrological model update, UNEP will provide science and knowledge to lead on Environmental Governance.

These Recipient United Nations Organizations (RUNOs) will collaborate closely with local government bodies such as the MoAI and the MoEWR, and the Ministry of Commerce and Industry (MoCI) alongside Civil Society Organizations (CSOs) and Non-Governmental Organizations (NGOs). CSO partners will be identified during the inception phase. Their engagement will be incorporated into the programme, and the allocated budget for CSOs will be reflected in the budget section once the relevant partners are selected. These partnerships will be structured to leverage each entity's unique capabilities and insights to ensure comprehensive and inclusive project implementation.

#### Recipient Organizations

Organization	Annual Program Delivery (USD)	Staff in Country	Expertise Area	Role in Project
FAO	130 million	400	Food Security, Agriculture	Project Coordination, Agriculture Development
IOM	72.2 million	274	Migration, Emergency Response	Solutions for Displacement Affected Communities, conflict mitigation and monitoring
UN-Habitat	8 million	13	Urban Planning	Urban Development and Planning, Inclusive land governance, district finance
UNIDO	3 million	11	Industrial Development, Economic and Private sector development	Economic Development and Industrial Support
UNEP	100,000	2	Environment, Climate Peace and Security, Climate change	Environment, climate peace and security, intersectionality, and nexus approach. Policy development and coordination

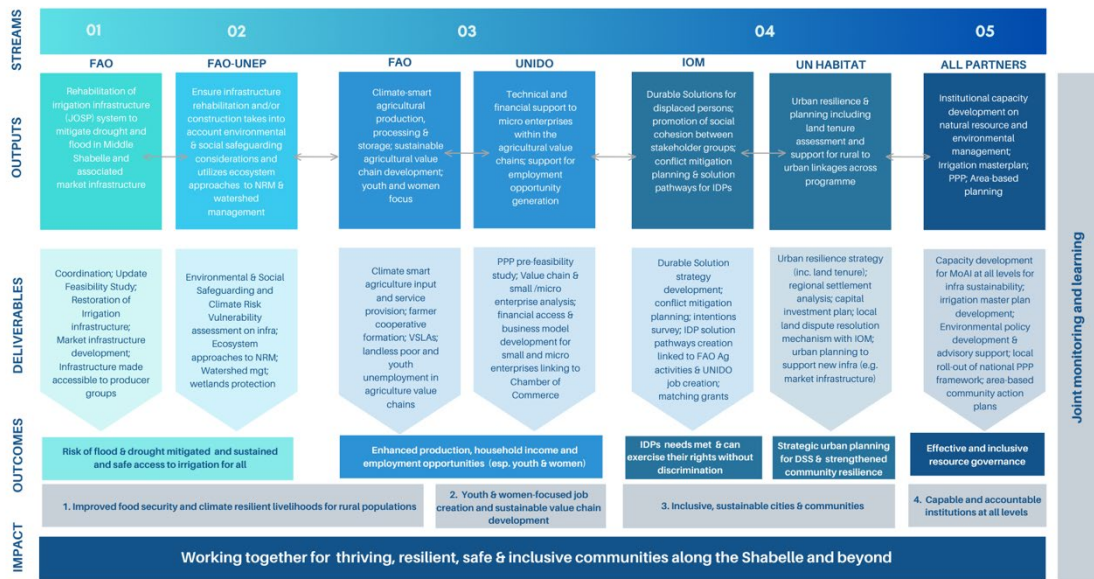
#### B. Governance Arrangements and Coordination

The project governance is structured to ensure efficient coordination and oversight, centered around a Project Board that includes representatives from all RUNOs, donor agencies, and key government stakeholders. The Project Board is responsible for making strategic decisions, monitoring project progress, and ensuring that project objectives align with national priorities and international commitments.

The “JOSP *Maareynta Isbeddelka Cimilada*” (JOSP Governance for Adaptation to Climate Change) project is a part of the JOSP programme to significantly contribute the governance challenges of the Middle and Lower Shabelle regions.

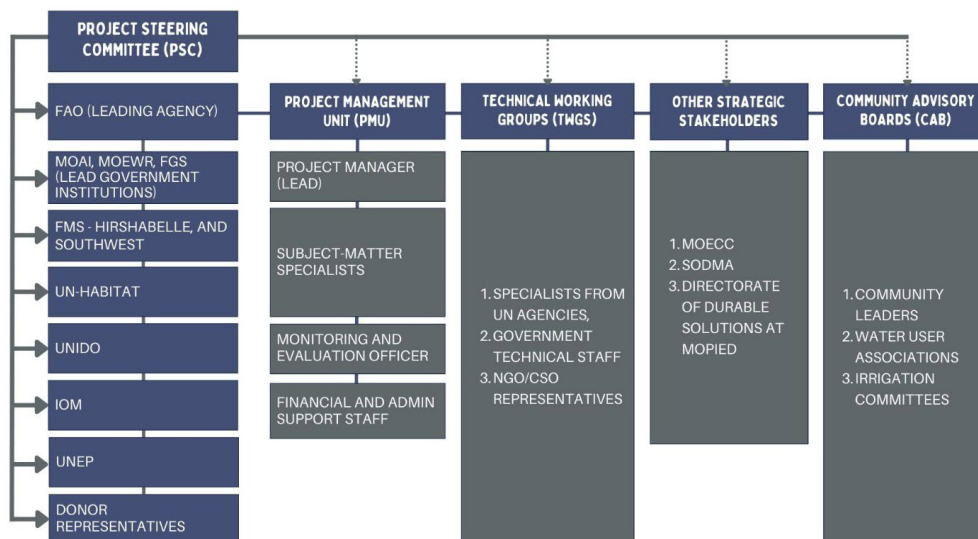
## JOINT PROGRAMME OVERVIEW

Key Deliverables & Contributions



**Project Implementation Team** - The implementation team comprises various key positions funded by the project, including a Project Manager, Sector Specialists (agriculture, water management, urban planning, etc.), Monitoring and Evaluation Officers, and Community Engagement Specialists. Each team member is crucial for the specialized components of the project, ensuring that activities across different sectors are well-integrated and aligned with the overall project goals. As part of JOSP, the project will be supported by a Technical Advisory Group (TAG), which will provide planning and technical guidance to ensure alignment with sector-specific strategies, including water, irrigation, agriculture, environment, durable solutions, and gender. The TAG will also include experts in areas such as resilience, gender and social inclusion, peacebuilding, and other key expertise, providing technical support to UN agencies and relevant line ministries overseeing JOSP.

## MAAREYNTA ISBEDELKA CIMILADA GOVERNANCE FOR ADAPTATION TO CLIMATE CHANGE PROJECT



This organogram illustrates the hierarchical structure of the project participants and the interlinkages between different roles and responsibilities. The Project Manager, funded 100% by the project, oversees the day-to-day operations and coordinates among the different UN agencies and partners. Sector Specialists and other key team members may be funded partially by the project and partially by the respective RUNOs, depending on their involvement in project-specific activities.

This governance framework and the dedicated team ensure that the project is managed effectively, with clear accountability and continuous alignment with both strategic objectives and ground realities.

## 6. Risk Management

Effective risk management is crucial for the successful implementation of the project. This section outlines the potential risks that could impact the project, their likelihood, severity, and strategies for mitigation. These risks are categorized into three levels: low, medium, and high.

1. **Climate Risks** - These involve the increased frequency and severity of climate events like droughts and floods, with a medium likelihood and high severity. Mitigation strategies include strengthening infrastructure, implementing early warning systems, and monitoring climate patterns. The Food and Agriculture Organization (FAO) is responsible for these actions.
2. **Political and Security Risks** - These risks are related to potential political instability or security issues that could disrupt project activities. They have a medium likelihood and high severity. Mitigation involves developing contingency plans, engaging local communities and authorities for support, and closely monitoring political developments. The Project Manager and the UN Security Team share responsibility.
3. **Operational and Financial Risks** - These risks stem from possible delays in funding disbursements or financial mismanagement, both with medium likelihood and severity. Mitigation measures include implementing strict financial controls, conducting regular audits, and maintaining transparent communication with donors and stakeholders. Responsibility falls to the FAO and the Project Finance Team.
4. **Social and Community Risks** - These involve inadequate community engagement, which might lead to low participation and support, with low likelihood and medium severity. Strategies for mitigation include employing dedicated community engagement teams, conducting regular community consultations, and adapting interventions based on community feedback. Community Engagement Specialists are tasked with these duties.
5. **Technical Risks** - These are related to a lack of adequate technical expertise for managing advanced water systems, with low likelihood and medium severity. Mitigation includes partnering with technical experts, providing ongoing training for local staff, and ensuring knowledge transfer. The FAO and UNIDO are responsible.

### Protection Considerations

Protection of individuals engaged at both grassroots and high visibility levels is paramount. Measures will be put in place to ensure the safety and security of all participants, including risk assessments, secure data management, and the establishment of clear protocols for handling any form of abuse or exploitation, including child labour, GBV and SEA. Community Feedback Mechanisms (CFMs) will be established as part of the project's grievance mechanism to receive feedback from the community. When collecting beneficiary data, the project will prioritize data privacy considerations. The project will also ensure awareness of the project by promoting the sharing of lessons learned and information, including monitoring of risks or emerging risks. This will be integrated into regular stakeholder engagement, including community forums.

During the inception phase of the project, FAO and partners will establish a formal grievance and feedback system for its beneficiary communities, in line with the Accountability to Affected Populations framework. The

project/FAO will also be responsible for documenting and reporting as part of the safeguards performance monitoring on any grievances received and relevant protocols for addressing reported cases. The **principles** to be followed during the grievance resolution process include confidentiality, impartiality, respect for human rights, including those pertaining to indigenous peoples, compliance of national/cultural norms, equality, transparency, honesty, and mutual respect.

### Prevention of Corruption

To prevent corruption, the project will implement rigorous transparency and accountability measures. These include:

- **Regular Monitoring and Reporting:** Ensuring all activities and financial transactions are documented and open for audit, and anti-corruption policies are followed.
- **Stakeholder Engagement:** Maintaining open lines of communication with all stakeholders to foster mutual accountability and enforce inclusivity, ensuring that all affected groups, including women, youth, and minority clans, are involved in decision-making from the outset.
- **Training and Awareness:** Conducting regular training sessions on anti-corruption practices for all team members.
- **Close engagement with local governance structures:** Continue using and strengthening existing channels that promote women and vulnerable and marginalized population participation, taking existing local community governance structures into consideration by involving community leaders to ensure women and marginalized groups' participation will be accepted and promoted by the larger community.

The project risk management matrix will detail these risks along with specific mitigation strategies and responsibilities. This matrix will be a living document, regularly updated to reflect the changing project landscape and to ensure proactive management of potential risks.

Moreover, it is crucial to assess how infrastructure development initiatives could inadvertently exacerbate discrimination towards certain groups such as women, youth, and marginalized clans, perpetuating existing inequalities. Additionally, there is a risk that the introduction of new infrastructure could lead to the enforcement of informal taxation or extortion on beneficiaries, further burdening vulnerable populations. For instance, due to the flood mitigation infrastructure land values might change, which could put marginalized groups—who have already been displaced—at risk of further marginalization and losing their land tenure. To mitigate and address these risks, the project will be establishing transparent governance structures around the management and operation of the infrastructure to help prevent the emergence of informal taxation or extortion. These structures will involve local authorities, traditional/community leaders, and CSOs to ensure accountability. Secondly, regarding land tenure risks, the consortium will ensure these are addressed through its joint advocacy with the government, interagency collaboration on land tenure (primarily between IOM and UN-Habitat), community-led informal land use mapping, environmental peacebuilding efforts between competing communities, and support for alternative dispute resolution mechanisms.

Additionally, it is important to note that land values may change due to the flood mitigation infrastructure, which could put marginalized groups—who have already been displaced—at risk of further marginalization and losing their land tenure. The consortium should address this risk through our joint advocacy with the government, IOM's collaboration with UN Habitat on land tenure, community-led informal land use mapping, environmental peacebuilding efforts between competing communities, and support for alternative dispute resolution mechanisms.

This comprehensive approach to risk management will safeguard the project's objectives and enhance its capacity to deliver lasting benefits to the Middle and Lower Shabelle region, ensuring that the project not only achieves its goals but also sets a benchmark for governance and resilience in the face of climate adversity.

## 7. Monitoring, Evaluation, and Reporting

### Monitoring & Evaluation

The Monitoring and Evaluation (M&E) for the Governance for Adaptation to Climate Change project is methodically designed to ensure effective management of interventions, achievement of project objectives, and long-term sustainability of the benefits. The M&E framework incorporates a combination of quantitative and qualitative methodologies, providing a comprehensive assessment of project activities and their impacts. This approach allows for the generation of accurate, reliable data that will guide decision-making, enhance transparency, and demonstrate the impact of the project.

#### M&E Approach:

The M&E framework utilizes both quantitative and qualitative methods to thoroughly assess the performance and impact of project activities. Key performance indicators (KPIs) aligned with the project's objectives are established to measure progress against targets. Data collection is conducted through baseline surveys, regular field visits, and follow-up studies, ensuring a robust evaluation of the interventions and their outcomes.

#### M&E Arrangements and Responsibilities:

**Baseline Data Collection** - At the project's inception, baseline data are collected to establish a reference point for all project indicators. This task is performed by the Project M&E Team in collaboration with local partners, ensuring the data's relevance and accuracy. The methodology involves both quantitative surveys and qualitative interviews to comprehensively assess initial conditions.

**Regular Field Visits and Data Collection** - M&E staff from each participating UN organization, along with representatives from national partners, conduct scheduled field visits bi-monthly. These visits are crucial for gathering data on project implementation, collecting community feedback, and observing early signs of impact or necessary adjustments. The data collection will employ a mix of observational checklists, structured interviews, and environmental sampling where applicable.

**Mid-term and Final Evaluations** - These evaluations are designed to assess the effectiveness of the interventions and the extent to which the project has achieved its intended outcomes. Mid-term evaluations are conducted at the project's midpoint to allow for timely adjustments in project strategies, while final evaluations occur at project completion to assess overall success and sustainability. The evaluations will include both outcome assessments and impact assessments, the latter incorporating a counterfactual analysis to determine what changes can be attributed directly to the project.

**Impact Assessments** - Separate from routine evaluations, impact assessments will be conducted to measure the long-term effects of the project on the target communities and ecosystems. These assessments will use a combination of control groups and pre-and-post analysis to establish counterfactuals, providing a clearer picture of the project's impact.

**Case Studies** - When necessary, thematic studies or surveys are undertaken to explore specific issues or impacts in-depth, especially those concerning long-term sustainability and the socio-economic effects on targeted communities. These studies will employ specialized methodologies tailored to the specific issue being explored, such as ecosystem health assessments or socio-economic impact surveys.

#### Timing of M&E Activities:

**Baseline Survey** - Baseline survey will be conducted within the first three months of project initiation to establish initial data on key indicators and project conditions.

**Regular Monitoring** - Bi-monthly field visits and quarterly performance reviews are conducted throughout the project duration. These activities are crucial for ongoing monitoring of the project's progress and for making timely adjustments to strategies based on observed outcomes and stakeholder feedback.

**Mid-term Evaluation** - Scheduled at the midpoint of the project timeline to assess early outcomes and effectiveness of the interventions. This evaluation facilitates necessary adjustments to enhance project impact and efficiency.

**Final Evaluation** - Carried out at the end of the project under the leadership and responsibility of FAO's Office of Evaluation (OED). This comprehensive evaluation aims to assess the total impact of the project, ensuring alignment with the project's objectives and determining the sustainability of outcomes.

**Responsibilities** - The FAO, as the leading Organization, will oversee the overall M&E strategy, supported by the M&E units of IOM, UN Habitat, UNEP and UNIDO. Local partners will facilitate access and provide logistical support during data collection phases.

## Reporting

Regular reporting is critical for maintaining transparency, accountability, and providing ongoing assessments of the project's progress and impact. The reporting schedule and details are as follows:

SN	Type of Report	Timeframe
1	Semi-annual Project Progress Report	Submitted every six months from project commencement
2	Annual Project Narrative Report	Submitted annually on the anniversary of the project's start date
3	End of Project Report Covering Entire Project Duration	Submitted within three months of project completion Financial Report submitted annually and at the end of the project
4	Financial Reporting	Submitted annually and at the end of the project

Each report will offer detailed insights into project activities, outcomes, challenges faced, and financial expenditures. These reports are prepared by the project management team, reviewed by the Project Board, and disseminated to all stakeholders, including donors and government partners, ensuring that all parties are well-informed and engaged throughout the project lifecycle.

## Dissemination and Utilization of Findings

The Dissemination and Utilization of Findings section aims to ensure that the insights from the project's M&E activities are effectively communicated and leveraged to shape future project planning and policy development. The dissemination strategy includes sharing findings through various channels: Workshops and seminars present detailed results to stakeholders, facilitating immediate discussions; policy briefs summarize essential insights for policymakers and practitioners; technical reports provide in-depth analysis for the academic and professional sectors; and online platforms like websites and social media broaden outreach and public engagement. The utilization of these findings is crucial for refining project strategies, influencing policy at multiple levels, and enhancing stakeholder engagement through adaptive management, evidence-based policy making, and active feedback incorporation.

## 8. Partnerships

The project recognizes the critical importance of partnerships in achieving sustainable development outcomes, particularly in a complex and variable environment like Somalia's Middle and Lower Shabelle region. Engaging multiple stakeholders during both the project development and implementation phases ensures a comprehensive approach that leverages diverse expertise and resources.

### **Collaborative Process during Project Development:**

The development phase of the project involved extensive consultations with a range of stakeholders to ensure the interventions are well-grounded in local needs and aligned with national priorities. Key steps in this collaborative process included:

1. **Initial Stakeholder Meetings:** Early in the project conception, meetings were held with potential partners including local government authorities, UN agencies, NGOs, and community leaders to discuss project aims and solicit preliminary feedback.
2. **Needs Assessment Workshops:** Conducted with local communities and government officials to identify specific needs and opportunities within the targeted intervention areas. These workshops helped to refine the project scope and focus areas based on direct input from future beneficiaries.
3. **Partner Alignment Sessions:** Sessions with UN agencies and potential donors to align project objectives with ongoing initiatives and to explore areas for collaboration, ensuring that efforts are complementary and not duplicative.

These initial engagements were crucial in shaping a project that is responsive to the local context and supported by all key players from the outset.

### **Strategy to Engage Partners during Implementation:**

During the implementation phase, the project will maintain and expand its partnership base to enhance project effectiveness and sustainability. The strategy includes:

1. **Regular Coordination Meetings:** Scheduled meetings will continue with all project partners to ensure ongoing alignment and to address any emerging challenges or opportunities. These meetings will serve as a platform for collaborative decision-making and adjustments to project strategies as needed.
2. **Joint Field Operations:** Implementing partners, including local NGOs and government bodies, will collaborate closely in field operations. This approach not only facilitates the sharing of resources and expertise but also enhances the project's visibility and acceptance within local communities.
3. **Capacity Building Initiatives:** A significant component of the partnership strategy involves building the capacities of local partners through training sessions, workshops, and joint planning activities. Empowering local authorities and CSOs will support the project's long-term goals and foster local ownership.
4. **Inclusive Monitoring and Evaluation:** Partners will be actively involved in monitoring and evaluation processes to ensure transparency and collective learning. This inclusive approach will help identify best practices and lessons learned that can inform future cooperative efforts.
5. **Community Engagement Forums:** Regular forums will be held with community members to keep them informed of project progress and to gather their input, ensuring that the project remains responsive to their needs and aspirations.
6. **Engagement with Donors and Development Partners:** Continued engagement with donors and development partners is critical. The project will provide regular updates and reports to donors, arrange site visits to showcase progress, and hold annual review meetings to discuss strategic direction and funding. This ongoing dialogue ensures that donors are well-informed and engaged in the project's achievements and challenges.

## 9. Cross-cutting issues

### **Gender Equality and Women's Empowerment**

The project is committed to promoting gender equality and empowering women by integrating a gender lens throughout its analysis, design, implementation, and risk management processes. During the design phase, the project ensured women's engagement through targeted consultations and participation in decision-making forums. Implementation strategies include gender-specific initiatives and training programs aimed at enhancing women's skills in sustainable agriculture and water management. Additionally, gender-focused risk assessments ensure that women's unique vulnerabilities are addressed, and appropriate mitigation strategies are developed.

### **Human Rights and Protection of Vulnerable Groups**

This project is designed to uphold human rights and enhance the protection of vulnerable groups by ensuring access to essential resources and services. By improving infrastructure and community resilience, the project directly contributes to the realization of rights such as health, adequate standard of living, and security. Special attention is given to the needs of displaced populations, disabled individuals, and minority groups, ensuring that interventions are inclusive and equitable.

### **Reducing Exclusion (Leave No One Behind)**

The project adopts a focused approach to reducing exclusion by targeting assistance to the most vulnerable and marginalized communities in the Middle Shabelle region. Through its inclusive design and participatory implementation strategy, the project ensures that all community members, regardless of their social, economic, or demographic background, can benefit from and participate in project activities. This systematic focus on inclusion helps to ensure that no one is left behind.

### **Facilitating and/or Strengthening Social Contract Mechanisms**

The project fosters a stronger social contract between the state and local communities by enhancing participatory governance and ensuring transparency in the management of natural resources. By involving local communities and government bodies in the planning and monitoring of project activities, the project strengthens trust and cooperation between citizens and institutions. Additionally, the project's emphasis on accountability ensures that these interactions contribute to improved governance and community empowerment at both local and national levels.

### **Addressing Root Causes of Climate Fragility and Climate-Related Conflict Dynamics**

In line with Security Council resolutions, the project incorporates a comprehensive environment and climate security analysis in its design. The project addresses the root causes of climate fragility by improving community resilience to climate impacts through sustainable management of natural resources and infrastructure development. Efforts to mitigate climate-related conflict dynamics include promoting equitable access to resources and enhancing local capacities to manage disputes related to land and water use.

### **Humanitarian-Development-Peace Nexus**

The project contributes to the implementation of the humanitarian-development-peace nexus by integrating these three aspects into its core strategy. It addresses immediate humanitarian needs by improving disaster resilience, supports long-term development through infrastructure and capacity building, and promotes peace by mitigating resource-related conflicts and strengthening community cohesion. This integrated approach ensures that the project delivers comprehensive benefits, addressing the interconnected challenges of humanitarian need, development, and peacebuilding.

## 10. Communication and Visibility

The communication and visibility strategy for the Governance for Adaptation to Climate Change project is designed to amplify awareness of the key issues addressed by the project, showcase the impact of interventions, and acknowledge the contributions of donors. This strategy is essential for building support among stakeholders, enhancing community engagement, and ensuring transparency and accountability in project implementation.

### Methodology:

The communication methodology integrates a mix of traditional and digital media platforms to reach a broad audience, including local communities, regional stakeholders, international donors, and the global public. The approach is based on the principles of clarity, consistency, and cultural sensitivity, ensuring that all communications are tailored to the needs and preferences of different target audiences.

1. **Message Development:** Key messages will be crafted to highlight the project's goals, the challenges it addresses, and the expected outcomes. These messages will be adapted to suit different platforms and audiences, ensuring they are clear and engaging.
2. **Content Creation:** Diverse content formats such as press releases, feature stories, video documentaries, infographics, and social media posts will be developed. This content will focus on telling compelling stories about the project's impact on communities, the innovative approaches employed, and the roles of various partners.

### Implementation Strategies:

The communication strategy will be implemented through several key activities:

1. **Launch Event:** A public launch event will be organized to mark the commencement of the project. This event will be attended by government officials, donors, project partners, and media representatives to generate initial publicity and stakeholder buy-in.
2. **Regular Updates:** Regular updates on project progress and milestones will be shared through newsletters, website posts, and press briefings. These updates will provide ongoing visibility for the project's achievements and challenges.
3. **Community Engagement:** Local community radio stations and town hall meetings will be used to communicate directly with the project's beneficiaries, providing them with information about project activities and how they can get involved.
4. **Visibility for Donors:** Donor logos will be included in all communication materials, and specific donor-related events or milestones will be highlighted through dedicated media pieces. Special reports showcasing the impact of donor contributions will be developed and shared with both the donors and the public.
5. **Social Media Campaigns:** Targeted social media campaigns will be run to reach a broader audience, engage with the public and stakeholders, and provide real-time updates about the project. Interactive elements such as live Q&A sessions, polls, and community stories will be included to increase engagement.

**Dedicated Capacities** - To ensure the effective implementation of this strategy, dedicated communication personnel will be included within the project team. This team will include a Communications Manager, responsible for overseeing the development and execution of the communication strategy, and support staff skilled in digital media, public relations, and community engagement. The communication team will work closely with all project components to ensure that accurate and timely information is disseminated.

By highlighting the importance of climate adaptation and the transformative impact of the project, the communication and visibility strategy aims to foster a supportive environment for project activities, enhance the engagement of beneficiaries and stakeholders, and ensure the recognition of donor contributions, thus amplifying the project's overall success.

## 11. Project budget

UNDG Categories	Amount (USD)
1. Staff and other personnel costs	3,179,418
2. Supplies, Commodities and Materials	69,568
3. Equipment, Vehicles and Furniture, including Depreciation	403,689
4. Contractual Services	3,120,334
5. Travel	735,834
6. Transfers and Grants to Counterparts	2,924,063
7. General Operating Expenses and Other Direct Costs	3,585,785
<b>Sub-total</b>	<b>14,018,692</b>
8. Indirect Support Costs*	981,308
<b>TOTAL</b>	<b>15,000,000</b>

## Annex I: Project Results Framework

<b>NDP PRIORITIES</b> <ul style="list-style-type: none"> <li>Sustainable Development and Economic Diversification</li> <li>Environmental Sustainability and Resilience</li> <li>Peace, Security, and Social Cohesion</li> <li>Urban Development and Management</li> </ul>				
<b>UNCF STRATEGIC OUTCOME</b> <ul style="list-style-type: none"> <li>Enhanced capacity for sustainable governance and economic growth</li> <li>Improved management of natural resources and resilience to climate impacts</li> <li>Enhanced community security and social cohesion</li> <li>Improved urban infrastructure and services for sustainable development</li> </ul>				
<b>PROJECT OUTCOME</b> <ul style="list-style-type: none"> <li>FAO Outcome: By 2026, improve the governance of JOSP to enhance efficient outcome-oriented water policy and services by developing regulatory framework, management structures and establishing regular stakeholder engagement forums for irrigation users and riverine communities at risk of flood.</li> <li>UNIDO Outcome: By 2026 enhance capacity of a minimum of 30 Public and Private partners in delivering agro value chain development services including technical assistance and access to finance for cooperatives and SMEs and for the management of the JOSP irrigation scheme and Agro-Processing Park.</li> <li>IOM Outcome: By 2026, community resilience and governance are strengthened through measurable NbDS and conflict management, with a reported 10 per cent increase from baseline.</li> <li>UN-HABITAT Outcome: By 2026, enhanced land administration through capacity building for district land department through development of strategic urban development plans and HLP related displacement solutions .</li> <li>UNEP Outcome: By 2026, achieve enhanced environmental governance and peacebuilding in the JOSP command area by integrating climate resilience strategies, establishing environmental peacebuilding frameworks, and implementing community-based conflict resolution mechanisms, resulting in a 30% reduction in resource-based conflicts and increased community participation in decision-making processes</li> </ul>				
Outcome indicators, baselines, targets	Outputs	Output indicators, baselines, and targets.	Partner contributions	Indicative resources
Indicator: Number of legal frameworks implemented. Baseline: 0 Target: All planned frameworks operational by end of 2026	<b>Output 1.1:</b> Regulatory Frameworks for Water Governance Developed and Institutionalized  <b>Activities:</b> <b>Activity 1.1.1:</b> <i>Develop legal frameworks for JOSP water governance.</i>	<b>Indicator:</b> Regulatory documents approved.  <b>Baseline:</b> 0	Federal and State government institutions, UN agencies, local communities- MoAI and MoEWR	Legal expertise, consultation forums, policy monitoring tools

	<p><b>Activity 1.1.2:</b> Conduct stakeholder consultations to gather inputs.</p> <p><b>Activity 1.1.3:</b> Monitor and revise FMS water policies and management practices.</p>	<p><b>Target:</b> 5 frameworks approved by 2026</p>		
<p>Indicator: Establishment of management structures</p> <p>Baseline: None</p> <p>Target: Complete setup by 2025</p>	<p><b>Output 1.2:</b> Management Structures for JOSP Water Governance Formulated and Implemented</p> <p><b>Activities:</b></p> <p><b>Activity 1.2.1:</b> Formulate management structures for JOSP water governance Roadmap.</p> <p><b>Activity 1.2.2:</b> Establish functional JOSP water governance systems at district, region, and FMS level.</p> <p><b>Activity 1.2.3:</b> Launch public engagement campaigns for water policy awareness.</p>	<p><b>Indicator:</b> Management systems operational</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 2 regions with systems by 2025</p>	<p>Federal and Local governments, district administrations-MoAI and MoEWR</p>	<p>Funding for structure development, personnel for implementation</p>
<p>Indicator: Number of community engagements</p> <p>Baseline: 0</p> <p>Target: Conduct 30 engagements by 2026</p>	<p><b>Output 1.3:</b> Community Engagement and Capacity Enhanced</p> <p><b>Activities:</b></p> <p><b>Activity 1.3.1:</b> Organize public forums and workshops for community engagement.</p> <p><b>Activity 1.3.2:</b> Implement feedback mechanisms for community input on water governance.</p> <p><b>Activity 1.3.3:</b> Develop and distribute educational materials on water conservation and policy.</p>	<p><b>Indicator:</b> Engagement events held.</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 10 events by 2026</p>	<p>Community organizations, educational institutions</p>	<p>Materials for workshops, platforms for feedback, educational content</p>
<p>Indicator: Completion of pre-feasibility studies</p> <p>Baseline: Not started</p> <p>Target: 3 studies by 2026</p>	<p><b>Output 2.1:</b> Public Private Partnership (PPP) model drafted, and Agro-Processing Park pre-feasibility study and masterplan completed</p> <p><b>Activities:</b></p> <p><b>Activity 2.1.1:</b> Conduct pre-feasibility studies for Agro-Processing Park development.</p> <p><b>Activity 2.1.2:</b> Prepare the Public Private Partnership Model for Agro Park management.</p> <p><b>Activity 2.1.3:</b> Preparation of the Master Plan for Agro Park development.</p>	<p><b>Indicator:</b> Studies completed</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 3 studies by 2026</p>	<p>Private sector partners, financial analysts</p>	<p>Funding for studies, venues for workshops, expert consultants</p>

Indicator: Number of training sessions conducted< Baseline: 0 Target: 35 sessions by 2025, and 35 sessions by 2026	<b>Output 2.2:</b> Capacity building to private and public partners provided on agro value chains development  <b>Activities:</b> <b>Activity 2.2.1:</b> <i>Deliver capacity-building and support to federal and local government partners, to support agro value chain development interventions.</i> <b>Activity 2.2.2:</b> <i>Support the delivery of agro value chain development training and access to finance solution by implementing partners.</i>	<b>Indicator:</b> Training sessions held  <b>Baseline:</b> 0  <b>Target:</b> 70 sessions by 2026	Industry experts, professional trainers	Training materials, monitoring systems, evaluation experts
Indicator: Completion of pre-feasibility studies Baseline: Not started Target: C3 studies by 2026	<b>Output 2.3:</b> JOSP irrigation facility and Agri-Processing Park PPP frameworks developed  <b>Activities:</b> <b>Activity 2.3.1:</b> <i>Develop frameworks to guide PPP operations and management.</i> <b>Activity 2.3.2:</b> <i>Develop sustainable business models for local industries</i> <b>Activity 2.3.3:</b> <i>Support market linkage initiatives for Agro-Industries</i>	<b>Indicator:</b> PPP frameworks operational  <b>Baseline:</b> 0  <b>Target:</b> 3 studies by 2026	Private sector, local industries, market analysts	Development funds, business model experts, market research
Indicator: Number of NbDS solutions implemented. Baseline: 0 Target: 15 solutions by 2026	<b>Output 3.1:</b> Deliver Nature-based Durable Solutions to target DACs impacted by the JOSP Infrastructure  <b>Activities:</b> <b>Activity 3.1.1:</b> <i>Facilitate community-led mapping of informal land use zones to understand land tenure dynamics</i> <b>Activity 3.1.2:</b> <i>Develop and implement conflict resolution mechanisms for HLP conflicts.</i> <b>Activity 3.1.3:</b> <i>Train mediators and community leaders in dispute resolution</i>	<b>Indicator:</b> Action plans created  <b>Baseline:</b> 0  <b>Target:</b> 10 plans by 2025	Local communities, conflict resolution experts, environmental NGOs	Mapping tools, training programs, monitoring equipment

	<p><b>Activity 3.1.4:</b> Engage target DAC communities through government-led, inclusive processes to produce Climate Security and NbDS Action Plans</p> <p><b>Activity 3.1.5:</b> Provide NbDS solutions for communities impacted/displaced by infrastructure work prioritized through inclusive processes</p> <p><b>Activity 3.1.6:</b> Monitor, evaluate, and adapt conflict mitigations</p>			
<p>Indicator: Dashboard and website operational Baseline: Not started Target: Fully operational by year 2</p>	<p><b>Output 3.2:</b> Development of JOSP Dashboard and website to track and monitor key project parameters</p> <p><b>Activities:</b></p> <p><b>Activity 3.2.1:</b> Develop JOSP dashboard for monitoring key project indicators, visualizing and overlaying key streams of data for programmatic planning and oversight</p> <p><b>Activity 3.2.2:</b> Create a user-friendly website linked to the dashboard to provide public access and project information</p> <p><b>Activity 3.2.3:</b> Conduct training sessions for project staff and stakeholders on how to use and manage the dashboard and website</p>	<p><b>Indicator:</b> Dashboard and website launch</p> <p><b>Baseline:</b> Not started</p> <p><b>Target:</b> Launch by 2024</p>	IT specialists, web developers	Software development, server costs, training facilities
<p>Indicator: Improved land administration capability Baseline: Inadequate infrastructure Target: Fully functional by 2025</p>	<p><b>Output 4.1:</b> Improved capacity of District land administration for urban areas</p> <p><b>Activities:</b></p> <p><b>Activity 4.1.1:</b> train land governance officials on inclusive land administration</p> <p><b>Activity 4.1.2:</b> Provide IT equipment and survey tools</p> <p><b>Activity 4.1.3:</b> Rehabilitate infrastructure for land management</p>	<p><b>Indicator:</b> Infrastructure upgraded</p> <p>Number of land administration staff trained to execute functions of inclusive land administration at district level.</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 25 staff</p>	Local governments, IT suppliers, construction firms	Training programs, IT hardware, construction materials

		<p>Number of office spaces rehabilitated for land management departments.</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 2 offices</p> <p>Number of land related cases registered and issued including land documents</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 250</p>		
<p>Indicator: Number of planning frameworks established</p> <p>Baseline: 0</p> <p>Target: 3 frameworks by 2025</p>	<p><b>Output 4.2:</b> Strategic planning documents developed</p> <p><b>Activities:</b></p> <p><b>Activity 4.2.1:</b> Conduct resilience and climate vulnerability assessments profiling</p> <p><b>Activity 4.2.2:</b> Draft strategic urban development plans</p> <p><b>Activity 4.2.3:</b> Develop detailed settlements plans</p>	<p><b>Indicator:</b> Number of Plans developed</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 3 by 2025</p>	Planning experts, local governments	Assessment tools, planning materials, expert consultancy
<p>Indicator: Number of projects facilitated</p> <p>Baseline: 0</p> <p>Target: 5 projects by 2026</p>	<p><b>Output 4.3:</b> Initiation of Capital investment projects related to resilience and climate change facilitated</p> <p><b>Activities:</b></p> <p><b>Activity 4.3.1:</b> Analyze district finance administration</p> <p><b>Activity 4.3.2:</b> Identify and prepare investment projects</p> <p><b>Activity 4.3.3:</b> Restore urban ecosystems using nature-based solutions</p>	<p><b>Indicator:</b> Number of priority projects identified and facilitated</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 2 by 2026</p>	Financial analysts, urban planners, ecological experts	Funding for projects, analytical tools, ecological materials
<p>Indicator: Operational conflict resolution platforms</p> <p>Baseline: None</p> <p>Target: 5 platforms by 2025</p>	<p><b>Output 4.4:</b> Streamline community-based conflict resolution mechanisms and local government systems</p> <p><b>Activities:</b></p> <p><b>Activity 4.4.1:</b> Capacity building on land dispute resolutions</p>	<p><b>Indicator:</b> Number of people trained on land dispute resolutions.</p> <p><b>Baseline:</b> 0</p>	Local communities, legal experts	Workshop venues, training materials, legal advice

	<p><b>Activity 4.4.2:</b> Establish and support land dispute resolution mechanism under the Jowhar District</p> <p><b>Activity 4.4.3:</b> Advocacy and awareness raising for the district resolution mechanism</p>	<p><b>Target:</b> 50</p> <p><b>Indicator</b> Number of land dispute resolution mechanisms in Jowhar established</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 2</p> <p><b>Indicator:</b> Number of programmes and campaigns on knowledge on district resolution mechanisms</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 10</p>		
<p>Indicator: Number of policies promoted and platforms operational</p> <p>Baseline: 0</p> <p>Target: 5 policies and 3 platforms by 2026</p>	<p><b>Output 5.1:</b> Integrated Environmental Governance and Climate Peace Policies Promoted and Advocated at institutional level</p> <p><b>Activities:</b></p> <p><b>Activity 5.1.1:</b> Promote and advocate for integrated environmental governance and climate peace policies.</p> <p><b>Activity :5.2.1:</b> Develop and operationalize local-based conflict resolution platforms to support environmental peacebuilding</p> <p><b>Activity :5.2.2:</b> Increase public awareness and engagement in integrated environmental governance through targeted outreach programs</p>	<p><b>Indicator:</b> Policies promoted and platforms operational</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 5 policies promoted</p> <p>3 platforms operational by 2026</p>	<ul style="list-style-type: none"> <li>- Government bodies: Policy development and endorsement</li> <li>- NGOs: Expertise in conflict resolution and environmental management</li> <li>- Community leaders: Mobilization and engagement in local governance</li> <li>- Environmental groups: Advocacy and technical support</li> </ul>	<p>Policy advocacy materials: Publications, media campaigns, workshops</p> <ul style="list-style-type: none"> <li>- Development funds for platforms: Budget allocation for infrastructure and operations</li> <li>- Outreach tools: Online platforms, educational materials, public forums</li> </ul>

## Annex II: Project Risk Management Matrix

RISK ASSESSMENT						MONITORING PLAN			TREATMENT OPTIONS	
Risk	Risk drivers	Risk outcome	Likelihood	Impact	Risk Level & Trajectory	Responsibility	Regularity	Sources	Mitigation	Adaptation
Funding Volatility	Global economic instability, donor priority shifts, political instability in Somalia.	Inability to secure or maintain expected funding levels, leading to project delays or scope reduction.	Medium	High	High Stable	Finance Manager	Quarterly	Economic forecasts, donor communications	Diversify funding sources, establish strong relationships with multiple donors, develop a flexible budgeting approach.	Implement phased project rollout, adjust scope based on available funding, prioritize essential activities.
Security Situations	Local conflicts, terrorism, sporadic violence, political unrest.	Threats to personnel and assets, interruptions to project activities, potential evacuation scenarios, temporary inaccessibility.	Medium	Medium	High Decreasing	Security Coordinator	Weekly	Security briefings, local intelligence, UNDSS updates	Comprehensive security protocols, regular staff training, close coordination with UNDSS and local security forces.	Develop and rehearse evacuation plans, maintain flexibility in operations to allow remote management, work with local implementing partners and use of digital solutions.

Environmental Degradation	Overexploitation of natural resources, climate change impacts (drought and floods), inadequate local environmental policies.	Degradation of project sustainability, negative impact on local community livelihoods, potential for increased resistance, inaccessibility of project sites due to floods.	Medium	High	High Stable	Environmental Specialist	Monthly	Environmental impact assessments, local environmental NGOs reports	Invest in sustainable practices, community-based environmental management programs, regular environmental monitoring. Digital solutions.	Develop contingency plans for environmental recovery, engage communities in alternative livelihood programs that are environmentally sustainable.
Government policy and personnel changes	Government policy shifts, new regulations, high staff turnover, bureaucratic inefficiencies.	Compliance challenges, delays in project implementation, increased costs due to new requirements.	Medium	High	Moderate Increasing	Legal Advisor	Bi-monthly	Government publications, legal updates	Regular policy reviews, engagement with government officials, active participation in policy discussion forums.	Flexibility in project design to accommodate regulatory changes, legal contingency funds, training for staff on new regulations.

Aid diversion / Post-Distribution-Aid-Diversion (PDAD)	Systemic aid diversion/PDAD, clan-based power imbalance, weak police and judicial institutions	Assistance not reaching intended beneficiaries, assistance fueling community conflicts and terrorism, increased clan-based conflict, loss of donor's confidence.	High	High	High decreasing	Risk Management unit	Systematic	Monitoring tools (call centre, hotline, TPM & Field monitors, Compliance and Feedback system	Rigorous monitoring and evaluation protocols, robust accountability mechanisms, thorough risk assessments, transparent reporting systems, strong partnerships with local communities and authorities.	Advanced technology for tracking and tracing aid distribution, training of staff and implementing partners, collaboration with the Risk Specialists in Somalia. By utilizing a combination of actions and tools, systematically embedded in activities, it effectively reduces the risk of aid diversion.
Fraud/corruption risks	Weak accountability systems	Diversion of critical resources away from essential services and development projects, reputational risks and loss of trust by donors and communities.	Medium	High	High decreasing	Risk Management Unit	Systematic	Reports, Monitoring tools (call centre, hotline, TPM & Field monitors,	FAO and its partners have developed robust compliance mechanisms and due diligence procedures to ensure that all suppliers of goods or services are thoroughly vetted. RMU will also be provided with anonymized data on the allegations.	The partners have robust routines, resources and competence to assess the budget and cost-efficiency of its projects/programmes or partners when funds are forwarded. FAO as the lead agency has included in all its contracts with NGOs and Suppliers clauses on anti-corruption and anti-fraud, anti-child labour, anti-terrorism and money laundering, and PSEA/GBV. The UN-FAOSO Supplier Code of conduct is an integral part of the contract signed with vendors (attached copy). In

										addition, FAO conducts systematic awareness and training sessions with implementing partners before activity starts and has a well-established complaint and feedback mechanism accessible to beneficiaries, communities, NGOs and suppliers.
Increased frequency and severity of climate events	Climatic shocks such as floods and droughts now occurring at more regular intervals and with increasing severity in coming years.	The target locations are drought and flood prone areas. Repeated climatic extremes restrain resources, induce displacements, disrupt livelihoods, and damage infrastructure.	High	High	High increasing	Early Warning Specialists	Systematic	Early warning information (SWALIM, FSNAU), Regional climate outlook	Partners will closely monitor natural hazards through well-established early warning systems to inform appropriate early action.	FAO's SWALIM and FSNAU data plays a crucial role in facilitating effective, evidence-based decision-making to support diverse interventions, encompassing humanitarian, recovery, and development initiatives for vulnerable populations.

Social and Community Risks	Elite capture, inadequate local engagement, and insufficient consideration of community needs and dynamics.	Inadequate community engagement could lead to low participation and support.	Low	Medium	Moderate	Community engagement specialists	Systematic	Complaints and Feedback mechanisms, Monitoring reports, community forums/platforms	Employing dedicated community engagement teams, conducting regular community consultations, and adapting interventions based on community feedback.	Partners will engage communities from the start to ensure they understand the project objectives. Comprehensive preliminary assessments will consider community dynamics to inform active community engagement and buy-in.
Technical risks	Lack of adequate technical expertise for managing advanced water systems.	Poor governance of the water systems can lead to mismanagement, inadequate operations and maintenance of the systems, as well as loss of community trust.	Low	Medium	Moderate	Technical Specialists	Systematic		Partnering with technical experts, providing ongoing training for local staff, and ensuring knowledge transfer.	The technical experts within the agencies will be supported by a technical working group to ensure high quality expertise and standards for engagement.

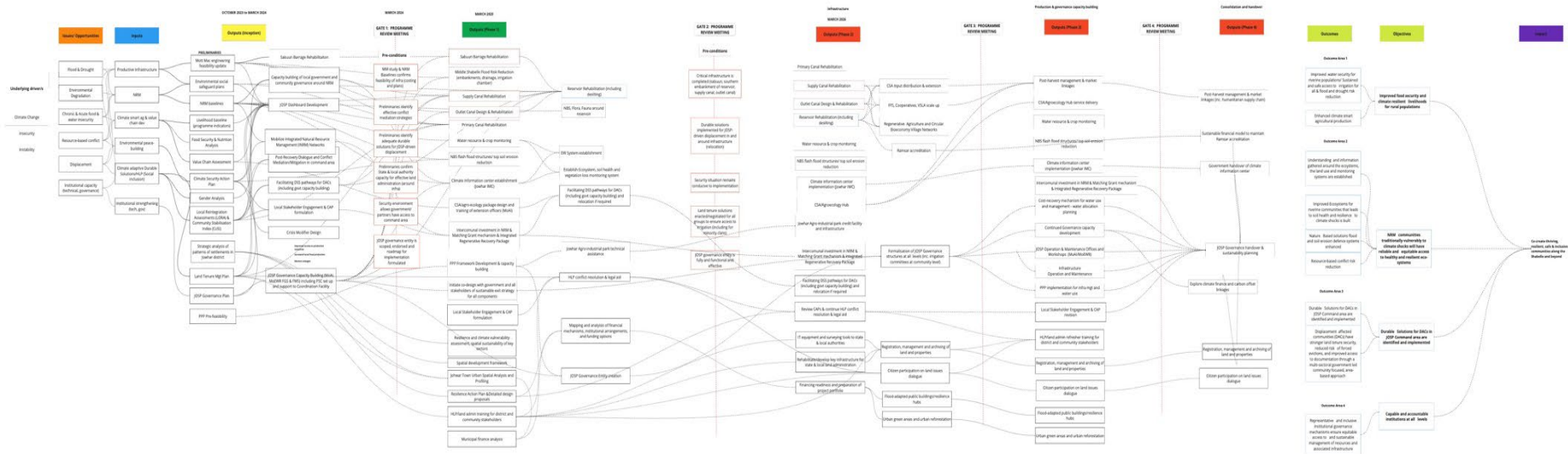
**\*Additional Notes:**

- *Hirshabelle's Geopolitical Context: Risk assessments and mitigations are deeply influenced by the local context, which includes the political landscape, clan dynamics, and the security situation specific to the region.*

- *Risk Mitigation Involvement: Successful risk mitigation often requires collaboration with a variety of stakeholders, including local authorities, community leaders, international partners, and NGOs.*
- *Risk Mitigation Sustainability: Efforts should be made to ensure that risk mitigation strategies are sustainable in the long term and do not rely excessively on external support.*

## Annex III: Project Budget

## Annex IV: JOSP Programme Theory of Change Diagram



## Annex V: JOSP Command Area Map

