



Project Title: Joint Police Programme Phase 2

Project Number: 01001540

Implementing Partner: UNDP Somalia, UNSOM (ROLSIG), UNWOMEN.

Partnerships: EUCAP Somalia and ATMIS

Start Date: 01 January 2024

End Date: 31 December 2026

PAC Meeting date: 22 May 2024

Brief Description

The Joint Police Programme II (JPP2) continues to address the efficiency, effectiveness, transparency, and accountability of police service delivery to Somali citizens, while supporting the institutional and operational capacities of the federal and state-level security and police institutions, with a focus on human rights and gender-responsive measures.

Through this second phase of the programme, UNDP, UNSOM and UNWOMEN will further assist the FMS and FGS police structures to enhance their development and professionalisation and protect the safety of citizens, as well as their individual rights, in line with the New Policing Model. Which although not fully implemented is the basis for policing programming in the country. The Programme intends to adopt a more problem-solving and people-centric approach and proposes to combine the institutional and capacity development support provided to federal and state-level police institutions, and the strengthening of community engagement through improved and extended police service delivery and enhanced oversight and integrity mechanisms, allowing citizens to increasingly participate in security sector strategies and protection mechanisms that more effectively respond to their grievances.

Contributing Outcome (UNSDCF, CPD, RPD):

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

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

CPD Output 2.1: Capacity of security institutions strengthened to ensure service delivery in line with the Somalia Transition Plan and National Security Architecture, and compliance with human rights due diligence policy (HRDDP) standards.

Indicative Output(s) with gender marker¹: GEN 2

Total resources required:	USD 15,338,072	
Total resources allocated:	UNDP TRAC:	\$32,550
	Donor: (EU)	9,886,500
	Government:	TBC
	In-Kind:	N/A
Unfunded:	USD 5,419,022	

¹ The Gender Marker measures how much a project invests in gender equality and women’s empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)a significant objective);

I. DEVELOPMENT CHALLENGE

Overall context

Strengthening the rule of law is a necessary precondition for peacebuilding and state-building and has been a priority of governments and international partners for many years. Collective efforts have faced multiple challenges due to the lack of political consensus. The absence of a political agreement around how power and resources should be delineated between the Federal Government of Somalia (FGS) and Federal Member States (FMSs) is one of the main obstacles to progress. This has impacted progress on constitutional reform, and related development of various federated models, the elaboration of strong, consistent, and updated legal frameworks, and effective oversight and accountability mechanisms. This has in turn contributed to protracted insecurity and limited access to justice. Even where agreements have been made, such as the National Security Architecture (that includes the New Policing Model), persistent political disagreements have frustrated timely and sustainable implementation.

Somalia ranks first of 179 countries with a Fragile States Index of 111.9 score², a result of a combination of decades of conflict³, poor governance and unresolved power and resource sharing arrangements, poverty, the damaging effects of climate change, and more recently, the COVID 19 pandemic and the disruption of the global supply chain due to the Ukraine crisis. Somalia's protracted fragility and conflict has affected institutions, and the rule of law, security and justice sector, which has been significantly damaged. Weak institutional mechanisms, low capacity and limited presence outside Mogadishu contribute to low levels of trust and legitimacy in the security architecture. A national priority is the adoption and implementation of the New Policing Model which was introduced in 2016. Even though 7 years has passed since the adoption of the New Policing Model, there are still significant challenges in its adoption and implementation both within the institutions and population in the Federal Government of Somalia (FGS) and Federal Member States (FMS).

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

New Policing Model

A cornerstone of SSR and police reform is the agreement on the New Policing Model. Following the political agreement at the 2016 National Leadership Forum, the New Policing Model was adopted by FGS and FMS. The agreement was reinforced by its inclusion in the National Security Architecture in 2017 and endorsed by the Security Pact at the London Conference on Somalia in 2017. The New Policing Model provides the framework for a federal system of policing at the federal and state levels. Technical Committees which oversee the implementation of the New Policing Model are operating in Galmudug, Hirshabelle, Jubaland, Puntland, and South West State. The Technical Committees include representatives from the respective ministry responsible for policing, its State Police Command, and other relevant representatives to the specific jurisdictions. The Committees developed State Police Plans endorsed by the National Security Council in 2017, with only Jubaland having formally updated their Plan. Prioritised projects emerging from these plans are presented to the Joint Police Programme for consideration. JPP Phase 1 was developed following the NPM to support the establishment of the new structure across Somalia, however seven years following the adoption of the NPM; there are still financial, technical and political obstacles and challenges that are being faced by FGS and FMS in implementing the new approach. Given the slow adoption of the NPM, the project intends to further pursue this dialogue to identify barriers or reluctance to adopting the NPM and address the realities in an open and frank discussions of how to move forward.

² The Fragile States Index (FSI) is based on a conflict assessment framework – known as “CAST”, developed by the Fund for Peace (FFP). 2023 at <https://fragilestatesindex.org/country-data/>.

³ The conflicts in Somalia can roughly be categorized as a) political conflict (between the federal government, regional member-state governments, Municipalities, and Ministries; b) communal conflict (between clans and local elites, mostly over access to resource and land); and c) violent extremism primarily led by Al-Shabaab.

Lack of resources in the FMS

The FMS ministries and institutions are severely understaffed, with those employed being often underpaid – all police recruited under their respective FMS MOIS rely on additional incomes for their livelihoods. The evaluation results from JPP 1 also suggest that, from the resources available, some federal member states consistently effectively managed their security budgets between 2019 and 2023, and others experienced fluctuations in effective budget utilization. As such, JPP2 would need to better engage entities to identify possible points of synergies for use of both project and domestic resources, ways to supplement and cover gaps, to ensure the effective provision of security throughout Somalia.

Recent political and security developments in Somalia

In March 2023, the National Consultative Council (NCC), bringing together the leaders of the FGS and the FMSs, agreed on the updated national security architecture, including an increase in the number of police from 32,000 to 40,000 and outlining a plan for a clearer delineation of responsibilities between federal and state-level police. Following this agreement, the NCC decided to set a ceiling of 40,000 police in the National Security Architecture, and 20,000 as a ceiling for the Federal Police and Benadir and the remaining 20,000 for the five FMS.

Additionally, the conflict with Al-Shabaab has diverted resources to military responses without equivalent investment in justice and civilian security institutions. The political impasse in Somalia during 2020 to mid-2022 had a negative effect on the ability of the UN to deliver effectively. Dwindling resources from traditional donors, further exacerbated by the war in Ukraine and conflict in Gaza, is likely to have short-and medium-term negative effects on investments in the rule of law sector in Somalia. Outside Mogadishu, the presence of police and formal justice institutions in the FMS capitals and major urban centers is patchy and largely unreliable or inaccessible. Hybrid security systems exist throughout Somalia involving multiple stakeholders operating in a largely unregulated environment in the provision of security at the local level. The FGS in recent policy documents (including the Somalia Security Development Plan) has recognized that the military offensive against Al-Shabaab must be complemented by a wider holistic and people-centered approach to governance and service delivery adopting an all-of-government approach complemented by popular community support. This high-level commitment together with the President's priorities for 2023 to actively develop and engage in programming in the rule of law sector allows for the development of a comprehensive approach to promoting peace based on democratic principles and public participation.

The federal model and ATMIS transition

In light of the ATMIS withdrawal, the increased number of officers deemed necessary to take full responsibility for the safety and security of citizens in Somalia has added some pressure on the JPP. The political challenges that delayed the presidential election had a severe impact on the reform agenda across the country and highlighted that support needed to be extended directly to local administrations to move forward with critical local security sector initiatives to avoid critical gaps. It has also highlighted that assistance should be contingent upon tangible progress with clear achievable milestones. Equipping and training continues to play a key role in the international approach to security sector development in Somalia. Currently, it is undecided to what extent the future Au-led Mission will have a policing function.

Militias and armed groups

In spite of modest achievements in force generation of the SNA and the police, many areas in the FMS remain out of reach for the security forces due to limited manpower, financial restrictions or the areas remain under Al-Shabaab (AS) control. These areas in many cases use alternative means of security through home grown clan-based militias or other forms of local security provisions. The use of militia or armed groups to provide security is common in Somalia. International partners have funded, trained and equipped larger state managed militias that were amalgamated into the formal security architecture. In the case of the Community Defence Forces, a group of community forces led by local authorities, endorsed by the federal president, to fight AS, the accountability of members is uncertain as is their future. Studies show that if such groups are not managed carefully, community forces can turn predatory or pose future threats to stability. Investing in militias to fight AS is primarily a military focused approach with less attention and investment put into addressing the causes of extremism such as marginalization, declining resources, inequality, real or perceived marginalization and other socio-economic issues that should all be factored into national and sub-national security policies.

Affordability of Policing in Somalia

The recent (February 2024) DCAF report on expenditure analysis and SSR reform⁴ notes that current revenue collection of the government is insufficient to maintain the level of expenditure on security forces including the police. A reduction by 25% or 50% of expenditures is anticipated but this will leave the police without resources to cover much beyond the basic operational costs of salaries, food and limited maintenance and fuel. Recruitment and training costs may need to be borne by funding outside the government, possibly including with international assistance.

Affordability remains a major concern for police and the security sector in the FMSs. The military and police already take a lot of resources from the federal and FMS budgets. It is estimated that around 70% of the Somali security sector is funded externally and it is therefore questionable whether the sector can be sustainable if or when donors suspend funding. In light of this, the Somalia Security Development Plan is likely to be severely underfunded⁵ and there is insufficient detail around the implementation at the FGS level. The situation at the FMS level is less known in terms of what local governments can sustain.

Joint Police Programme Phase 1

The Joint Police Programme Phase 1 was implemented between 2018 and 2024 under the leadership by UNOPS with UNDP serving as an implementing partner. The project heavily focused on training of police across FMS, infrastructure construction and payment of stipends to police in Federal Member States. These activities were mainly undertaken by UNOPS. Over the years, the programme has achieved important results such as deployment of FMS Police in different regions of Somalia, provision of police stipends to 2,047 police, construction of 20 police stations, 3 police training facilities, 6 vehicle checkpoints in Mogadishu and also provision of non-lethal support including procurement of basic policing equipment and vetting, recruitment and training of Somalia police.

As outlined above, stipends were paid to up to 2,047 police but excluded Puntland and SPF who paid police salaries from their own budgets. During the programme, the financial obligation to pay salaries was to be transferred to the FMS in a phased manner. This has been a challenge because of lack of finances at the FMS level. Non-payment of salaries to police poses a risk in the face of the anticipated transition. JPP2 takes into account lessons learned from JPP 1, constructively addressing shortcomings and obstacles identified during the implementation process, while also reinforcing the project's successes with a focus on building longer-term sustainability.

Inception Phase for Joint Police Programme Phase 2

The development of a new phase of police programming in Somalia has been supported by the EU through an initial preparatory inception phase from January-May 2024. The purpose of this inception phase was to create a programme document and core programming plans, in close consultation with the Federal Government of Somalia (FGS), Federal Member States (FMS), donors and the UN implementing partners and UNSOM, that would provide a comprehensive structure and scope for the new policing programme, named the Joint Police Programme Phase II (JPP-II).

The results of Inception Phase are as follows:

- Approved Programme Document, developed through a consultative process and responding to the identified needs of police development in Somalia.
- Multi-year workplan
- Detailed results and resources framework with associated indicators
- Consultative workshop to support the implementation of BASIS, a security-focused programme complementary to JPP-II
- Paper developed on Non-State Armed Groups in Somalia. A follow-up paper, expected by the end of 2024 in collaboration with FGS and FMS authorities

⁴ Expenditure Analysis and Costing of Priority Reform Plans for Security Sector Reform in Somalia 2024-2029: Exploring Key Issues for a pathway towards an affordable and financially sustainable National Security Architecture Policy Brief – February 2024, DCAF Geneva February 2024. p.3

⁵ Aid to Somalia fell by 41% from 121 million GBP in 2021 to 71.2 million GBP in 2022 (<https://www.devex.com/news/uk-aid-cuts-hit-poorest-countries-hardest-devex-analysis-finds-101691>)

Joint Police Programme Phase 2

The UN's rule of law support is framed by UNSOM's mandate, national priorities (as articulated in, for example, the National Development Plan and other key policy documents), and the UN Sustainable Development Cooperation Framework (UNCF). UNSOM's role, since its establishment in 2013, has been to provide good offices, strategic advice, and coordination on peacebuilding and state-building efforts including on strengthening the security sector and rule of law reform, based on a federal system including capacity support. The strategic and political efforts are completed by programmatic intervention jointly implemented with Agencies Funds and Programmes (AFPs). Moreover, the UN Senior Leadership agreed its three priority areas for 2022 to be Governance and State-building; Security; and the Nexus Approach. The UN-wide integrated response to the National Development Plan is captured in the UNCF (2021-2025). The UNCF is framed around four strategic priorities, of which Pillar 2 relates to security and rule of law. While Pillar 2 has a broader remit than focus of the SJF's Rule of Law window, it is a platform for all UN rule of law actors to coordinate and cooperate and will support the delivery of holistic programming under this window.

Against this backdrop, based on the lessons learned, recommendations and evaluation from JPP 1 and the series of consultations in February/March 2024; JPP Phase 2 will be positioned to work with both at the community and institutional level, namely with the Ministry of Interior, National Somalia Police, and Ministries of Internal Security to ensure building capacity and restoring trust in national police in Somalia. Also, linkages will be established to ensure effective oversight of national police by the state assemblies and national institutions. All these institutions will be supported to do citizen outreach and/or community consultations.

II. STRATEGY

Overview

In the consultative workshops held in February and March 2024 the key stakeholders of the JPP identified the key objective of JPP II, namely: “**Enhance professionalism and capacity of Somalia's police forces to build trust from community including vulnerable groups and is more accountable**”. This ultimate objective would be backed up by five key pillars: 1. **Professionalization** of the security forces. 2. **Harmonize** the procedures and policies developed over the last decades by the international policing assistance. 3. **Community Engagement/Community Policing** to enhance trust/social capital 4. **Gender** based interventions to help recruit and retain police women as well as serving as a conduit for improving community engagement and 5. **Partnerships**

A core problem in the country is the eroded trust of the people to the state following many years of conflict. **A people centric approach** is the cornerstone to the public engagement/community policing aspect to JPP II. The problem of lack of social cohesion between the state and the public can be addressed through more direct and positive interaction with police forces especially for women and most vulnerable. The **professionalization** and strengthened capacity of the Somali police will lead to a force that has increased trust for the community they police and will be more effective and accountable. **Harmonization (Federalization)** of policing in the country will facilitate more effective use of resources and more professional police. Enhancing **women in policing** will increase stability across the country and increase trust in the police by women and the most vulnerable.

1. Community Engagement/Policing

In order to facilitate security and enhance trust from communities' engagement was seen as a key to increasing trust/social capital of the public especially in the newly recovered territories. The mechanisms for this can be through a dedicate strategic communication component, the continuation of the help desks and one-stop centres⁶ or another step forward to community liaison bureaus focused on engagement with the all the public and receive complaints. A community policing component would dovetail with work of others such as BASIS on newly recovered areas perhaps in Galmudug or Jubaland with the intention of helping to stabilize these areas.

⁶ There are three one stop centres which were established through the Women Peace and Protection project of UNDP, UNWOMEN and UNSOM. The three centres are in Kismayo, Baidoa and Dhusamreb.

A people-centric approach to security is an effective instrument for building trust with local communities especially in areas that have recently been under non-government control like in the newly liberated territories. The past activities of help-desks etc that UNDP has engaged in are instruments that can be built on to offer a mechanism to better interact with the public to build the relationship as well as collect information. This community policing approach is more than just foot patrols in areas but an active engagement with the public both through offering friendly and receptive areas in police stations but also through more effective communication and resolution of concerns of the public. This would take the form of an expansion of the help-desks and one stop centres into an unified public reception offices that would be staffed by trained personnel in conflict and gender sensitive approaches to better interact with the public. Female officers can play a significant role in these community engagement function given the higher degree of trust of them and their less potentially threatening nature to other women and vulnerable groups.

A method to change perceptions of the public and present a more accurate view of police will be through a substantive strategic communications program that would highlight the role and challenges faced by police. This campaign would use a variety of media platforms including radio, documentary, internet etc to highlight the role of police in the community.

2. Professionalization

Enhance the professionalization of Somali police through clear paths of progression through the force and enhanced training for the leadership (ultimately training of trainers) in the form of a leadership academy. Additionally, developing a mechanism for more peer-to-peer training potentially through Somali speaking officers serving in other forces and via existing mechanisms like the ATMIS mission. This pillar is concentrated on how best to enrich the professionalism of the police through progression of officers (male and female officers) in a merit-based system including the command structure. A key activity of this pillar will be the establishment of a Leadership Academy based on a common curriculum and built on the work conducted previously by UNDP and other partners. In addition, further introduction of international humanitarian law will be implemented to further implement the UN's Human Rights Due Diligence Policy (HRDDP). Additionally, the project will support the force generation process of the police by facilitating the delivery of the basic training course over three months to six hundred new recruits. Force generation is seen as a core need for the police to be better able to stabilize newly recovered areas.

3. Harmonization and Partnerships

This pillar addresses the issue that the procedures and policies developed over the last decades by the international policing assistance and the lack of homogeneity across the police forces. This includes strategies, SOPs, training curriculum, technology like an incoming e-case management, needs assessments and annual work plans. Many of the partners in the country have done excellent work on building capacity of the Somali police but there is a need to harmonize many of the individual activities and pieces that exist today. This pillar will incorporate the work conducted by a variety of stakeholders over the years with activities such as State Police Acts in Jubbaland; Hirshabelle; Puntland; Southwest State and Galmudug.

These set of activities would also look to unify a common curriculum across the police. By having a single standard and unified approach to police training cross training by all development partners will be easier implemented. As well there should be a harmonization of need assessment methodologies used by all partners to assess policing needs. The same for the annual work plans of police developed at the federal member states levels.

4. Gender/Women in Policing

Women's participation and representation in the police has been limited to date. UNDP in collaboration with the OPM surveyed women's roles in the security sector and found that while several high-level posts have been held by women at the federal level, both in government and now in parliament but the number of women the security sector and police reform, especially at the FMS level is very low. But even where women had been in top level positions in the security sector this had not translated into security sector development being more gender sensitive. On the contrary, in a meeting hosted by the OPM in November 2021, women in the security sector complained that gender and women's issues were largely ignored in security sector development and that even the international community had failed to prioritize women in police training or encourage more recruitment of women in the police.

The core issues of recruitment and retention of female officers indicate that there needs to be a dedicated effort to increase the visibility of the role of women in policing. This can be done through a strategic communication program as discussed above and community outreach like in some of the examples given from other jurisdictions. The concept of going out to schools and involving women in community policing to promote recruitment and a mechanism for enhancing trust between people and police is worth exploring. A replication of the regional Leadership Boards brought in south/south examples of actively involving women in policing decisions as well as the public reception centres will highlight law enforcement as a career path for females.

Like all police in the country there should be a unified path for career development that is merit-based and enhances professional skills of female officers. In particular, a specialized women investigator course should be developed using the ability of women to effectively interrogate without intimidation.

Human Rights Due Diligence Policy (HRDDP)

Involvement of the UN while working with the security forces in any country are subject to heavy scrutiny when it comes to adhering to, respecting and protecting human rights while performing their duties or conducting operations. Any human rights violations or abuses by the security forces will heavily impact on the local population and cause grievances that would undermine state legitimacy. The Human Rights Due Diligence Policy (HRDDP) offers concrete guidance on how to reduce risks when supporting other security forces. A comprehensive risk assessment shall therefore be conducted jointly prior to any support being provided by the UN to security forces.

The HRDDP policy obliges all UN entities providing support to the non-UN security forces to ensure that this support promotes compliance with international law and standards amongst non-security forces receiving the support. Therefore, there shall be due diligence and assess the risks of violations of international human rights, humanitarian or refugee law being committed by the recipient of UN support in the context of or during the period of support.

In case of a potential risk the UN is required to recommend the implementation of preventive and or response actions by the recipient of UN support and or by the UN to diminish the potential risk of violations being committed. The United Nations continues to work with the FGS and the FMS to implement recommended measures to prevent and respond to violations of human rights and international humanitarian and refugee law including:

- International human rights humanitarian and refugee law training for police
- Maintaining a database on targeted support for screened police officers
- Development of Human Resources Management System
- Action Plans on Children Associated with Armed Forces and Groups and the Human Rights Road Map
- Prevention and Response to Sexual Violence
- Review of the Police Act and development of a model on the Use of Force
- Reporting Mechanism monthly updates that links support provided and any subsequent incidents involving civilian injuries deaths the circumstances of the incidents and measures taken to address violations
- Joint Forum involving the Federal Somali Police leadership and
- Enhanced accountability with external civilian oversight and complaint mechanisms

This project shall adhere to the HRDDP policy general and preliminary risk assessment for the Somali Police 2017.

Implementing HRDDP in the newly recovered areas:

The project will work with the relevant ministries and police authorities to produce a comprehensive risk assessment that will include a communication strategy with the national partners and the mitigation measures when and if human rights violations occur during the implementation of the project. Here are the measures this project will take to fulfil important obligations under the HRDDP: "A comprehensive HRDDP risk mitigation framework will be discussed prior to the implementation with the national partners on activities in the newly recovered areas such as training activities. The discussion and the joint commitment will result in a mutual understanding of how to address any risks of violations of human rights.

UNDP and UNSOM Police will conduct screening exercises and age assessment of the police selected for participation in the training to prevent and deter child recruitment in line with the 2012 Action plan on to end and prevent the recruitment and use of children, 2019 road map and 2023 Age Verification Guidelines and Standardised Checklist.

The FGS Ministry of Internal Security (MoIS FGS) will develop a set of guidelines on community-based dialogue with government, police and community groups to assist in scaling up of policing services in newly recovered areas. The guidelines shall be reviewed by the UNDP and UNPOL and feedback shall be provided to the MoIS FGS.

Geographic areas of the intervention

Locations of interventions will be piloted in the following areas, which have been considered appropriate due to factors including security, accessibility, existing receptive networks, viable opportunities, the existence of other complementary projects such as the Joint Justice and Corrections programme, projects of prevention and countering violent extremism, women peace and protection and State-building and Reconciliation Program (SRSP) to the JPP Phase II and consideration of other UN projects taking place or planned in other areas. Further the JPP Phase II will be providing support to those areas which have the largest IDP population to ensure that the most vulnerable groups are provided with the services. The below list is an indicative list to be confirmed during future Project Steering Committee meetings.

Federal member state	Location: for people centric approach and interventions. The final section of districts will be dependent on availability of funding
Puntland	Bossaso, Galkayo North
South West	Baidoa, Huddur and Barawe
Jubbaland	Kismayo. Doble and one location in Gedo
Galmudug	Dhushamareb, Galkayo South, 3 newly recovered districts under Japan project 2024-2025
Hirshabelle	Beletweyne and 3 newly recovered districts under Japan project 2024-2025
Banadir	Wadajir, Dharkeynley, Kaxda, and Dayniile for community policing

The engagement in the newly recovered areas is currently being undertaken through another project as a pilot covering Hirshabelle and Galmudug States. The six districts which have been identified are: Wisil, Bahdo and Haradhere districts in Galmudug State and Mahas, Moqokori, and Adan Yabal districts in Hirshabelle State. Lessons from this project shall be shared with the JPP Phase II stakeholders. Efforts shall be made to ensure that a portfolio approach is applied to the projects on police development to maximise the modest resources.

Joint UN rule of law and security assistance and programming

UNOPS, UNDP Somalia and UNSOM, and UNODC, UNWOMEN have been implementing joint police reform and corrections programmes since 2016 with interventions related mostly to institutional development and service delivery at the federal, FMS and local levels. However, given the political and security context over the past two years, and building on lessons learned and evaluations of JPP I and other past programmes, it is widely acknowledged that for a transformative and sustainable change of the security sector that responds to people’s needs, joint UN rule of law assistance needs to address reform through system thinking methodology as well as people-centred approaches and initiatives at the local and community level that involve state and non-state rule of law actors to increase human security and provide contextualized and targeted security solutions at all levels. As described further below, through the JPP Phase 2 and the UN will promote and implement initiatives at the political, institutional, and community levels with respective stakeholders at each level, facilitating learning and exchange both from the bottom-up for people-centred and impactful approaches, and from the top-down to strengthen citizens’ trust in the political processes, state, and the rule of law overall.

The JPP Phase 2 will provide technical and operational support to institutions, focusing on their capacity to lead citizen-centred reforms and coordination mechanisms on security and policing at the FGS and FMS levels in line with the New Policing Model. The programme will give special attention to support and connect to efforts related to implementation of the National Stabilization Strategy 2022 – 2026 to streamline efforts at the FGS and FMS levels. UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent(AA) under which the funds will be channelled for the programme through the AA Each participating UN organization receiving funds through the pass-through would have to sign a standardized Memorandum of Understanding with the AA. Participating organizations ,(UNDP, UNSOM,UNPOL,UNWOMEN),support the Somali police in strategic planning, implementation of police plans and stabilisation efforts and to deliver specialised and tactical training to police command and control structures and departments, in order to substitute ATMIS in this role. The programme will coordinate with EUCAP along with

coordination with SJGAP/MoIS to continue its support to the SPF and Benadir police, and if support to the training and deployment Darwish Police forces remains considered feasible throughout JPP II.

Given obstacles on women's access to justice as well as very weak representation of women in the security sector, the JPP Phase 2 will aim to implement targeted activities for gender-responsive reform. Due to the lack of knowledge on how to foment realistic and impactful action, action-research and consultations will be undertaken at the beginning of the programme to identify interventions (in partnership with UN Women). This may include actions to prevent and fight impunity against SGBV and CRSV, and support to survivors. The JPP Phase 2 recognizes that it operates in a high-risk and volatile context, will build on its previous impact, partnerships and lessons, and adopt an adaptive management approach allowing for regular stocktaking with all project partners/stakeholders⁷ to ensure risk-and politically informed flexibility so that the objectives, indicators, and areas of intervention of the JPP Phase 2 remain as impactful as possible, at the local, FMS and central levels: this will include decision making at the annual steering committee meetings, as well as regular learning sessions and exchanges on thematic or geographical topics and involving all relevant stakeholders and experts, and ensuring a general continuous feedback loop also including civil society representatives.

III. RESULTS AND PARTNERSHIPS

Main Objective: Enhance professionalism and capacity of Somalia's police forces to build trust from community including vulnerable groups and is more accountable.

Expected Results

The expected results correspond to the strategy and assumptions formulated in the theory of change described in the previous section, and are formulated as "results" obeying the rules and principles of results-based management:

The programme responds to UNSDCF/CPD:

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

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

Main Results

Outcome 1: Community Engagement/Community Policing - Trust and cooperation between police and local communities across Somalia, including newly recovered areas, are enhanced through community security approaches, broader deployment and service delivery, and greater oversight and accountability.

Outreach to the public is critical in establishing a rapport with the community that builds trust and opens avenues for better information collection. Police are one of the few 'faces' of Government that citizens will encounter and as such are key to bring the public into the state building project. Community policing goes beyond foot patrols in neighbourhoods but involves all interactions with the community. Police as primary 'frontline' workers with the public open up avenues to resolve disputes and provide solutions to security concerns. The primary focus of these activities are two-fold – receiving the public especially the most vulnerable within police stations and helping them resolve their issues and facilitating engagement with communities within their districts. This may take the form of vehicles to enable greater access especially in newly liberated areas.

One possible avenue is taking from regional experience and in coordination with ATMIS develop a similar approach tailored to the Somali context of Local Policing Partnership Boards (LPPBs) to ensure stakeholder including civil society participation in policing. This methodology involves building bridges between police and communities through regularly

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

meeting and resolving any issues at community level. The support needed is of a technical nature as this activity has little actual costs and is therefore sustainable.

Output 1.1: A people centred security approach is adopted using community policing

Proposed activities

- Activity 1.1.1:** Community Policing Implementation Plan is initiated through identification of police station to pilot the Community Policing initiative and if funds are available to resource the Community Policing Directorates (CPDs).
- Activity 1.1.2:** Public perception surveys on security conducted to monitor security and perception on local communities where community policing is implemented
- Activity 1.1.3:** Trainings organized for police on community policing by the technical advisor outlined in 2.1.4.
- Activity 1.1.4:** Conduct a desk research on adaptation for the LPPBs (or similar) to the Somali context.
- Activity 1.1.5:** Identify locations (police districts and communities) that would be suitable for the roll out of the pilot activities of LPPBs as a component of community policing.
- Activity 1.1.6:** Create and support the implementation of LPPBs in those areas identified previously which would act as working committees with representatives from the community and police representatives to enhance cooperation and build trusteeship with local communities.
- Activity 1.1.7:** Effective Project Monitoring, Communications, Reporting and travel

Output 1.2: Help Desks are established and One-Stop Shops are augmented by Public Reception Areas in order to increase trust between local communities and police

Currently there are two separate activities that UNDP is supporting in assisting the most vulnerable with police support.

1. The already existing assistance centres in provide a one-stop shop where women who experience violence can get treatment, legal aid and police help would be supplemented by the Public Reception Areas that would act as referral mechanism to the one-stop shops.
2. Help Desks that provide a range of services to the most vulnerable. As extracted from discussions with stakeholders, there is a need to go beyond this gender focused assistance and combine them into larger public reception areas. These areas would be staffed by minimum 2 members and bridge police staff and community members that would act as hub for receiving complaints from all citizens; seeking to resolve minor disputes; collect information on cases that can be sent on to formal police complaint and generally act as an initial contact point for the public at police district stations. This activity offers a mechanism to refurbish those police stations active in community policing.

Proposed activities

- Activity 1.2.1:** Review sites for existing assistance and Help Desks to select most suitable sites for merger and piloting the Reception Areas.
- Activity 1.2.2:** Select and train staff for deployment to the Public Reception. The training would be focused on how to deal with the public and training on gender and conflict sensitive approaches in engaging citizens.
- Activity 1.2.3:** Replicate the Reception Areas in other police districts.
- Activity 1.2.4:** Rehabilitation of police stations to provide community services

Output 1.3: Strategic Communication Campaign conducted by Police in order to apply a community policing approach

This strategic communication campaign for the Somali police to engage communities would focus on enhancing public trust, promoting community engagement, and raising awareness about the importance of law enforcement in creating a safe and secure society. The campaign would utilize various communication media platforms such as social media, radio, TV, and community partnerships to highlight the positive contributions of the police force, educate the public about their rights and responsibilities and encourage collaboration between the police and the community. A potential product would be a documentary by a major media outlet (DW or Al Jazeera and local media outlets). Key messages could emphasize the police's commitment to serving and protecting all citizens impartially, fostering transparency and accountability within the force, and encouraging individuals to report crimes and cooperate with law enforcement efforts. By emphasizing mutual respect, communication, and cooperation, this campaign aims to strengthen the

relationship between the police and the community they serve, ultimately leading to a more effective and trusted law enforcement system in Somalia.

Proposed activities

- Activity 1.3.1:** Identify subjects and locations (police districts and communities) to be highlighted as an introduction to the challenges faced in policing in Somalia.
- Activity 1.3.2:** Conduct sociological research to define narratives and messaging of the campaign.
- Activity 1.3.3:** Generate content aimed at specific communities with pre and post surveys to measure impact of the campaign.
- Activity 1.3.4:** Procurement of necessary equipment including furniture and vehicles for local police to conduct community policing.
- Activity 1.3.5:** Setting up of a hotline between the local communities including civil society and local police stations/outposts
- Activity 1.3.6:** Direct community engagement together with CSOs with communities in promoting role of police.

Outcome 2: The professionalism and capacity of police at both FGS and FMS levels is enhanced in order to increase their effectiveness.

This result intends to support the development of the force through standardizing career paths and avenues to enhance their skills. These interventions also aim to further structure and capacitate the police command and control structures and strengthen the institutional and organisational capacities of police departments. The goal is to build the institutional capacity of the police through the following activities:

Output 2.1: The capacity of the police at FGS and FMS levels is strengthened for enhanced strategic planning, management, coordination and service delivery

Proposed activities

- Activity 2.1.1:** Develop a general cadet training curriculum and conduct training of trainers on cadet training.
- Activity 2.1.2:** Conduct refresher course of FMS police and conduct in-service training on specific topics to supplement previous capacity building.
- Activity 2.1.3:** Strengthening police capacity by provision of a technical advisor on strategy and community policing.
- Activity 2.1.4:** Technical advice, guidance and project leadership: Project Management.

Output 2.2: Capacity of the Leadership of Police Forces is developed through a Leadership Academy

Affecting change in any police force is reliant on being led by highly trained and professional leadership. By focusing on enhancing the capacity of the leadership a 'waterfall' effect helps to improve the entire force. Well trained and effective leaders will be the ultimate 'trainers of trainers' across the force. To enhance the capacity of the police leadership, a formalized training program will be conducted through partnering with an international institution

Proposed activities

- Activity 2.2.1:** UNDP will conduct a desk review and consultation with our partner to identify a potential participating institution either in Africa or elsewhere that can offer a formal certificate of course completion.
- Activity 2.2.2:** A common curriculum for leadership training will be developed. This will include policing skills as well as standard management instruction.
- Activity 2.2.3:** A suitable building that the SPF currently has will be identified that can be refurbished to provide the training space for the Leadership Academy. If funding was made available a 'greenfield' (new) site could be built.
- Activity 2.2.4:** Commencement and Completion of the First Cohort of the Academy.

Output 2.3: Implementation of Human Rights in policing is strengthened through Training Component on International Humanitarian Law (IHL)

All security forces should have a dedicated training on improving understanding of international standards of humanitarian law/human rights. Respect for IHL is a key element in a professional force. As mentioned above, sensitizing the leadership to a subject is a method to integrate it across the force.

Proposed activities

Activity 2.3.1: Develop a training module on IHL/human rights. This module would be used to advance Human Rights in policing. This module would offer enhanced compliance of IHL to develop more professional policing.

Activity 2.3.2: Implement the module across the country beginning with the Headquarters staff of the police. The core idea is that the issue will be effectively demonstrated by the leadership and then integrated as standard practices by the rest of the force.

Output 2.4 Support is offered to the recruitment and basic training of new recruits to enable force generation.

Proposed Activities

Activity 2.4.1: Deliver basic training course over 3 months to support force generation of a substantive number of new recruits, ideally targeted at more than 1500 recruits provided the personnel are paid by FMS/FGS.

Outcome 3: Strategies, frameworks, structures and standards are harmonised across police at both FGS and FMS levels, guided by New Policing Model in coherence with the National Security Architecture

The very broad range of institutional building of police forces in Somalia over the last decades has left a patchwork of structures, procedures, plans and processes across the force. These individual pieces are in place but can be tweaked to offer standardized environments across the forces across the country. Harmonizing policing programming in Somalia is essential for ensuring a cohesive, efficient and effective approach to law enforcement across the country. This process involves coordinating and aligning various initiatives, policies, training programs, and resources aimed at improving policing standards, enhancing community safety, and building trust in the justice system. By promoting collaboration among different policing agencies, government entities, international partners, and local communities, the harmonization of policing programming seeks to streamline efforts, avoid duplication of resources, and promote a unified strategy for addressing security challenges in Somalia. Through the development of common standards, best practices, and information-sharing mechanisms, this initiative aims to foster greater accountability, professionalism, and transparency within the police force, ultimately leading to a more coordinated and sustainable approach to maintaining law and order in Somalia.

This result intends to support the development of the police through standardized outlines of career paths and avenues to enhance their skills. While the implementation of the New Policing Model is still a work in progress it is the platform that exists in the country. Based on the resource mobilisation in the project the end objectives of the standardization can be achieved. The goal is to build the institutional capacity of the police through the following activities:

Output 3.1: Necessary legal and policy frameworks for the police at FGS and FMS levels are developed and adopted

Proposed Activities

Activity 3.1.1: Implement the State Police Acts in each FMS, including awareness raising activities and trainings on Federal Police Act for FGS and FMS police.

Activity 3.1.2: Supporting the FGS to enacting the Federal Police Act.

Activity 3.1.3: Technical assistance through coordination for in FMS and Benadir police

Output 3.2: Sustainable strategies and organization structures are developed, based on Somalia's New Policing Model

Proposed Activities

- Activity 3.2.1:** Resource planning strategies are developed for affordable and sustainable police.
- Activity 3.2.2:** Strategic Policing Plans (SPPs) are reviewed and developed in view of NPM and STP and NS Arch conference.
- Activity 3.2.3:** Procurement of necessary equipment for administration, finance, human resources and logistics departments in targeted SPF and FMS police.

Output 3.3: The implementation of partnerships enhances effective delivery and effective use of resources

The programme's philosophy remains that of the Joint Police Programme, which was implemented under the UN's "Global Focal Point Arrangement" (GFP) for the Rule of Law, which brings together in Somalia, among others, UNDP, UNSOM, UNWOMEN and UNOPS, UNODC and other country team members working in the rule of law sector. By planning and implementing the programme jointly with UNSOM and certain activities with other agencies, the programme capitalizes on the respective, cumulative and complementary operational, technical, programmatic and political advocacy mandates and capacities of the various partners. This also facilitates access to the network of technical expertise, political support and additional resource mobilization capacities that this provides at regional and global level. Currently the Program will look to partner with UNWOMEN and look to others involvement as the Program is rolled out in the Steering Committee meetings.

Outcome 4: Representation and retention of women in the police is increased and the capacity of women police officers is enhanced through specific training including SGBV and other investigations

Women can be a powerful asset in policing and especially in building trust with communities. However over the last years core issues of recruitment and retention of female officers have emerged which impacts on maintaining a significant portion of the force as females. There should be a dedicated effort to increase the visibility of the role of women in policing as a means to amend this situation. This can be done through a strategic communication program as discussed above and community outreach like in some of the examples given from other jurisdictions. The concept of going out to schools and involving women in community policing as a means to promote recruitment and a mechanism for enhancing trust between people and police is worth exploring. A replication of the international best practices of Leadership Boards of actively involving women in policing decisions as well as the public reception centers will highlight law enforcement as a career path for females.

Output 4.1: Obstacles for women joining the police and receiving promotion are identified

Proposed Activities

- Activity 4.1.1:** Gender mainstreaming plan is developed and implemented by the police at FGS and FMS levels.
- Activity 4.1.2:** Identify the operational and resource gap in Somali police that hinders recruitment and retention of women in policing.

Output 4.2: Dedicated Strategic Communications highlight the role of women in policing

The Program would see a dedicated and strategic communication (dovetailing with 1.3) of enhancing the visibility and role of women police officers within communities. This would take the form of a variety of media platforms to bring out the messages that women can serve and play an effective role in providing security.

Proposed activities

- Activity 4.2.1:** Identifying potential candidates that can be provided as exemplary models of women in policing. The candidates selected should reflect those who will have the greatest impact in attracting new recruits.
- Activity 4.2.2:** Conduct sociological research to define narratives and messaging of the campaign. This would be largely qualitative semi-structured interviews that elicit succinct narratives and messages that will have maximum impact.
- Activity 4.2.3:** Conduct the campaign and measure its impact through follow on evaluations.
- Activity 4.2.4:** Oversight, Quality Assurance and office costs.

Output 4.3: Women's role in policing is promoted through direct engagement

To promote the viability of a policing career in security services for women, a concentrated effort is required to highlight what the job entails and showcase exemplary female officers to the pools of potential recruits. This would entail engaging youth and women directly in their communities. Promoting women's role in policing in Somalia is crucial for fostering gender equality, improving community relations, and enhancing the effectiveness of law enforcement. A strategic initiative could focus on recruiting and training more women officers, providing them with opportunities for career advancement and leadership development, as well as creating a supportive and inclusive work environment. The campaign could highlight the unique perspectives, skills, and strengths that women bring to policing, emphasizing their important role in promoting safety and security for all members of society. By showcasing successful female officers as role models and advocates for change, this campaign aims to break down barriers, challenge stereotypes, and empower women to take on active roles in law enforcement, ultimately contributing to a more diverse, equitable, and effective police force in Somalia.

Proposed activities

- Activity 4.3.1:** Direct Community Engagement including community based organizations through attending schools and conducting presentations on women in policing by officers who are role models.
- Activity 4.3.2:** Participation of women in Local Policing Partnership Boards. Involving women in the LPPB process outlined in Output 3.3 should empower them to be more active in policing.
- Activity 4.3.3:** Female Career Path Outline – this activity would generate a policy on how best to allow female officers to progress through the force with the aim of retaining them longer.

Output 4.4: Women police skills are enhanced to conduct more effective investigations, including SGBV cases

Experience in other jurisdictions has demonstrated that female investigators can be very effective in obtaining information especially on sensitive subjects such as GBSV or corruption. By often having a smaller stature and calm demeanour women can serve excellently as interviewers/interrogators. Introducing a specialized police women's investigator course in Somalia could be a significant step towards empowering female officers in law enforcement and enhancing the investigative capabilities of the police force.

This course could focus on advanced investigative techniques, crime scene analysis, forensic evidence collection, victim support, and interview strategies tailored to address specific challenges and cultural considerations faced by women investigators. By providing specialized training and skills development opportunities, this course aims to increase the representation of women in investigative roles, improve the handling of cases involving women and children, and strengthen the overall capacity of the police force to address gender-based violence and other crimes affecting vulnerable populations. Through practical training, mentorship, and networking opportunities, the police women's investigator course seeks to equip female officers with the tools and knowledge needed to excel in investigative roles, contribute to the justice system, and promote gender equality within law enforcement in Somalia.

Proposed activities

- Activity 4.4.1:** Training women police officers on security, policing and SGBV.
- Activity 4.4.2:** Development of tailored curriculum based on those investigation courses already developed and implemented in the country by other international partners.
- Activity 4.4.3:** Identification of participants for the course based on merit through skills assessments.
- Activity 4.4.4:** Implement the first course.
- Activity 4.4.5:** Evaluations

Resources Required to Achieve the Expected Results

There are 2 types of resources required to achieve the above products. These are with international and national expertise, as well as the infrastructure, equipment, goods and services and services required to support the justice and security sectors through the planned activities. As a result, the key inputs to deliver the products are:

Human resources:

United Nations support for the rule of law and for the implementation of this project will be managed by a project team (see structure details below). The chosen implementation modality remains DIM (Direct Implementation Modality) by UNDP. Programmatic (justice, security, VSBG, M&E, communication, other), (operations, administration and finance), as well as infrastructure, are already in place and/or will be recruited, but financial resources are needed to ensure the continued presence of this team.

The project team will work jointly, collegially and with team spirit with UNSOM staff (including UNPOL, JCS, SSR Section, HRD, Gender, Civil Affairs, Gender Section and other when relevant), as well as with UNWOMEN and other UNDP project teams if different. Provision of required expertise, as needed and requested (e.g. trainers, thematic, national or international consultants, NGOs, academic entities, other).

Infrastructure, equipment, goods and services:

This includes the completion of renovation and equipment such as vehicles as described in the products. This will be facilitated by the Needs Assessment methodology identified. In addition, for the implementation of activities, field missions will be planned.

Risks and Assumptions

Refer to the risks and assumptions matrix below.

Stakeholder Engagement

Through the project's governance mechanisms at Programme Steering Committee and Programme Technical Committee level, the elaboration of annual Work Plans both at FGS and every FMS level and the daily implementation of activities, as well as through daily monitoring and oversight at the local level, all project stakeholders will be closely involved in the project:

- Ministries of Internal Security (Federal Government of Somalia and Federal Member States)
- Federal and state level Ministries of Internal Security (MoIS) or Ministries of Security (MoS)
- State Police Services, the Somali Federal Police (SPF) and Police in Benadir.
- Members of the federal and state Technical Committees
- Personnel of the police departments (finance, human resources, logistics) under the Police Command and control.
- United Nations/Agencies, Funds and Programmes/UNSOM
- International partners including UK, Germany, USA, ATMIS, EUCAP (until December 2024)
- Civil society, including members of the police- community committees: representatives of women and youth groups, civil society organisations, clan elders, religious leaders, etc.
- National Assembly, including parliamentarians of the security and human rights committees
- National Security Council
- Local population and beneficiaries, including vulnerable and neglected populations and individuals, in particular victims of conflict and SGBV, detainees in pre-trial detention

At the beginning of each year, the project team will draw up, jointly with UNSOM and all other partners, a consolidated annual work plans, detailing the activities to be implemented and the entity or entities the entity or entities responsible for these activities.

National Stakeholders

Under the implementation of the New Policing Model (NPM), updated technical committees in FMS have been established to support the implementation of the new policing model. A broader participation is encouraged to ensure the committees are attended by Ministry of Internal Security, police, civil society and Ministry of Finance. The programme will also works towards including National and Regional Security Office, office of the Prime Minister, the Judiciary into the discussions.

International Stakeholders

It is important that the second phase of the JPP looks at the strategic engagement of each of the stakeholders based on the comparative advantage of each of them. This includes the UN system in Somalia (UNSOM and UNWOMEN), ATMIS, EUCAP, IOM and others.

UN Coordination

A stronger coordination mechanism and governance structures should be envisaged both at technical and director level between different UN agencies under the Global Focal Point umbrella.

South-South and Triangular Cooperation (SSC/TrC)

The project will benefit from access to the network of technical expertise, political support and capacity to mobilize additional resources of the various different UN organizations under the Global Focal Point partnership on a global scale to contribute to the achievement of results. To this end, the project will promote exchanges with partners in the region, in particular, with ATMIS and other partners from Africa and elsewhere in the global south. The programme will be implemented in line with lessons learned and best practices from police reform projects and programme implemented especially in Sub-Saharan Africa and the Sahel.

Sustainability and Scaling Up

The technical support provided by the United Nations in implementing the project is aligned with the priorities and strategies of both the Federal Government of Somalia and Federal Member States in general, and more specifically with the needs of the ministerial departments, security institutions and civil society organizations concerned. Support for strengthening the technical and programmatic capacities of justice and security sector institutions contribute to the sustainability of results and greater ownership by national authorities of the implementation of the assistance programmes made available to them.

The project is designed following a series of Technical Steering Committee meetings, so that collaboration and consultation with national partners promotes concerted decision-making, and that action is driven by national will at all levels. As the foremost marker of sustainability of a project is national ownership, the project is aware of the need to strengthen the commitment of national partners and is working to make this commitment a reality.

As a result of lessons learned from the previous phase, the exit strategy was considered from the outset of the project, so that the national players involved would be in a position to define the interventions that would enable them to continue their support even after the end of the project. Federal Member States (notably the different Ministries of Internal Security) are already benefiting from support that is enabling them to reform and restructure their institutions in such a way as to perpetuate the gains made.

IV. PROGRAMME MANAGEMENT

The new structure is developed in order to provide the space for more inclusivity of the international actors and the ownership by the nationals. The governance arrangement needs also to reflect the political dimension of the programme by bringing the right actors in the right forums and enabling them to create the empowering space for sustainable and meaningful impact of the technical activities of the programme. The project was developed through a project initiation plan which was from January to June 2024. The outcome of this project initiation plan is this project document. Resources were spent during this phase for the recruitment of two international staff and undertake the consultation meetings with the FGS, FMS and civil society partners.

Governance

The JPP, on the request of the federal Ministry of Internal Security, supported the organisation of a Design Steering Committee, which brought together key programme stakeholders to discuss the priorities for the 2nd phase of the Programme. The three meetings that took place from July to October 2023 provided an opportunity for FGS / SPF and FMS ministerial and police authorities to present their respective priorities in the design of JPP 2, address specific institutional needs, discuss their experiences, share their views and exchange lessons learned around the concerns and challenges faced during the first phase of JPP, including regarding the management set up, decision-making process, communication and reporting mechanisms. FMS and FGS representatives, JPP donors, UNOPS, UNDP, and UNPOL also discussed about their vision and objectives of JPP2, with a focus on the protection of local communities and the advancement of police development, for effective and accountable federal and state police services delivery. These objectives and priorities were further discussed with the team of experts during the evaluation mission, which also focused on the design of JPP II.

The proposed JPP II goal at the DSC was “Improved security and protection of local communities” and the JPP II objective: develop effective and accountable federal and state police services for improved policing.

Additionally, programme stakeholders have required the future programme management structure to enhance coordination and accountability, with a more strategic direction and oversight role, and a different decision-making process. The programme stakeholders will agree on percentage and methods for distribution of allocations following consultations in the inception phase. During the design phase, a mission was organized by UNDP Rule of Law, Security and Human Rights Crisis Bureau in July 2023 and another inter-agency mission by UNDP, DPO Police Division and DPO Security Sector Reform Unit in September 2023 were organized in order to provide strategic advice and support UNDP

Somalia, UNSOM and UNWOMEN in designing the next phase of the Joint Police Programme. The priority areas, activities and findings from the missions have all contributed to the development of the new phase of the JPP.

Programme Governance Structure JPP II

Programme Steering Committee (PSC)

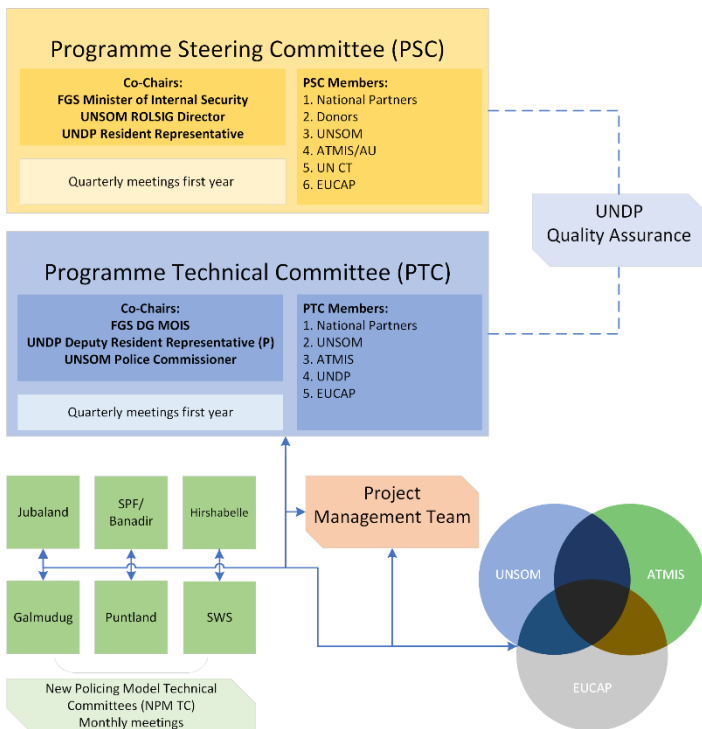
Composition: The PSC is composed of the project executive, stakeholders, and beneficiaries. Co-chaired by the Minister of Internal Security FGS and the UNSOM D/SRSG, it includes members from the FGS and FMS MOIS and Police Commissioners, JPP II donors, as well as international advisors from ATMIS, EUCAP and the UN.

Frequency of meetings: quarterly meetings.

Role: provide oversight and strategic direction for the programme. Specifically, the PSC ensures:

- achieving co-ordination among the various government agencies;
- guiding program implementation process to ensure alignment with national and local development priorities and sustainable resource use;

- overseeing the work being carried out by the implementation units, monitoring progress and approving reports;



- overseeing the financial management and production of financial reports; and
- monitor the effectiveness of project implementation.

Programme Technical Committee (PTC)

Composition: co-chaired by the FGS MOIS DG, UNDP Resident Representative and UNSOM Police Commissioner.

- National Partners: 2 Focal points (FPs) from SPF + 1 FP from each of the FMSs police.
- UNSOM (UNPOL, SSR and JCS) – 3 FPs
- ATMIS: 1 FPs from Police Component.
- EUCAP: 1 FPs from the Police Unit
- UN AFPs: UNDP and UN Country Team
-

Frequency of meetings: once quarterly and as needed.

Role: co-ownership of the project from an end-user viewpoint will ensure a Somali-owned process, safeguarding the realization of the project results from the perspective of the beneficiaries. UNSOM Police and the JPP Project Management Team (UNDP) will be the leading technical and high-level advisory services to the lead government institutions. They are responsible for making sure that progress towards the outputs remains consistent from the donor perspective and the UN engagement, and that the required resources are made available. The PTC monitors the implementation of the project and addresses possible obstacles (political, technical, operational) to achieving results.

Member State Level Coordination

At the FMS level, JPP II coordination will build on already established Somali-owned coordination forums, i.e. New Policing Model (NPM) Technical Committee (TC). The NPM TC will be responsible for drafting work plans and monitor progress and report to the PTC. International Partners (e.g. UN, EU and AU) will support the NPM TCs in the respective FMS. JPP II stock-taking on-line meetings with Police and MOIS representatives and UNDP PMT on a monthly basis.

Purpose/Objectives

The primary functions of the Technical Committees are:

- To serve as a consultative board and primary coordinating body for addressing police related challenges and priorities at the Federal Member State level.
- To identify and analyze security needs within the policing context of FMS.
- To facilitate discussions and consultations with various stakeholders (police, civil society, community groups) on security concerns.
- To review and update existing policing strategies and policies.
- To develop recommendations for improving police effectiveness in addressing security needs.
- To prepare reports summarizing security needs discussions and recommendations for endorsement by the Ministry of Internal Security.
- To guide and oversee the implementation of funded police projects within the framework of the NPM, ensuring alignment with identified security needs.

The Project Assurance

Project Assurance function will be performed by UNDP Somalia Country Office through the Programme Oversight and Quality Assurance (POQA) unit.

Cost Efficiency and Effectiveness

The programme will recruit a project team to ensure daily oversight and management of the project based in UNDP Somalia. The Joint Police Programme Phase 2 builds on the JPP Phase 1 and aims at mobilizing additional funding from bilateral cooperation donors following the inception phase. With a governance structure in place and a vital political buy-in from the outset, the programme will capitalize on programming expertise to develop a longer-term, multi-year

programme. UNDP will also work with all relevant UN partners as an implementing partner to optimize joint interventions and operations.

Elements of adaptive management

The PTC assesses the context and may decide to introduce limited changes to the activities as defined in the Annual Work Plan (AWP) if estimated necessary. Changes could concern the targeted geographic area, the beneficiary units, and/or the budget line, etc. The change could also concern the withdrawal of the activity, or the introduction of a new activity, if the change doesn't affect the output or the outcome levels' indicators. If so, the concerned activity is put on hold and the suggestion is presented in the next PEB's meeting. If the decision is urgent to take, the PTC informs the co-chairs of the PSC and proceeds with the change, unless one of the co-chairs doesn't agree. All changes need to be justified in the minutes of the PTC and presented in the next PSC's meeting.

Project Implementation Model

Participating Organizations support the Somali police in strategic planning, implementation of police plans and stabilisation efforts and to deliver specialised and tactical training to Police command and control structures and departments, in order to substitute ATMIS in this role. As the resource mobilisation is undertaken other specialised UN Agencies will be considered for implementation of the project.

The programme will receive expertise from other intergovernmental, international non-governmental organisations and foundations active in the stabilisation and security sectors in Somalia, such as International Organisation Migration and other partners identified as the programme develops. The secretariat of the JPP will be transformed into a Project Management Team composed of a project manager, an operations and procurement specialist, M&E expert, communications and project associate for day to day management and reporting of the JPP.

Fund management

The programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the funds will be channeled for the programme through the AA. Each participating UN organization receiving funds through the pass-through would have to sign a standardized Memorandum of Understanding with the AA.

The Administrative Agent will:

Establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds received from the donor(s) pursuant to the Administrative Arrangement. This Joint Programme Account will be administered by the Administrative Agent in accordance with the regulations, rules, directives and procedures applicable to it, including those relating to interest;

Make disbursements to Participating UN Organizations from the Joint Programme Account based on instructions from the Steering Committee, in line with the budget set forth in the Joint Programme Document.

The Participating UN Organizations will:

Assume full programmatic and financial responsibility and accountability for the funds disbursed by the AA.

Establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Each UN organization is entitled to deduct their indirect costs on contributions received according to their own regulation and rules, taking into account the size and complexity of the programme. Each UN organization will deduct 7% as overhead costs of the total allocation received for the agency.

The MPTF Office will charge administrative agent fee of one per cent (1%) of the total contributions made to the Joint Programme.

The Convening Agency will consolidate narrative reports provided by the Participating United Nations Organizations. As per the MoU:

Annual narrative progress report and the final narrative report, to be provided no later than three months (31 March) after the end of the calendar year.

The MPTF Office will:

Prepare consolidated narrative and financial progress reports, based on the narrative consolidated report prepared by the Convening Agency and the financial statements/ reports submitted by each of the Participating UN Organizations in accordance with the timetable established in the MoU;

Provide those consolidated reports to each donor that has contributed to the Joint Programme Account, as well as the Steering Committee, in accordance with the timetable established in the Administrative Arrangement.

Provide the donors, Steering Committee and Participating Organizations with:

Certified annual financial statement ("Source and Use of Funds" as defined by UNDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year;

Certified final financial statement ("Source and Use of Funds") to be provided no later than seven months (31 July) of the year following the financial closing of the Joint Programme.

Budget Preparation - The Convening Agency will prepare an aggregated/consolidated budget, showing the budget components of each participating UN organization.

Accounting - Each UN organization will account for the income received to fund its programme components in accordance with its financial regulations and rules.

Interest on funds - Interest will be administered in accordance with the financial regulations and rules of each UN organization.

Programme/Project Office costs

Under the JP, there are several categories of the project office costs that are envisaged for the functioning of the JP, including costs of the AA and PUNOs staff and personnel along with other costs necessary for the implementation of the JP such as travel and subsistence costs for staff and other persons directly assigned to the operations of the project office; office rent costs, depreciation costs, rental costs or lease of equipment and assets composing the project office; costs of maintenance and repair contracts specifically awarded for the operations of the project office; costs of consumables and supplies specifically purchased for the operations of the project office; costs of IT and telecommunication services specifically purchased for the operations of the project office; costs of energy and water specifically supplied for the operations of the project office; costs of facility management contracts including security fees and insurance costs specifically awarded for the operations of the project office.

The Programme will finance the Programme Management Team, support to the implementation of the programme, monitoring, evaluation and learning, support to the Programme Governance Structure, and Documentation/ Reporting/ Finance.

The Budget provides for programme/project office costs (1), such as the costs of UNDP project staff, and other persons personnel directly assigned to the operations of the project (project manager, project management specialist, team leader, project officer, gender officer, monitoring & reporting & communications officer, programme associate, among

others) and project personnel partially contributing to the portfolio oversight functions (portfolio manager; portfolio management specialist, among others)⁸.

UNDP will support efficient and effective programme/project delivery and oversight, including coordination of regular project monitoring, through UNDP Country Office (CO) shared operations support cost, which include services performed by CO personnel from programme oversight, procurement, finance, human resources, admin and protocol, ICT support, security and communications among others. This necessary cost contributions will be determined based on actual support delivered by the team for the project implementation and during project duration.

In addition, the programme/project office costs comprise: travel and subsistence costs for staff and other persons directly assigned to the operations of the project office, office rent costs, depreciation costs, rental costs or lease of equipment and assets composing the project office (this may include depreciation, maintenance or lease of vehicles); costs specifically purchased and awarded for the operations of the project office such as: maintenance and repair contracts; consumables and supplies; IT and telecommunication services, electricity and water, facility management contracts, including security and insurance costs, as required for the operations of the project.

Project Team

The project team which is funded from the project budget shall include the following:

One International Project Manager P4	Police Project Manager is responsible for the management of the JPP Phase II with regards to implementation of the activities agreed in the Work Plan of the project with participating UN Agencies.
One senior National team leader NPSA 10	Undertakes implementation of Federal member state activities and Japanese Supplementary Budget
One International Project Management Specialist P3	Provides support in sound project management, monitoring and reporting and support management responsibilities at FMS
One National Administrative officer	Provides support for administration
One Gender Officer (UNWOMEN)	Provides support on women in policing under UNWOMEN
6 officers for FMS and Banadir	To provide coordination support and undertake implementation

Programme Management Team (PMT)

The PMT represents the core body of the project management. It is composed of the UNDP project management team, UNSOM Police Component representatives and the rest of PUNOs project teams.

Annual Workplans

The programme will transition away from work requests to a project implementation model based on annual workplans that are developed by each FMS and FGS annually to identify yearly priorities and activities every year. During the planning phase, each implementing and responsible party and stakeholder will identify areas of work that they will contribute to in coordination with FMS and FGS. The programme will ensure close coordination and linkage with other ongoing development assistance projects managed by, i.a. IOM and UNOPS.

Annual workplans that are comprised of a comprehensive list of activities based on the police strategic plan will be developed on an annual basis by the project team to implement the programme in a timely and effective manner while coordinating the support provided by these agencies and institutions, also developing a joint reporting system, including on project expenditures, to efficiently inform on budget spending. The new programme will ensure close coordination and cooperation with other projects funded by the EU, UK and Germany as well as other initiatives supported in the

⁸ The personnel described includes staff and other human resources that will be supporting the implementation and management of the Joint Programme (JP). The exact positions and budgeted amount are subject to change based on future funding and needs of the JP."

framework of the European Teams Initiative with other EU Member States, projects funded by the United States and other assistance provided by Türkiye, UAE, Qatar, and Egypt.

The work plan will be developed in coordination with the police technical committee and the police commissioner approves it whereas the ministries play an oversight role in the implementation of the annual work plan.

Consolidated Work Plans (CWPs) on harmonized areas of support across FGS and FMS Police would also have a work plan that is developed together for all concerned parties and there should be in agreements before the board approves.

Annual Council of Ministers of Internal Security (CMIS), and Council of Police Commissioners (CPC) meetings shall be organised to undertake progress review of the implementation of the NPM, National Security Policy and other national priorities once per year. These meetings shall also include strategic aspects where decision making is required on higher level priorities of the JPP Phase II.

Development of Standard Operational Procedures

The design steering committee has recognized the significance of having standard operating procedures in place to guide the decision-making process. This is essential to ensure the smooth implementation of the program and to mitigate external threats such as political turmoil or any political influences that may affect unilateral decisions. Additional deliberation and expert consultation may be necessary to create such guidelines within the program.

Communications and Visibility

The JPP-II project team shall develop a communication plan which is in line with the project AWP. This Communications Plan for the JPP Phase II will be subject to further revisions to get it fully aligned with 1) the applicable communications/visibility requirements as defined in the respective contribution agreements signed with the contributing partners, 2) special considerations/requests from the Somali Govt (FGS and FMS) aligned with Govt's own visibility priorities.

The project will be supported by a Communications Officer to handle all internal/external communications of the project and liaise with UNDP Somalia Country Office Communications Head.

Based on this initial outline the project manager will prepare a full Multi-Year Communications Plan of JPP-II.

Objectives

The main objective of the Communication Plan is to support the JPP-II project team ensure effective external and internal communications and help the project team achieve the project goals.

Specific objectives are:

- To document and communicate the results, impacts and lessons learned from the JPP-II project among the project stakeholders (donors, Police departments, target communities, Federal Government and Member States, partners, general public and the media) throughout the project cycle
- To support boarder strategic communications and advocacy activities of the project jointly with the Government counterparts while also building synergy and coordination with other UN agencies, and other actors
- To ensure effective knowledge management among the partners and increased project visibility to the community, federal and State Government levels.

Communications Activities

1. **Inception and Kick-off:** Following the JPP-II project approval, this will be the first external communication/visibility activity to be led by the project team. This would include ensure strong visibility for donors/partners through initial press release, launch/introduction of the project, orientation on the activities, review of the communications plan to see if any adjustments need to be made, and finalization of project branding materials (eg name the project).
2. **Project Introductory Package:** The project will develop a set of introductory project kits, including two-pager brochure/factsheet, project brief, infographics, short video about the project, a dedicated webpage (with UNDP Somalia) in English/Somali.
3. **Capacity Building:** Project will organize focused communications training to orient its staff and partners to ensure uniform communications, quality knowledge products and information flow.

4. **Visibility items:** Banners, Bags, Stickers, Information boards, hoarding board with map, raincoats, t-shirt, caps, water bottles, factsheets, project brief, folders as per need) will be developed under this project. These items will strengthen the visibility of the project, UNDP its donors and partners.
5. **Quarterly Policy Brief:** To ensure regular flow of information, knowledge and lessons coming out of the project, the project will develop and disseminate quarterly policy briefs in the areas of Community Engagement/Policing, Professionalization, Harmonization, Women in Policing
6. **Donor Report / Illustrated Annual Progress Report:** This will be a flagship report coming out of the project every year. It will be compiling policy level results, impacts on the ground, activity level reports, evidenced by human-interest stories and testimonials, photos and infographics, financial information.
7. **Social Media and Website:** The project will have its own webpage under UNDP's website www.undp.org/somalia and use UNDP's Social Media accounts, including Facebook, Twitter, Instagram, LinkedIn and YouTube to regularly update and promote knowledge products coming out from the project. These will be primary media to showcase the projects positive results.
8. **Impact Stories, Photographs and Videos:** Short videos and photo stories (at least 6 per year) will be developed and disseminated to communicate the project's activities and results through all possible media: website, events, reports, events, presentations, and social media. Professional photography and videography missions will be organized to capture success stories and positive changes seen on the ground and events-based photo/videos will be taken.
9. **Story Package on Women in Police:** This component will be as designed in the ProDoc, which include a) Women effective investigations, including SGBV cases,
10. **Sharing of Lessons:** invitations shall be shared with area-reporters/journalists [who focus on policing, security, stabilization, gender etc] for regular briefings. This will not just help inform the media about our ongoing programs and activities but also provide a platform for UNDP to engage with the local and international media reporting on Somalia.
11. **Media visits:** Field visits will be organized to take interested journalists to allow them observe and report from the ground on the changes/impacts of the project and the key issues the project is addressing.
12. **Two-Way communications/Feedback** – Project will carry out periodic surveys among stakeholders and key audience to understand the effectiveness of the project communications. The social media comments will also be taken as feedback. These feedback and survey results will inform project's future communications activities.
13. **Broader Advocacy and Strategic Communications:** To strategically position this project and contribute to/influence the national policy discourse, the project will organize communications activities such as national and sub-national dialogue, seminar, sports events, or similar interactive events in partnership with universities and other key institutions that could bring together the experts and stakeholders together.

Risk Matrix

Risk Descriptor	Risk Drivers	Risk Outcomes	Likelihood (1-5)	Consequences (1-5)	Risk Level (1-25)	Mitigation Measures
CONTEXTUAL RISK						
Deterioration of security situation in some targeted areas	<ul style="list-style-type: none"> ▪ Lack of effective measures to reconcile the opposing groups across ethnic, cultural and provincial lines ▪ Increased interventions of national actors in subnational and localized violence 	<ul style="list-style-type: none"> ▪ Human and material loss, violence and security threats ▪ Major delays in implementation of project interventions ▪ Reversed progress achieved 	5	5	18	<ul style="list-style-type: none"> ▪ Interventions are aimed lessening the drivers of intercommunal violence ▪ Engagement with national, subnational and local authorities ▪ Coordination with humanitarian and development agencies and donors ▪ Maximize use of national coordination mechanisms ▪ Revise work programme
<p>Operational obstacles (border closures, etc.) and security deterioration for staff.</p> <p>Risk of Internal State/ non-state armed conflict.</p>	<ul style="list-style-type: none"> ▪ Internal and regional security deterioration/ conflict ▪ Threat to the existence of the state, and the security of its people and infrastructure. ▪ Existence of several militant groups, most notably Al Shabaab targeting staff 	<ul style="list-style-type: none"> ▪ Major delays in or suspension of implementation of project interventions ▪ Limited to no access to target communities 	4	4	14	<ul style="list-style-type: none"> ▪ Engagement with national and local authorities ▪ Coordination with humanitarian and development agencies and donors ▪ Partners' Risk Analysis and Reduction plan with contingency measures ▪ Active communication with partners. ▪ Coordination with UNSOM on political analysis and dialogue to unblock obstacles to programme implementation ▪ Supporting internal diplomacy and state-building mechanisms, with an emphasis on the inclusion of civil society groups

						<ul style="list-style-type: none"> ▪ Supporting internal security and equitable justice systems ▪ Promote inclusion of youth, women and marginalized groups ▪ Focus of triple nexus on top-down and bottom-up programmes supportive of inclusive state-building
ATMIS Drawdown	<ul style="list-style-type: none"> ▪ Internal and regional security deterioration/ conflict ▪ Accessibility of project locations reduced 	<ul style="list-style-type: none"> ▪ Major delays in or suspension of implementation of project interventions due to lack of monitoring ▪ Limited to no access to target communities ▪ Reduced training of trainers inputs 	4	4	14	<ul style="list-style-type: none"> ▪ Engagement with national and local authorities ▪ Partners' Risk Analysis and Reduction plan with contingency measures ▪ Active communication with partners. ▪ Coordination with UNSOM on political analysis and dialogue to unblock obstacles to programme implementation ▪ Supporting internal diplomacy and state-building mechanisms, with an emphasis on the inclusion of civil society groups ▪ Supporting internal security and equitable justice systems ▪ Promote inclusion of youth, women and marginalized groups ▪ Focus of triple nexus on top-down and bottom-up programmes supportive of inclusive state-building ▪
UNSOM Transition	<ul style="list-style-type: none"> ▪ Use of UNSOM Good Offices 	<ul style="list-style-type: none"> ▪ Major delays in or suspension of implementation of project 	4	4	14	<ul style="list-style-type: none"> ▪ Closely monitor the UNSOM Transition and coordinate closely between UNPOL

	<ul style="list-style-type: none"> Technical inputs to the Technical Coordination Committees at the FMS 	<p>interventions due to lack of monitoring</p> <ul style="list-style-type: none"> Limited to no access to target communities Reduced training of trainers inputs 				and UNDP technical and Transition teams
Lack of salary payment to the police from government	<ul style="list-style-type: none"> Internal and regional security deterioration/ conflict 	<ul style="list-style-type: none"> Desertion in the state police 	4	4	20	<ul style="list-style-type: none"> Closely coordinate with UNOPS JPP Phase II and the donors Closely work with MoIS and other government institutions on the progress on affordability
INSTITUTIONAL RISKS						
Inability to deliver expected results	<ul style="list-style-type: none"> Lack of data and insufficient knowledge as to what works to inform effective programming Low risk tolerance preventing innovation Lack of political support / engagement Political pressures to work with certain partner(s) Lack of coordinated approaches between project and other interventions Contextual risks as described above 	<ul style="list-style-type: none"> Lack of or limited impact of fund interventions against the set objective Reputational damage 	3	4	16	<ul style="list-style-type: none"> Annual review of strategic direction and priorities Independent review/evaluation on the overall performance of the project Dedicated best practices and analysis responsibilities Inclusion of lessons learned section in project reports and setting up lessons learnt task force (as part of Project Technical Committee) Political support – as needed/when political pressure occurs Reassignment of staff / use of consultants

Funding shortfalls and delays	<ul style="list-style-type: none"> ▪ Economic recessions in donor countries ▪ Donor fatigue ▪ Poor fund visibility 	Project not fully funded	5	5	20	<ul style="list-style-type: none"> ▪ Close consultations and engagement with the donor community will be conducted to ensure sufficient funding for the programme. ▪ Develop a resource mobilization and partnership strategy. ▪ Early and regular engagement with traditional and non-traditional donors to weigh donors' interest in support of the programme. ▪ Remain flexible to prioritize and adjust programme intervention in alignment with funds availability
PROGRAMMATIC RISKS						
Weak capacity of implementing partners	<ul style="list-style-type: none"> ▪ Lack of capacity building efforts/ opportunities for staff and organizational development for partners ▪ Limited funds for recruiting qualified personnel and restrictive HR policies preventing timely recruitment of personnel ▪ High staff turnover among the implementing partners/ in national counterparts 	<ul style="list-style-type: none"> ▪ Limited delivery on the set results ▪ Lower than expected quality results ▪ Reduced sustainability of activities and results ▪ More resources diverted to capacity building activities for counterparts 	2	4	8	<ul style="list-style-type: none"> ▪ Use of HACT and partner due diligence ▪ Systematic monitoring and coordination support

<p>Slow delivery and inability to implement within timeframe</p>	<ul style="list-style-type: none"> ▪ Recruitment requirements and delays ▪ Inefficient programming/operational procedures ▪ Contextual risks as described above (particularly natural hazards, political volatility, and operational challenges) 	<ul style="list-style-type: none"> ▪ Loss of opportunities, failure to achieve the set project objectives ▪ Reputational damage 	4	3	14	<ul style="list-style-type: none"> ▪ Use of HACT and partner due diligence ▪ Joint audit to be undertaken in joint programmes ▪ Rapid risk assessments ▪ Systematic monitoring and coordination support ▪ Adaptable programming and managing expectations through regular communication
<p>Limited monitoring and evaluating tools available for programme implementation</p>	<p>Limited funding for monitoring Lack of accessibility to project beneficiaries and target areas</p>		2	3	6	<ul style="list-style-type: none"> ▪ Capacity building on MEL tools and strategies for all partners. ▪ Use of third-party monitoring ▪ Joint monitoring activities by programme team and government counterparts. ▪ Strengthened oversight of the PSC over programme progress and contextual developments.
<p>Unsustainable results</p>	<ul style="list-style-type: none"> ▪ Limited duration ▪ Limitations to the extent capacity of national counterparts can be built and sustained ▪ Ineffective exit strategies of the projects ▪ Externalities 	<ul style="list-style-type: none"> ▪ Exacerbated aid dependency ▪ Limited impact of the project activities ▪ Reputational damage 	3	4	16	<ul style="list-style-type: none"> ▪ Exit strategies of the projects ▪ Strengthened focus on capacity building of local actors rather than direct service provision

<p>Doing harm by introducing culturally inappropriate and conflict-insensitive activities</p>	<ul style="list-style-type: none"> ▪ Culturally or conflict-insensitive project implementation designs ▪ Conflict: community/group resentment over selection of recipients 	<ul style="list-style-type: none"> ▪ Inadvertently caused harm to beneficiaries in family and community settings ▪ Disruption in project implementation and reduction of their impact ▪ Negative impact on gender relations in beneficiary communities 	<p>3</p>	<p>5</p>	<p>15</p>	<ul style="list-style-type: none"> ▪ Community - Beneficiary feedback ▪ Application of DO NO HARM and conflict sensitivity principles ▪ Active communication with partners ▪ Dedicated M&E data/ best practices/ lessons learnt analysis ▪ Strong gender and conflict analyses as a basis for programmatic decision-making ▪ Streamlining conflict and gender sensitivity in programme design and implementing procedures ▪ Paying attention to inclusivity and diversity by looking at different geographic locations, equitable participation of different ethnic groups, and addressing (perceived) political affiliations ▪ Application of HRDDP while working with Somali Police and custodial Corp
<p>Gender barriers</p>	<ul style="list-style-type: none"> ▪ Participation of women in programme activities may be perceived by some community members as culturally inappropriate 	<ul style="list-style-type: none"> ▪ Contextual risks as described above ▪ Reduced project impact since women are central in many of the projects' activities. 	<p>4</p>	<p>4</p>	<p>18</p>	<ul style="list-style-type: none"> ▪ Gender-sensitive programming ▪ Working with male champions ▪ Messaging about the relevance of gender equality and women's participation in programme activities ▪ Community - Beneficiary feedback loop ▪ Incorporating gender mainstreaming

V. RESULTS FRAMEWORK⁹

<p>Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:</p> <p>UNSDCF OUTCOME 2.1: Al-Shabaab is reduced and degraded, and respect, protection, and promotion of human rights, gender equality, tolerance, climate security, and environmental governance is sustained through strengthened security and rule of law institutions and improved accountability mechanisms and legal frameworks.</p> <p>UNSDCF OUTCOME 2.2: Accessibility and responsiveness of institutions in empowering communities to address underlying causes of insecurity and conflict as well as endemic violations of human rights and marginalization will be ensured by efficient civilian oversight of security and rule of law institutions.</p>
<p>Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:</p> <p>NDP PRIORITY: Pillar 2 Rule of Law (Security institutions serve the expectations of its citizens by respecting, protecting, and promoting their fundamental rights, thus ensuring security and stability)</p> <p>CPD Output 2.1: Capacity of security institutions strengthened to ensure service delivery in line with the Somalia Transition Plan and National Security Architecture, and compliance with human rights due diligence policy (HRDDP) standards.</p>
<p>Applicable Output(s) from the UNDP Strategic Plan: Governance and Gender Equality</p>
<p>Project title and Quantum Project Number: Joint Police Programme Phase 2, Project Number 01001540</p>

Outcomes/ Outputs	Indicators	Data Source	Baseline		Targets				Data collection and verification methods	Responsible Party
			Value	Year	2024	2025	2026	Overall (cumulative)		
Outcome 1: Trust and cooperation between police and local communities across Somalia, including	Indicator 1a: Assessed score in Community Cooperation & Trust rubric criteria	Police Capability Rubric assessment	Jubaland 8/16 - Developed Hirshabelle 14/16 - Advanced Galmudug - N/A SWS 14/16 - Advanced	2022/23	Establishment of updated baseline	Increase of 1 in rubric classification score per location	Increase of 1 in rubric classification score per location	Increase of 2 in rubric classification score per location	Annual police capability rubric update	JPP II team/Third party monitor/rubric consultant

⁹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

newly recovered areas, are enhanced through community security approaches, broader deployment and service delivery, and greater oversight and accountability.			Puntland 12/16 - Developed BRA 14/16 - Advanced							
Output 1.1: A people centered security approach is adopted using community policing	Indicator 1.1a: # of Local Policing Partnership Boards (LPPBs) established	LPPB meeting minutes/reports	Community policing forums established in 8 districts in Puntland, 3 community policing workshops conducted in Hirshabelle	2022	4 LPPBs established in Banadir	6 LPPBs established	10 LPPBs established	20 LPPBs established	Desk review and/or field visit	JPP II team/Implementing partners
	Indicator 1.1b: # of Local Policing Partnership Boards (LPPBs) consultations between police and local community groups including elders and religious leaders	Workshop reports	3 community police dialogue workshops conducted in Hirshabelle, 4 community policing workshops conducted in Puntland	2021/2022	1 per quarter per LPPB	1 per quarter per LPPB	1 per quarter per LPPB	1 per quarter per LPPB	Desk review and/or field visit	JPP II team/Implementing partners
Output 1.2: Help Desks are established and One-Stop Shops are merged into	Indicator 1.2a: # of one-stop shops established and merged into public reception areas	Partner reports	3 one-stop shops established in Kismayo, Baidoa and Dhusamareb	2023	TOR and SOP developed	3 new one-stop shops established and merged, 3 existing one-stop shops	N/A	3 new one-stop shops established, 3 existing one-stop shops merged into	Desk review and/or field visit	JPP II team/Implementing partners

Police Station Reception Areas in order to increase trust between local communities and police						merged into public reception areas		public reception areas		
Indicator 1.2b: # of police stations rehabilitated to provide community services	Rehabilitation reports and photos	N/A	N/A	N/A	10	10	20	Desk review and/or field visit	JPP II team/Implementing partners	
Output 1.3: Strategic Communication Campaign conducted by Police in order to apply a community policing approach	Indicator 1.3a: # reached by community/media outreach on community policing (direct/indirect)	Media reach and engagement	N/A	N/A	5000 directly reached	9000 directly reached	N/A	14000 directly reached	Analysis of media reach and engagement	JPP II team/Third party monitor/Implementing partners
Outcome 2: The professionalism and capacity of police at both FGS and FMS levels is enhanced in order to increase their effectiveness.	Indicator 2a: Assessed score in Staffing rubric criteria	Police Capability Rubric assessment	Jubaland 6/14 - Emerging Hirshabelle 6/14 - Emerging Galmudug 2/14 - Beginning SWS 6/14 - Emerging Puntland 5/14 - Emerging BRA 6/14 - Emerging	2022/23	Establishment of updated baseline	Increase of 1 in rubric classification score per location	Increase of 1 in rubric classification score per location	Increase of 2 in rubric classification score per location	Annual police capability rubric update	JPP II team/Third party monitor/rubric consultant
Output 2.1: The capacity of the police at FGS and FMS levels is strengthened	Indicator 2.1a: # of police officers receive training on leadership/management/planning	Training reports	200 (F:21, M:179) SPF officers received leadership training	2022	250	500	500	1,250	Desk review and/or field visit	JPP II team/Implementing partners

for enhanced strategic planning, management, coordination and service delivery	Indicator 2.1b: Extent of training knowledge transfer	Pre/post training assessments	N/A	N/A	Satisfactory increase in knowledge (TBC based on pre-training testing)	Satisfactory increase in knowledge (TBC based on pre-training testing)	Satisfactory increase in knowledge (TBC based on pre-training testing)	Satisfactory increase in knowledge (TBC based on pre-training testing)	Field visit	JPP II team/Third party monitor
Output 2.2: Capacity of the Leadership of Police Forces is developed through a Leadership Academy	Indicator 2.2a: Status of Leadership Academy	Partner reports	N/A	N/A	N/A	Leadership academy established and functional	Leadership academy functional	Leadership academy established and functional	Desk review and/or field visit	JPP II team/Implementing partners
	Indicator 2.2b: Status of curriculum development	Curriculum	N/A	N/A	N/A	Curriculum agreed and finalised	Curriculum in use	Curriculum fully developed and in use	Desk review	JPP II team
Output 2.3: Implementation of Human Rights in policing is strengthened through Training Component on International Humanitarian Law (IHL)	Indicator 2.3a: Status of International Humanitarian Law (IHL) training module for police	Training module	IHL module developed for Darwish	2022	Existing IHL module for Darwish is adapted for delivery to police	N/A	N/A	Existing IHL module for Darwish is adapted for delivery to police	Desk review	JPP II team
	Indicator 2.3b: # of police officers trained on International Humanitarian Law (IHL)	Training reports	283 (F:15, M:268) Darwish police officers received human rights training	2022	250	500	500	1,250	Desk review and/or field visit	JPP II team/Implementing partners
Output 2.4: Support is offered to the recruitment and basic training of new recruits to enable force generation.	Indicator 2.4a: # of basic recruits trained	Training reports	400 basic recruits received 3-month training course in Galmudug	2023	N/A	TBD	TBD	1,500 basic police recruits trained	Desk review and/or field visit	JPP II team/Implementing partners/Third-party monitor
	Indicator 2.4b: Indicator 2.1b: Extent of knowledge transfer for basic training	Pre/post training assessments	N/A	N/A	N/A	Satisfactory increase in knowledge (TBC based on pre-training testing)	Satisfactory increase in knowledge (TBC based on pre-training testing)	Satisfactory increase in knowledge (TBC based on pre-training testing)	Field visit	JPP II team/Third party monitor

Outcome 3: Strategies, frameworks, structures and standards are harmonised across police at both FGS and FMS levels, guided by full understanding and implementation of New Policing Model in coherence with the National Security Architecture	Indicator 3a: Assessed score in Legal & Policy Framework rubric criteria	Police Capability Rubric assessment	Jubaland 2/14 - Beginning Hirshabelle 2/14 - Beginning Galmudug 10/14 - Developed SWS 2/14 - Beginning Puntland 2/14 - Beginning BRA 4/14 - Emerging	2022/23	Establishment of updated baseline	Increase of 1 in rubric classification score per location	Increase of 1 in rubric classification score per location	Increase of 2 in rubric classification score per location	Annual police capability rubric update	JPP II team/Third party monitor/rubric consultant
	Indicator 3b: Assessed score in Organisation & Structure rubric criteria	Police Capability Rubric assessment	Jubaland 4/14 - Emerging Hirshabelle 2/14 - Beginning Galmudug 3/14 - Beginning SWS 2/14 - Beginning Puntland 4/14 - Emerging BRA 5/14 - Emerging	2022/23	Establishment of updated baseline	Increase of 1 in rubric classification score per location	Increase of 1 in rubric classification score per location	Increase of 2 in rubric classification score per location	Annual police capability rubric update	JPP II team/Third party monitor/rubric consultant
Output 3.1: Necessary legal and policy frameworks for the police at FGS and FMS levels are developed and adopted	Indicator 3.1a: # of Police Regulations developed	State Police Acts, Parliamentary reports	State police acts approved and enacted in Galmudug, SWS and Hirshabelle. No regulations developed in any FMS.	2024	N/A	N/A	5 police regulations developed and submitted for approval (1 per FMS)	Police regulations developed in all FMS in accordance with State Police Acts	Desk review	JPP II team

	Indicator 3.1b: Status of Federal Police Act and regulations	Federal Police Bill, Parliamentary reports	Federal Police Act drafted	2024	Parliamentary consultations conducted	Regulations developed	Federal Police Act and regulations submitted for approval	Federal Police Act and regulations submitted for approval	Desk review	JPP II team
Output 3.2: Sustainable strategies and organization structures are developed, based on Somalia's New Policing Model	Indicator 3.2a: # of Strategic Policing Plans (SPPs) developed or updated	Strategic Policing Plans	State policing plans developed in FMS, no plan exists for SPF	2017	N/A	State policing plans updated in 5 FMS	Policing plan developed for SPF	Policing plans developed for SPF and updated in 5 FMS	Desk review	JPP II team
Outcome 4: Representation and retention of women in the police is increased and the capacity of women police officers is enhanced through specific training including SGBV and other investigations	Indicator 4a: Assessed score in Gender Equality and Women's Empowerment rubric criteria	Police Capability Rubric assessment	None - not captured in previous rubric assessment	N/A	Establishment of baseline across all FMS, BRA and SPF	TBD	TBD	TBD dependent on baseline	Annual police capability rubric update	JPP II team/Third party monitor/rubric consultant
Output 4.1: Obstacles for women joining the police and receiving promotion are identified	Indicator 4.1a: Status of gender assessment and mainstreaming plan	Gender mainstreaming plan	Assessment of female police officers conducted by UN Women/SIDRA	2017	Gender assessment and mainstreaming plan developed	N/A	N/A	Gender assessment and mainstreaming plan developed	Desk review	JPP II team (UN Women)
Output 4.2: Dedicated Strategic Communication	Indicator 4.2a: # reached by strategic communications on women in policing	Media reach and engagement	N/A	N/A	N/A	TBD once communications strategy identified	TBD once communications strategy identified	TBD once communications strategy identified	Analysis of media reach and	JPP II team/Third party monitor/Implementing partners

ns highlight the role of women in policing									engagement	
Output 4.3: Women's role in policing is promoted through direct engagement	Indicator 4.3a: # of women police officer role models identified	List of women police officer role models	N/A	N/A	10	16	N/A	26 (4 per 5 FMS, 6 in Banadir)	Desk review and/or field visit	JPP II team/Implementing partners (UN Women)
	Indicator 4.3b: # of visits to schools/universities/communities conducted by women officer role models	Community/school engagement reports	N/A	N/A	12 (2 per FMS and Banadir)	30 (5 per FMS and Banadir)	30 (5 per FMS and Banadir)	72 (12 per FMS and Banadir)	Desk review and/or field visit	JPP II team/Implementing partners (UN Women)
Output 4.4: Women police officers' skills are enhanced to conduct more effective investigations, including SGBV cases	Indicator 4.4a: # of women officers receiving specialised investigator training	Training reports	N/A	N/A	N/A	TBD based on gender assessment	TBD based on gender assessment	TBD based on gender assessment	Desk review and/or field visit	JPP II team/Implementing partners
	Indicator 4.4b: Extent of investigator training knowledge transfer	Pre/post training assessments	N/A	N/A	N/A	Satisfactory increase in knowledge (TBC based on pre-training testing)	Satisfactory increase in knowledge (TBC based on pre-training testing)	Satisfactory increase in knowledge (TBC based on pre-training testing)	Field visit	JPP II team/Third party monitor

INDICATIVE OUTPUT(S) WITH GENDER MARKER¹⁰:

- Outcome 1 = GEN-2
- Outcome 2 = GEN-2
- Outcome 3 = GEN-2
- Outcome 4 = GEN-3

¹⁰ The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)a significant objective);

VI. MONITORING AND EVALUATION AND OVERSIGHT

Currently there is no official countrywide centralized data collection mechanism to measure the status of security in communities in Somalia. Data that can be analysed to inform policy at the macro and micro level is largely absent. The collection of data mostly revolves around local incident reporting or is collected by international actors for programme or mission related purposes. Likewise, there is very limited understanding of the implications of the deployment of the newly established and deployed security forces and their impact on local communities. Mapping of security providers in rural areas where the formal sector does not extend is available but has not been discussed in association with local transition plans and policies. Improved data collection and good-faith attempts at transparency/information-sharing could also contribute towards increasing trust between security and police forces and local communities.

Measuring and reporting impact remains a key area for improvement and is a recognized organizational priority for JPP Phase 2 and UNDP in the 2022–2025 Strategic Plan. Change is neither linear nor rapid and the impact of rule of law and human rights interventions can be challenging to measure. Further, the pathway to achieving the ultimate goals of strengthened rule of law, human rights and more people-centred justice and security will look different in every specific context. During Phase 2, JPP will invest in tools and systems to build the capacity of the JPP Project Team to better collect meaningful data and analyse and report on results systematically both to national counterparts and donors.

The programme will be underpinned by supporting adaptive programming M&E and learning, to extract what is happening at community level and translate it into policy and best practice, so that it can be scaled up appropriately. Ensuring institutional engagement with the community will enhance the sense of service delivery and legitimacy - a particular priority for the FGS. The programme will develop a robust monitoring, evaluation and learning framework to assess progress of outputs and outcomes regularly, making necessary adjustments and corrective measures based on findings. The monitoring will be undertaken both at the FGS and FMS-level on a regular basis through third-party monitoring.

During the inception phase, the programme will:

- Compile, analyse and use the qualitative and quantitative feedback data collected during the first phase of the JPP, namely the information contained in Rubric assessments conducted in the 5 FMS and BRA,
- Identify needs and assess capacity gaps to gain further insight into factors that affect the development of police action plans, security sector operations, police service delivery, community policing, including gender-based and conflict sensitive assessment.
- Develop a risk assessment and management system, involving beneficiaries, and regularly monitor impact of political tensions or growing insecurity in communities.
- Develop a systemic learning mechanism in parallel to the monitoring system, which analyses the impact of the programme implementation on a regular basis and withdraw lessons learnt to adapt programme actions when results are unlikely to be met.
- Develop the necessary guidance and procedures enabling the Executive Board and TC to effectively monitor and evaluate the progress achieved on outputs and outcomes.

Regular stocktaking with all project partners/stakeholders will be undertaken to ensure risk-and-politically informed flexibility so that the objectives, indicators, and areas of intervention of the programme remain as impactful as possible, at the local, FMS and central levels; this will include decision making at the annual steering committee meetings, as well as regular learning sessions and exchanges involving all relevant stakeholders and experts, to ensuring a general continuous feedback loop.

Data collection from multiple sources, including project-level data, perception studies, administrative data, and external data, will be harnessed for the purpose of tracking progress. M&E focal persons will ensure that project-level data that is collected through the implementation of activities, and data collected from key stakeholders and national partners, will be kept up to date for the purposes of monitoring. Detailed assessments of police forces' capacity across the FMS and federal level were undertaken during the first phase of the JPP and will provide

a baseline for ongoing measurement of capacity during the second phase, with third party monitoring organisations engaged to provide independent analysis of change against this established baseline.

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

The project will be monitored through the following monitoring and evaluation plan:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<i>Track results progress</i>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Frequency identified for each indicator; at least semi-annual.	Slower than expected progress will be addressed by project management.		
<i>Monitor and Manage Risk</i>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP’s Social and Environmental Standards. Audits will be conducted in accordance with UNDP’s and UNWomen’s audit policy to manage financial risk.	At least semi-annual	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
<i>Learn</i>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
<i>Annual Project Quality Assurance</i>	The quality of the project will be assessed against UNDP’s quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
<i>Review and Make Course Corrections</i>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project		

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
			board and used to make course corrections.		
<i>Project Report</i>	Progress reports will be presented to the Project Board, donors, and key stakeholders, consisting of a narrative update on the reporting period, progress data showing the results achieved against pre-defined targets, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the reporting period.	Annually, and at the end of the project (final report)			
<i>Project Review (Project Board)</i>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Year 1	Year 2	Year 3	RESPONSIBLE PARTY	Budget Description
Outcome 1: Community Engagement/Community Policing - Trust and cooperation between police and local communities across Somalia, including newly recovered areas, are enhanced through community security approaches, broader deployment and service delivery, and greater oversight and accountability						
Output 1.1: A people centered security approach is adopted using community policing	Activity 1.1.1: Community Policing Implementation plan is initiated through identification of police stations to pilot the community policing initiative and if funds are available to resource the Community Policing Directorates	x	x	x	UNDP/ MOIS / SPF	71200-International Consultants 71300-Local Consultants 71400-Contractual Services - Individ 71600-Travel 71800-Contractual Services-Imp Partn 72100-Contractual Services-Companies 72200-Equipment and Furniture 72500-Equipment and Furniture 72600-Grants 73100-Rental & Maintenance-Premises 74100-Professional Services 74500-Miscellaneous Expenses 75100-Training, Workshops and Confer 61300-Salary & Post Adj Cst-IP Staff
	Activity 1.1.2: Public perception surveys on security conducted to monitor security and perception on local communities where community policing is implemented	x	x	x	UNDP/ MOIS / SPF	
	Activity 1.1.3: Trainings organized for police on community policing	x	x	x	UNDP/ MOIS / SPF	
	Activity 1.1.4 Conduct a desk research on adaptation for the LPPBs (or similar) to the Somali context.	x			UNDP/ MOIS / SPF	
	Activity 1.1.5: Identify locations (police districts and communities) that would be suitable for the roll out of the pilot activities.	x	x		UNDP/ MOIS / SPF	
	Activity 1.1.6: Create and support the implementation of LPPBs in those areas identified previously which would act as working committees with representatives from the community and police representatives to enhance cooperation and build trusteeship with local communities.	x	x	x	UNDP/ MOIS / SPF	
	Activity 1.1.7: Effective Project Monitoring, Communications and Reporting	x	x	x	UNDP	
Output 1.2: Help Desks are established and One-Stop Shops are augmented by Public Reception Areas in	Activity 1.2.1: Review sites for existing assistance and Help Desks to select most suitable sites for merger and piloting the Reception Areas.	x	x	x	UNDP/ MOIS / SPF	

order to increase trust between local communities and police	Activity 1.2.2: Select and train staff for deployment to the Public Reception. The training would be focused on how to deal with the public and training on gender and conflict sensitive approaches in engaging citizens.		x	x	UNDP/ MOIS / SPF	
	Activity 1.2.3: Replicate the Reception Areas in other police districts.		x		UNDP/ MOIS / SPF	
	Activity 1.2.4: Rehabilitation of police stations to provide community services		x	x	UNDP/ MOIS / SPF	
Output 1.3: Strategic Communication Campaign conducted by Police in order to apply a community policing approach	Activity 1.3.1: Identify subjects and locations (police districts and communities) to be highlighted as an introduction to the challenges faced in policing in Somalia.	x			UNDP/ MOIS / SPF	
	Activity 1.3.2: Conduct sociological research to define narratives and messaging of the campaign.	x			UNDP/ MOIS / SPF	
	Activity 1.3.3: Generate content aimed at specific communities with pre and post surveys to measure impact of the campaign.		x	x	UNDP/ MOIS / SPF	
	Activity 1.3.4: Procurement of necessary equipment including furniture and vehicles for local police to conduct community policing		x		UNDP/ MOIS / SPF	
	Activity 1.3.5: Setting up of a hotline between the local communities including civil society and local police stations/outposts	x	x	x	UNDP/ MOIS / SPF/ CSOs	
	Activity 1.3.6: Direct community engagement together with CSOs with communities in promoting role of police	x	x		UNDP/ MOIS / SPF/ CSOs	
Outcome 2: The professionalism and capacity of police at both FGS and FMS levels is enhanced in order to increase their effectiveness						
Output 2.1.1: The capacity of the police at FGS and FMS levels is strengthened	Activity 2.1.1 : Develop a general cadet training curriculum and conduct training of trainers on cadet training.	x			UNDP/ MOIS / SPF	71200-International Consultants 71300-Local

for enhanced strategic planning	Activity 2.1.2 :Conduct refresher course of FMS police and conduct in-service training on specific topics to supplement previous capacity building.	x			UNDP/ MOIS / SPF	Consultants 71400-Contractual Services - Individ 71600-Travel 71800-Contractual Services-Imp Partn 72100-Contractual Services-Companies 72200-Equipment and Furniture 72500-Equipment and Furniture 72600-Grants 73100-Rental & Maintenance-Premises 74100-Professional Services 74500-Miscellaneous Expenses 75100-Training, Workshops and Confer 61300-Salary & Post Adj Cst-IP Staff
	Activity 2.1.3: Strengthening police capacity by provision of a technical advisor on strategy and community policing.	x	x	x	UNDP/ MOIS / SPF	
	Activity 2.1.4: Technical advice, guidance, project leadership and operational support: Project Management	x	x	x	UNDP	
Output 2.2: Capacity of the Leadership of Police Forces is developed through a Leadership Academy	Activity 2.2.1 : UNDP will conduct a desk review and consultation with our partners to identify a potential participating institution either in Africa or elsewhere that can offer a formal certificate of course completion.		x		UNDP/ MOIS / SPF	
	Activity 2.2.2 : A common curriculum for leadership training will be developed. This will include policing skills as well as standard management instruction.		x		UNDP/ MOIS / SPF	
	Activity 2.2.3: A suitable training space that the SPF currently has will be identified that can be refurbished to provide the training space for the Leadership Academy.		x	x	UNDP/ MOIS / SPF	
	Activity 2.2.4 : Commencement and Completion of the First Cohort of the Academy		x	x	UNDP/ MOIS / SPF	
Output 2.3: Implementation of Human Rights in policing is strengthened through Training Component on International Humanitarian Law (IHL)	Activity 2.3.1: Develop a training module on IHL/human rights. This module would be used to advance Human Rights in policing. This module would offer enhanced compliance of IHL to develop more professional policing.	x			UNDP/ MOIS / SPF	
	Activity 2.3.2: Implement the IHL module across the country beginning with the Headquarters staff of the police. The core idea is that the issue will be effectively demonstrated by the leadership and then integrated as standard practices by the rest of the force.	x	x	x	UNDP/ MOIS / SPF	

Output 2.4: Support is offered to the recruitment and basic training of new recruits to enable force generation	2.4.1 Deliver basic training course over 3 months to support force generation of a substantive number of 600 new recruits, ideally targeted at more than 1500 recruits provided the personnel are paid by FMS/FGS..		x	x	UNDP/ MOIS / SPF	
Outcome 3: Strategies, frameworks, structures and standards are harmonised across police at both FGS and FMS levels, guided by full understanding and implementation of New Policing Model in coherence with the National Security Architecture						
Output 3.1: Necessary legal and policy frameworks for the police at FGS and FMS levels are developed and adopted	Activity 3.1.1: Implement the State Police Acts in each FMS, including awareness raising activities and trainings on Federal Police Act for FGS and FMS police.		x		UNDP/ MOIS / SPF	71200-International Consultants 71300-Local Consultants 71400-Contractual Services - Individ 71600-Travel 71800-Contractual Services-Imp Partn 72100-Contractual Services-Companies 72200-Equipment and Furniture 72500-Equipment and Furniture 72600-Grants 73100-Rental & Maintenance-Premises 74100-Professional Services 74500-Miscellaneous Expenses 75100-Training, Workshops and Confer 61300-Salary & Post Adj Cst-IP Staff
	Activity 3.1.2: Supporting the FGS to enacting the Federal Police Act.		x		UNDP/ MOIS / SPF	
	Activity 3.1.3 salaries of 6 coordinators for FMS and Banadir police	x	x	x	UNDP/ MOIS / SPF	
Output 3.2: Sustainable strategies and organization structures are developed, based on Somalia's New Policing Model	Activity 3.2.1 : Resource planning strategies are developed for affordable and sustainable police		x		UNDP/ MOIS / SPF	
	Activity 3.2.2 : Strategic Policing Plans (SPPs) are reviewed and developed in view of NPM and STP and NSArch conference	x	x	x	UNDP/ MOIS / SPF	
	Activity 3.2.3 : Procurement of necessary equipment for administration, finance, human resources and logistics departments in all FMS police	x	x	x	UNDP/ MOIS / SPF	
Output 3.3: The implementation of partnerships enhances effective delivery and effective use of resources	Activity 3.3.1: Conduct a partnership workshop to determine which organization can do what within the project framework and what the financial implications will be for the programme.	x			UNDP/ MOIS / SPF	
	Activity 3.3.2: Implement the partnership agreement.	x	x		UNDP/ MOIS / SPF	
Outcome 4: Representation and retention of women in the police is increased and the capacity of women police officers is enhanced through specific training including SGBV and other investigations						

Output 4.1: Obstacles for women joining the police and receiving promotion are identified and addressed	Activity 4.1.1: Gender mainstreaming plan is developed and implemented by the police at FGS and FMS levels	x			UNWomen/ MOIS/ SPF	71200-International Consultants 71300-Local Consultants 71400-Contractual Services - Individ 71600-Travel 71800-Contractual Services-Imp Partn 72100-Contractual Services-Companies 72200-Equipment and Furniture 72500-Equipment and Furniture 72600-Grants 73100-Rental & Maintenance-Premises 74100-Professional Services 74500-Miscellaneous Expenses 75100-Training, Workshops and Confer 61300-Salary & Post Adj Cst-IP Staff	
	Activity 4.1.2: Identify the operational and resource gap in SPF that hinders recruitment and retention of women in policing	x			UNDP/ MOIS / SPF		
	Activity 4.2.1: Identifying potential candidates that can be provided as exemplary models of women in policing. The candidates selected should reflect those who will have the greatest impact in attracting new recruits.	x	x		UNDP/ MOIS / SPF		
	Output 4.2: Dedicated Strategic Communications highlight the role of women in policing	Activity 4.2.2: Conduct sociological research to define narratives and messaging of the campaign. This would be largely qualitative semi-structured interviews that elicit succinct narratives and messages that will have maximum impact.		x			UNDP/ MOIS / SPF
	Activity 4.2.3: Conduct the campaign and measure its impact through follow on evaluations.			x	x		UNDP/ MOIS / SPF
	Activity 4.2.4: Oversight, Quality Assurance and office costs	x	x	x			UNDP
Output 4.3: Women's role in policing is promoted through direct engagement	Activity 4.3.1: Direct Community Engagement through attending schools and conducting presentations on women in policing by officers who are role models.	x	x	x	UNWomen/ MOIS/ SPF		
	Activity 4.3.2: Participation of women in Local Policing Partnership Boards. Involving women in the LPPB process outlined in Output 3.3 should empower them to be more active in policing.	x	x	x	UNDP/ MOIS / SPF		
	Activity 4.3.3: Female Career Path Outline – this activity would generate a policy on how best to allow female officers to progress through the force with the aim of retaining them longer.	x	x	x	UNWomen/ MOIS/ SPF		

	Activity 4.3.4: Gender Officer	x	x	x	UNWomen/ MOIS/ SPF
Output 4.4: Women police skills are enhanced to conduct more effective investigations, including SGBV cases	Activity 4.4.1: Training women police officers on security, policing and SGBV		x	x	UNDP/ MOIS / SPF
	Activity 4.4.2: Development of tailored curriculum based on those investigation courses already developed and implemented in the country by other international partners.	x			UNDP/ MOIS / SPF
	Activity 4.4.3: Identification of participants for the course based on merit through skills assessments.		x		UNDP/ MOIS / SPF
	Activity 4.4.4: Implement the first course		x	x	UNDP/ MOIS / SPF
	Evaluations		x	x	UNDP

PRIORITY PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Year 1	Year 2	Year 3	RESPONSIBLE PARTY	Budget Description
Outcome 1: Community Engagement/Community Policing - Trust and cooperation between police and local communities across Somalia, including newly recovered areas, are enhanced through community security approaches, broader deployment and service delivery, and greater oversight and accountability						
Output 1.1: A people centered security approach is adopted using community policing	Activity 1.1.1: Community Policing Implementation plan is initiated through identification of police stations to pilot the community policing initiative and if funds are available to resource the Community Policing Directorates	x	x	x	UNDP/ MOIS / SPF	71200-International Consultants 71300-Local Consultants 71400-Contractual Services - Individ 71600-Travel
	Activity 1.1.2: Public perception surveys on security conducted to monitor security and perception on local communities where community policing is implemented	x	x	x	UNDP/ MOIS / SPF	71800-Contractual Services-Imp Partn 72100-Contractual Services-Companies
	Activity 1.1.3: Trainings organized for police on community policing	x	x	x	UNDP/ MOIS / SPF	72200-Equipment

	Activity 1.1.4 Conduct a desk research on adaptation for the LPPBs (or similar) to the Somali context.	x			UNDP/ MOIS / SPF	and Furniture 72500-Equipment and Furniture 72600-Grants 73100-Rental & Maintenance-Premises 74100-Professional Services 74500-Miscellaneous Expenses 75100-Training, Workshops and Confer 61300-Salary & Post Adj Cst-IP Staff
	Activity 1.1.5: Identify locations (police districts and communities) that would be suitable for the roll out of the pilot activities.	x	x		UNDP/ MOIS / SPF	
	Activity 1.1.6: Create and support the implementation of LPPBs in those areas identified previously which would act as working committees with representatives from the community and police representatives to enhance cooperation and build trusteeship with local communities.	x	x	x	UNDP/ MOIS / SPF	
	Activity 1.1.7: Effective Project Monitoring, Communications, Reporting and travel	x	x		UNDP	
Output 1.2: Help Desks are established and One-Stop Shops are augmented by Public Reception Areas in order to increase trust between local communities and police	Activity 1.2.1: Review sites for existing assistance and Help Desks to select most suitable sites for merger and piloting the Reception Areas.	x	x	x	UNDP/ MOIS / SPF	
	Activity 1.2.2: Select and train staff for deployment to the Public Reception. The training would be focused on how to deal with the public and training on gender and conflict sensitive approaches in engaging citizens.		x	x	UNDP/ MOIS / SPF	
	Activity 1.2.3: Replicate the Reception Areas in other police districts.		x		UNDP/ MOIS / SPF	
	Activity 1.2.4: Rehabilitation of police stations to provide community services		x		UNDP/ MOIS / SPF	
Output 1.3: Strategic Communication Campaign conducted by Police in order to apply a community policing approach	Activity 1.3.1: Identify subjects and locations (police districts and communities) to be highlighted as an introduction to the challenges faced in policing in Somalia.	x			UNDP/ MOIS / SPF	
	Activity 1.3.2: Conduct sociological research to define narratives and messaging of the campaign.	x			UNDP/ MOIS / SPF	
	Activity 1.3.3: Generate content aimed at specific communities with pre and post surveys to measure impact of the campaign.		x	x	UNDP/ MOIS / SPF	

	Activity 1.3.4: Procurement of necessary equipment including furniture and vehicles for local police to conduct community policing		x		UNDP/ MOIS / SPF	
	Activity 1.3.5: Setting up of a hotline between the local communities and local police stations/outposts	x	x	x	UNDP/ MOIS / SPF/ CSOs	
	Activity 1.3.6: Direct community engagement with communities in promoting role of police	x	x		UNDP/ MOIS / SPF/ CSOs	
Outcome 2: The professionalism and capacity of police at both FGS and FMS levels is enhanced in order to increase their effectiveness						
Output 2.1.1: The capacity of the police at FGS and FMS levels is strengthened for enhanced strategic planning management, coordination and service delivery	Activity 2.1.1 : Develop a general cadet training curriculum and conduct training of trainers on cadet training.	x			UNDP/ MOIS / SPF	71200-International Consultants 71300-Local Consultants 71400-Contractual Services - Individ 71600-Travel 71800-Contractual Services-Imp Partn 72100-Contractual Services-Companies 72200-Equipment and Furniture 72500-Equipment and Furniture 72600-Grants 73100-Rental & Maintenance-Premises 74100-Professional Services 74500-Miscellaneous Expenses 75100-Training, Workshops and Confer 61300-Salary & Post Adj Cst-IP Staff
	Activity 2.1.2 :Conduct refresher course of FMS police and conduct in-service training on specific topics to supplement previous capacity building.	x			UNDP/ MOIS / SPF	
	Activity 2.1.3: Strengthening police capacity by provision of a technical advisor on strategy and community policing.				UNDP/ MOIS / SPF	
	Activity 2.1.4: Technical advice, guidance, project leadership and operational support: Project Management	x	x		UNDP	
Output 2.2: Capacity of the Leadership of Police Forces is developed through a Leadership Academy	Activity 2.2.1 : UNDP will conduct a desk review and consultation with our partners to identify a potential participating institution either in Africa or elsewhere that can offer a formal certificate of course completion.				UNDP/ MOIS / SPF	
	Activity 2.2.2 : A common curriculum for leadership training will be developed. This will include policing skills as well as standard management instruction.				UNDP/ MOIS / SPF	
	Activity 2.2.3: A suitable training space that the SPF currently has will be identified that can be refurbished to provide the training space for the Leadership Academy.				UNDP/ MOIS / SPF	
	Activity 2.2.4 : Commencement and Completion of the First Cohort of the Academy				UNDP/ MOIS / SPF	

Output 2.3: Implementation of Human Rights in policing is strengthened through Training Component on International Humanitarian Law (IHL)	Activity 2.3.1: Develop a training module on IHL/human rights. This module would be used to advance Human Rights in policing. This module would offer enhanced compliance of IHL to develop more professional policing.				UNDP/ MOIS / SPF	
	Activity 2.3.2: Implement the IHL module across the country beginning with the Headquarters staff of the police. The core idea is that the issue will be effectively demonstrated by the leadership and then integrated as standard practices by the rest of the force.					UNDP/ MOIS / SPF
Output 2.4: Support is offered to the recruitment and basic training of new recruits to enable force generation	2.4.1 Deliver basic training course over 3 months to support force generation of a substantive number of 450 new recruits, ideally targeted at more than 1500 recruits provided the personnel are paid by FMS/FGS..		x	x	UNDP/ MOIS / SPF	
Outcome 3: Strategies, frameworks, structures and standards are harmonised across police at both FGS and FMS levels, guided by full understanding and implementation of New Policing Model in coherence with the National Security Architecture						
Output 3.1: Necessary legal and policy frameworks for the police at FGS and FMS levels are developed and adopted	Activity 3.1.1: Implement the State Police Acts in each FMS, including awareness raising activities and trainings on Federal Police Act for FGS and FMS police.		x		UNDP/ MOIS / SPF	71200-International Consultants 71300-Local Consultants 71400-Contractual Services - Individ 71600-Travel 71800-Contractual Services-Imp Partn 72100-Contractual Services-Companies 72200-Equipment and Furniture 72500-Equipment and Furniture 72600-Grants 73100-Rental & Maintenance-
	Activity 3.1.2: Supporting the FGS to enacting the Federal Police Act.		x		UNDP/ MOIS / SPF	
	Activity 3.1.3 salaries of 6 coordinators for FMS and Banadir police	x	x		UNDP/ MOIS / SPF	
Output 3.2: Sustainable strategies and organization structures are developed, based on Somalia's New Policing Model	Activity 3.2.1 : Resource planning strategies are developed for affordable and sustainable police		x		UNDP/ MOIS / SPF	
	Activity 3.2.2 : Strategic Policing Plans (SPPs) are reviewed and developed in view of NPM and STP and NSArch conference	x	x	x	UNDP/ MOIS / SPF	

	Activity 3.2.3 : Procurement of necessary equipment for administration, finance, human resources and logistics departments in all FMS police	x	x	x	UNDP/ MOIS / SPF	Premises 74100-Professional Services 74500-Miscellaneous Expenses
Output 3.3: The implementation of partnerships enhances effective delivery and effective use of resources	Activity 3.3.1: Conduct a partnership workshop to determine which organization can do what within the project framework and what the financial implications will be for the programme.	x			UNDP/ MOIS / SPF	75100-Training, Workshops and Confer 61300-Salary & Post Adj Cst-IP Staff
	Activity 3.3.2: Implement the partnership agreement.				UNDP/ MOIS / SPF	
Outcome 4: Representation and retention of women in the police is increased and the capacity of women police officers is enhanced through specific training including SGBV and other investigations						
Output 4.1: Obstacles for women joining the police and receiving promotion are identified and addressed	Activity 4.1.1: Gender mainstreaming plan is developed and implemented by the police at FGS and FMS levels	x			UNWomen/ MOIS/ SPF	71200-International Consultants 71300-Local Consultants
	Activity 4.1.2: Identify the operational and resource gap in SPF that hinders recruitment and retention of women in policing	x			UNDP/ MOIS / SPF	71400-Contractual Services - Individ 71600-Travel 71800-Contractual Services-Imp Partn
Output 4.2: Dedicated Strategic Communications highlight the role of women in policing	Activity 4.2.1: Identifying potential candidates that can be provided as exemplary models of women in policing. The candidates selected should reflect those who will have the greatest impact in attracting new recruits.				UNDP/ MOIS / SPF	72100-Contractual Services-Companies 72200-Equipment and Furniture
	Activity 4.2.2: Conduct sociological research to define narratives and messaging of the campaign. This would be largely qualitative semi-structured interviews that elicit succinct narratives and messages that will have maximum impact.				UNDP/ MOIS / SPF	72500-Equipment and Furniture 72600-Grants 73100-Rental & Maintenance-Premises
	Activity 4.2.3: Conduct the campaign and measure its impact through follow on evaluations.				UNDP/ MOIS / SPF	74100-Professional Services
	Activity 4.2.4: Oversight, Quality Assurance and office costs	x	x	x	UNDP	74500-Miscellaneous Expenses

Output 4.3: Women's role in policing is promoted through direct engagement	Activity 4.3.1: Direct Community Engagement through attending schools and conducting presentations on women in policing by officers who are role models.		x	x	UNWomen/ MOIS/ SPF
	Activity 4.3.2: Participation of women in Local Policing Partnership Boards. Involving women in the LPPB process outlined in Output 3.3 should empower them to be more active in policing.				UNDP/ MOIS / SPF
	Activity 4.3.3: Female Career Path Outline – this activity would generate a policy on how best to allow female officers to progress through the force with the aim of retaining them longer.		x	x	UNWomen/ MOIS/ SPF
	Activity 4.3.4: Gender Officer	x	x	x	UNWomen/ MOIS/ SPF
Output 4.4: Women police skills are enhanced to conduct more effective investigations, including SGBV cases	Activity 4.4.1: Training women police officers on security, policing and SGBV			x	UNDP/ MOIS / SPF
	Activity 4.4.2: Development of tailored curriculum based on those investigation courses already developed and implemented in the country by other international partners.		x		UNDP/ MOIS / SPF
	Activity 4.4.3: Identification of participants for the course based on merit through skills assessments.				UNDP/ MOIS / SPF
	Activity 4.4.4: Implement the first course		x		UNDP/ MOIS / SPF
	Evaluations			x	UNDP

75100-Training, Workshops and Confer
61300-Salary & Post
Adj Cst-IP Staff

