## JOINT PROGRAMME DOCUMENT
### Amendment 3- dated 01 August 2016

**Programme Title:**     Joint Programme on Enablers

PSG No and title:     n/a

PSG priority:          Compact wide
PSG milestone:         Compact wide

Overall strategic objective of the JP:

> To enable safe, coordinated, transparent and gender sensitive delivery of international assistance throughout Somalia, in support of all PSG priorities and milestones,

Joint Programme Outcome:

> Coordinated, transparent, gender sensitive and safe delivery of international assistance throughout Somalia

| | |
|---|---|
| Programme Duration: ____24 months_____ <br><br> Start Date: September 2015 <br><br> End Date: August 2017 | Total amount: **USD 6,714,206** <br><br> Sources of funding: <br> 1.Somalia UN MPTF **USD 6,326,684** <br> 2. Other sources of funding: <br> • Bilateral   USD 150,000 <br> • UNCT cost sharing   USD 117,522 <br> • SHF   USD 120,000 |

### Short description of the Joint Programme

The Joint Programme on Enablers brings together activities implemented by the Resident Coordinator Office (RCO), the Risk Management Unit (RMU), the UN Department of Safety and Security (UNDSS) and UN Women, to enable the UN system and the international community to implement their respective mandates throughout Somalia. Through the provision of coordination, risk management, security services, and gender focused analytical support, these three Enabling units facilitate the delivery of humanitarian, development, and peacebuilding assistance across all 5 PSGs.

# Joint Programme Document

## 1. Executive Summary

This Joint Programme presents the objectives, services, and resource requirements of three UN offices (the Resident Coordinator's Office (RCO), the Risk Management Unit (RMU), and the Department for Safety and Security (DSS) and UN Women(hereinafter referred to collectively as the "Enablers") that provide enabling services to the entire UN family and the international community working in and on Somalia.

**This Joint Programme is a $6.7 million programme covering a period of three years**, so as to ensure that the services provided by the Enablers are allowed to continue, as discussions continue on more predictable and sustainable funding streams for a number of services mentioned in this Joint Programme.

The Joint Programme has been developed on the basis of consultations within the UN and with donors. The Joint Programme is based on detailed business plans that have been respectively developed for each enabling office and UN Women's Strategic Note.

The main imperatives that have informed the content of this programme document are:

1. The need to **retain key common services** to the UN in Somalia and the international community.
2. The need to **ensure a coherent and coordinated international community engagement** across all of Somalia.
3. The need to **ensure safety and security** of staff in Somalia is preserved
4. The need to **ensure robust risk management** for effective and accountable assistance.
5. The need to ensure gender sensitive interventions across all PSGs in Somalia

The Joint Programme is implemented by UNDP for DSS projects and the RCO, by UN Women, and by UNOPS for the RMU.

## 2. Situation Analysis

The UN in Somalia has decades of experience delivering assistance in one of the world's most complex and challenging environments. The UN has adapted its systems to support the political and socio-economic transition the country is currently undertaking.

This transition is on-going and the positive narrative in the making remains fraught with challenges. Over the coming years, Somalia will need to reach several key milestones, on political, security and socio-economic fronts. More than ever, during this pivotal phase, the country needs the concerted efforts of the international community to strengthen its capacity, deliver basic services to all its citizens, re-establish countrywide security, solidify the rule of law and governance structures and respond to any emerging humanitarian crises. And in light of the many obstacles faced by Somali women, a gender lens must be genuinely and consistently applied across all political, security, and socio-economic efforts, if Somalia's transition is to be inclusive, and therefore sustainable.

In this context and in light of the Federal Government of Somalia's (FGS) expectations for coherent and comprehensive development, humanitarian and political support, the UN has to deliver its programmes in an increasingly cost effective, flexible and coordinated manner, whilst ensuring the safety and security of staff and maximizing opportunities that services and support reach intended beneficiaries. A coordinated and coherent UN approach across states and regions is an imperative, including in Somaliland where the political dynamics and operational environment require a range of UN entities to engage directly with the authorities.

To support and strengthen the delivery of UN services and ensure that such support has the requisite gender focus, the UN has, globally, instituted several agencies and offices to support the UN – and the international community, in achieving concrete results to support countries in conflict, post-conflict, and development stages. UN Women, the RCO, UNDSS, the RMU comprise four of these enabling agencies or offices. Across the world, they are instrumental in ensuring a coherent and results-focused UN. In Somalia, given the present security, access, and political challenges, which, to this day, remain unique, these enabling offices are fundamental to any UN Somalia programme that wishes to operate effectively outside of Nairobi, and in manner that is coordinated, transparent, gender focused and safe. In addition to providing support to the UN, these offices, to a large extent, enable member states and international NGOs to access and work effectively in Somalia.

## 3. Strategies, including lessons learned, and the proposed joint programme

The Joint Programme includes four components:
- Activities implemented by the UN Resident Coordinator's Office (RCO)
- Activities implemented by the UN Risk Management Unit (RMU)
- Projects implemented by the UN Department of Safety and Security (UNDSS)
- Activities implemented by UN Women

The following section presents the three units and UN Women, their functions and the strategies.

### UN Resident Coordinator's Office

The RCO is a coordination service provider, designed to enable greater effectiveness, efficiency and transparency of international development interventions in Somalia.

The clients for the RCO's services are diverse, ranging from UN agencies and Government partners to donors and NGOs.

| RCO Clients |
| --- |
| - The RCO assists the **Resident Coordinator** by supporting and coordinating the development work of 23 UN entities, developing joint resource mobilization efforts, facilitating joint programming and providing administrative and financial services; |
| - The RCO provides a secretariat to the **UN Country Team (UNCT)**, support to its working groups and provides a link between UN Agencies and **UNSOM** on policy, planning and operational issues; |
| - The RCO provides the **Federal Government of Somalia** with technical expertise on aid coordination and cross cutting issues, arranging meetings and providing general information on the UN system; |
| - At a local level, the RCO supports the **Hargeisa and Garowe administrations** by providing UN representation, supporting aid coordination, and acting as single entry point for UN discussions; |
| - The RCO provides a coordination and information-sharing platform for **donors** and **government ministries and entities** on a range of development and Compact related issues; the Development Partners Forum (DPF), brings together UN entities, the IFIs, the Donors, and INGOs; |
| - The RCO works with the **World Bank** and the **African Development Bank** to support the common SDRF architecture, and design its key elements including the joint operations manual, the risk management strategy (with the RMU) and the M&E framework. |

Through this Joint Progrtamme, the RCO's strategic goal is to **accelerate the translation of plans and ideas into concrete results on the ground. To achieve this strategic goal,** the RCO will deliver the following four outputs:

1. Ensure the effective implementation of the New Deal Somali Compact;
2. Improve the coherence and impact of UN development interventions in Somalia;
3. Support effective international engagement in Somalia.
4. Strengthen programme management

As such, the RCO will provide the following services to the UN in Somalia and the wider international community:

| Outputs | Service lines |
|---|---|
| **1. Ensure the effective implementation of the New Deal Somali Compact and the New Development Plan** | 1.1 ISF policy and technical advice (including engagement with partners)<br>1.2 MPTF administration<br>1.3 Donor and NGO stewardship<br>1.4 Coordination support and technical advice on cross cutting themes: Youth and Gender, M&E, Aid Coordination etc. |
| **2. Improve the coherence and the impact of the UN system in Somalia** | 2.1 RC support/advice and representation<br>2.2 UNCT support/secretariat<br>2.3 Strategic Planning for the UN development agenda<br>2.4 Coordination support to inter-agency initiatives and UNCT sub-groups<br>2.5 Support to Joint Programming<br>2.6 UN system communication<br>2.7 Corporate liaison (reporting, submissions to UNSC, briefings)<br>2.8 Lessons learned dissemination, including application in Somalia of global policy initiatives |
| **3. Support effective international engagement in Somalia** | 3.1 Support coordination amongst donors, International Financial Institutions (IFIs), the UN and NGOs to discuss policy issues<br>3.2 Information sharing across the UN system and with donors and INGOs<br>3.3 Platform for engagement by donors and INGOs with government entities, outreach, event organization, facilitation and participation in key decisions making forums across Somalia<br>3.4 Conduct joint analysis to draw lessons learned from on-going engagement that can inform programming and decision-making. |

## Risk Management Unit

The RMU is a service provider of the UN Somalia that helps UN agencies and international partners better understand and manage the risks of operating in Somalia.

Through the development of risk management tools and services, including risk management advice and assessments, in-class training, monitoring support, and the development of the *Contractor Information*

*Management System (CIMS[1])*, the RMU's work has resulted in greater awareness of the risks and a more open dialogue regarding risk management. Initial efforts have led to a greater level of assurance in the selection of partners, and in improved programme planning and implementation. The ability to collect and share information to identify reputable and dependable partners has reduced the scope for diversion and misappropriation. The RMU has contributed to strengthened agency due diligence processes; identified fraud and inflation of costs, uncovered undeclared links between partner entities, and led the development of approaches to collective risk identification and risk mitigation.

Through the Joint Programme , the RMU's strategic objective is to simultaneously **consolidate gains made**, and continue to **develop new and innovative service lines**, through increased engagement with partners and in response to the evolving operating environment in Somalia.

To achieve this strategic objective, the RMU will achieve the following outputs for the UN in Somalia and the wider international community:

| Outputs | Service lines |
| --- | --- |
| *Development of common approaches* | The RMU will facilitate, design, and promote the adoption of common risk management standards, both within the UN, and between the UN and partners. <br><br> Such standards could range from information sharing to third party monitoring and fraud reporting. |
| *Risk assessments and analysis* | The RMU's systematic approach to risk assessments allows UN agencies and other partners to request reports on contractors, which include tailored recommendations for decision-makers on managing associated risks. <br><br> Such risks assessments can also be initiated directly by RMU, on the basis of developments in country, and/or information generated by the CIMS. <br><br> The RMU will also introduce a new integrated risk analysis product, in collaboration with UNSOM and UNDSS, to bring together various risk factors (political, security, fiduciary/programmatic) and support a whole of UN approach to its engagement in Somalia. A dedicated integrated risk analysis position will be established, and co-located with UNSOM in Mogadishu. |
| *Risk management advice* | Upon request, the RMU will provide tailored advice on due diligence approaches and reviews of organizational processes (including through regular travel to Somalia to engage with programmes especially delivering through LOA's to assess all risks). |

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[1] The CIMS currently contains information on over 2,000 of the UN's vendors and partners and over 5,000 contracts from fourteen UN entities with a contract value of approximately USD4.2 billion. It includes lists[1] of designated persons and entities. It captures performance assessments, risk assessments and identifies the number and scale of contracts held by individual entities.

| | |
|---|---|
| *Monitoring* | Upon request, the RMU will conduct monitoring activities on behalf of UN entities and, in some instances, donors. These activities can range from remote checks to in situ spot verifications. They are regulated by established standard operating procedures.<br><br>New features will include information sharing for collaborative monitoring (e.g. mapping of monitoring activities) and the creation of a vetted roster of monitoring expertise/sources. |
| *Training* | The RMU training provides an introduction to risk management principles and practices to UN entities, donors and NGOs; in addition to class-based trainings, available upon request, an online training version will be introduced in early 2015 (following the launch of two modules as prototypes in December 2014).<br><br>The RMU will also explore establishing a repository of risk management related training interventions (by whom, for whom, on what), to help with coordination and avoid duplication. |
| *UN MPTF Risk Management support* | The RMU will continue its engagement with the UN MPTF (led by the UN Resident Coordinator's Office) to design and implement a robust risk management strategy for the fund's operations. The RMU's engagement will be undertaken in collaboration with the World Bank.<br><br>A dedicated UN MPTF Risk Management position has been created to deliver this service. |
| *Database and information sharing* | The CIMS will continue to be upgraded with client-driven functions and features. Partners will also be supported in customization and uploading of contractor related data.<br><br>New features currently in the pipeline include the GPS mapping of contractors (location mapping), and the civil servant and ministry payment-tracking tool designed to strengthen coordination and avoid duplication in a range of financial disbursements to government entities (individual and institutional).<br><br>The RMU will engage in a systematic and in-depth dialogue with partners regarding information sharing and access to the database, based on the principles of reciprocity and due regard for confidentiality. |
| *Best practice dissemination* | Over the next three years, subject to appropriate extension of the term and the funding for the RMU, the RMU will continue its collaboration with RMU Afghanistan to share features and innovations, and will provide support, as needed, to other UN offices that may establish similar units for the purposes of sharing its features, experiences and innovations.<br><br>The RMU will also participate fully in a range of policy fora on risk management, including with the UN Development Group (UNDG) inter-agency mechanism in NY and with the OECD/DAC INCAF network. |

## The UN Department of Safety and Security (UNDSS)

UNDSS is an element of the United Nations Security Management System (UNSMS), which is an UN system-wide approach to security. UNDSS provides policies, guidelines, processes, and security personnel aimed at managing security risks to the UN system in order to enable UN system activities worldwide.

UNDSS provides a range of "core services" in Somalia, which UNDSS is likely to provide in most countries including radio networks for the United Nations, security assessment and clearance, as well as ensuring MOSS[2] compliance. However, given the extreme security environment in Somalia, many of these core services require significantly more resources and assets than what would normally be required.

In addition to such core services, UNDSS responds to the specific needs of UN entities, bilateral partners and other actors in Somalia by providing highly specialised services and support structures including emergency medical services, a security aircraft capacity as well as a range of protected movement and static security arrangements. These services often go beyond what UNDSS would normally offer in other country contexts but reflect the very demanding and challenging security situation in Somalia.

UNDSS operates in close cooperation with AMISOM, UNSOM and UNSOA as well as with security personnel from other UN agencies and diplomatic missions.

In Somaliland and Puntland, UNDSS has established a permanent presence in major "hubs" allowing UNCT members, bilateral partners and NGOs to draw on the existing security architecture. This architecture includes radio coverage, a medical emergency response capacity, armoured cars, local security assessment and clearance capacities, liaison with local security authorities, and a critical incident stress management unit.

In the rest of Somalia, UNDSS is often first on the ground when AMISOM has liberated new areas. UNDSS undertakes the initial security assessment and clearances often utilizing UNDSS' security aircraft to fly in roving Field Security Coordination Officers. UNDSS also supports UNCT members wishing to establish themselves in these areas as well as key stakeholders wanting to visit them. When it is deemed reasonable, and always taking into account the security presence of the AMISOM, UNSOM, UNSOA as well as UN agencies, UNDSS establishes a permanent local security presence deploying international Field Security Coordination Officers who work with Local Security Assistants with a view to combine international standard and competencies with local knowledge. This presence will also include the basic security infrastructure of radio coverage, medical emergency response capacity and armoured cars.

In summary, UNDSS is a critical enabler for the activities for almost any international actor wishing to operate in Somalia. UNDSS is also often the "fall-back mechanism" meaning that if no one else is around to provide support on a security-related issue, UNDSS will step in and do so regardless of the "client" and regardless of

While a substantial amount of DSS services are covered by core funding, UN agency cost-sharing and through specific bilateral extra-budgetary support, the challenges in Somalia require for UNDSS to seek further bilateral funding for specific, much-needed, activities. The outputs (or projects) for which such extra budgetary support is required include:

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[2] Minimum Operating Security Standards

| Outputs/projects | Service lines |
|---|---|
| *Aircraft security* | The dedicated UNDSS Security Aircraft is an asset for any remote location in Somalia for quick security response, security assessment, emergency medevac / casevac, lifesaving equipment / material/ medicines transportation including preparedness for any mandated contingencies to support staff safety and security. The flight also serves as an available asset to support the INGO and diplomatic entities if feasible and available. |
| *Medical Emergency Response Team* | UNDSS Provides emergency medical and casualty support currently in Hargeisa, Bossasso, Garowe and Galkayo in Somaliland and Puntland. The MERT team provides emergency medical services to incoming visitors until a medevac can be arranged in the absence of functioning medical facilities in these areas. The MERT team is led by a roving doctor and has nurses stationed in each location (rotating when someone is on leave) as well as high quality life-saving medical equipment and medication. The support is provided to all users at no cost and benefits all visitors to these areas. In 2015/2016, UNDSS wishes to extend this coverage to include Kismayo, Baidoa and Dollow where an increasing number of partners operate and where no alternative medical facilities of an acceptable standard are available. This will provide a much-needed emergency medical response capacity, which will significantly enhance the safety of staff deployed in these areas. The need for the Medical Emergency Response Team is reflected in the Strategic Response Plan (formerly Consolidated Appeal Process) and has been approved by the clusters as a priority for resource mobilization. |
| *Protected Mobility* | Use of Armored Vehicles (AV) is a mandatory and a key minimum operating requirement for the UN Staff travel security in whole of Somalia while most of the diplomatic partners follow through this as a minimum standard. As AVs provide the most important mitigation against most of the extant terrorist tactics, techniques and procedures, these will remain key assets for the travel security. UNDSS mobility within the country will remain highly dependent on the provisioning of AVs in short to medium terms. Annually, DSS needs to replace / add 4-6 AVs to maintain the fleet efficiency country wide. |
| *NISA Airport Road* | 4 x Check Points along Mogadishu Airport Road to prevent / deter freedom of entry of AS elements on the road. Comprised of 88 NISA troops under Ministry of National Security / Interior |

## UN Women

The main objective of UN Women's engagement in Somalia is to improve security for women.[3] It has been established that women suffer more than men from the impact of war. Given two decades of civil war and ongoing extreme fragility in Somalia, women require security in a number of areas in order to become empowered actors in society. These areas entail increased access to justice, access to political decision-making, protection from violence and abuse, as well as economic empowerment. Despite a longer period of relative stability in Somaliland, these key areas also remain a substantial challenge for women in Somaliland.

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[3] UN Women Somalia Revised Strategic Note 2014-2016. November 2015.

As identified in its revised Strategic Note 2014-2016, UN Women Somalia focuses in particular on Political Participation and Access to Justice, given the needs as well as available funding and existing programs.

As its main approach, UN Women will focus on entering a more strategic role through increased results management related to Somalia's global commitments on gender, in particular UNSCR 1325 on Women, Peace and Security and its associated resolutions. This will take the form of increasing coordination through the Gender Theme Group (GTG), which is chaired by UN Women and UNSOM, and the establishment of a framework that allows for monitoring of results at PSG and UN MPTF level. This work has already begun through collaboration with the UN Resident Coordinators Office in the form of advice on MPTF indicators (work started in October 2015), support initiated in collaboration with UNDP/MOPIC to ensure that gender equality and women, peace and security is comprehensively addressed in the National Development Plan (work starts in January 2016) and more widely through the ongoing GTG work to establish a UN Gender Strategy and Mission Wide Action Plan as a way to enhance coordination (work started in September 2015).

UN Women has developed a framework of engagement for its enabling work, which complements UN Women's programmatic interventions, and is designed to ensure greater consideration of, and inclusion of gender focus into the work of the international community in Somalia. It consists for four related approaches:

(i) *Provide overall strategic monitoring and reporting across UN AFPs and UNSOM on global and national gender indicators,* allowing Somalia to report on the Sustainable Development Goals (SDGs). Strategic monitoring will take place at PSG, MPTF and country level outcomes.
(ii) *Provide data on the State of Somali Women and Men.* This aims to build capacity for data collection and analysis in Somali institutions. This work has already been initiated by UN Women and the World Bank through the UN-World Bank Trust Fund.
(iii) *Provide platforms for coordination both among UN AFPs and national partners.* A platform for coordination already exists through the GTG but will be expanded by engaging closer with the humanitarian agencies and with the NGOs. A platform for Women, Peace and Security consisting of government (federal and regional), civil society and private sector partners will be established. This platform will promote the key the pillars under UNSCR 1325, in particular a focus on the promotion of women's political participation; prevention of relapse into violence through reconciliation and engagement in peace building and conflict resolution; and protection of violence against women and girls and protection of their human rights;
(iv) *Advocate for Women Peace and Security at federal and regional level* through the many ongoing political process, including elections, state formation, constitutional review, and also promote attention to UNSCR 1325 and associated resolutions and CEDAW including National Gender Policies and Action Plans.

UN Women's activities under this Joint Programme are fully aligned with this framework:

| Outputs | Service lines |
|---|---|
| *Support to the High Level Partnership Forum (HLPF) side event on Women, Peace and Security* | This side-event will be a formal kick-off for the establishment of a framework programme on Women Peace and Security with UN Women as lead and with UNSOM providing political advice and advocacy. |

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|---|---|
| *Support the establishment and management of strategic monitoring and results framework at PSG, MPTF and country output level on Women, Peace and Security,* | These funds will go towards co-funding a P4 position and the operations of the strategic monitoring and results framework. Work here will feed into reporting on the SDGs, UNSCR 1325, and CEDAW (once it is ratified, as expected in 2016). |
| *Establishment of a national platform for coordination on Women, Peace and Security* | Consisting of civil society and private sector partners, as well as federal and regional governments (in particular security sector institutions). This platform will mainly be a civil society initiative to promote the key focus of the pillars under UNSCR 1325, in particular focus on promotion of women's political participation; prevention of relapse into violence through reconciliation and engagement in peace building and conflict resolution. The initiative will provide the basis for civil society to communicate with security institutions. The cost of the establishment and running of the platform is estimated at USD 150.000 for 2016, with additional funding required going forward. The funds will be used to facilitate women civil society, private sector and political leaders' collective action and the strengthening of social cohesion. Analytical work to shape this engagement is underway. |
| *Support to the establishment of data collection and analytical capacity on gender issues within the Somali Government institutions, resulting in the issuing of the State of Somali Women and Men report* | An options paper on this will be prepared during the 1st quarter of 2016 with initial funding from the UN-World Bank Trust Fund. The objective of this work is to lay the ground for a process whereby data collection and analysis as well as publication of reports on gender equality, and WPS Agenda is increasingly conducted in-country by Somali institutions, thereby building capacity of Somali institutions and further supporting knowledge development and evidence-based programming. The funding, estimated at USD 150.000 as co-funding with the World Bank will go towards the establishment of this data collection and analytical capacity in Somali institutions and the production of the State of Somali Women and Men Report. |
| *Analytical work on women's access to justice and security* | This work will go toward understanding how women navigate formal and informal institutions and individuals to gain access to justice and security, as little is known about this. This work will feed into the revision of the Joint Rule of Law programme to provide a better informed basis for support to the strengthening of women's access to justice and security. The work with result in a publishable report. |

*Coordination and synergies across the Enablers*

The Enablers all work to jointly support effective presence and delivery of the UN and the international community in Somalia. As such, the RCO, RMU, and UNDSS in particular operate in close coordination and

have developed a number of synergies designed to enhance their individual impact and overall effectiveness in support of the UN and the international community.

At the information level, the Enablers work closely to stay abreast of risk factors, UN presence, exposure and any necessary security requirements that can inform UN programming and UN presence in given locations in Somalia. The Enablers work together on joint analytical products, including regional profiles and risk exposures.

The Enablers also collaborate closely to support events, such as delegation visits, field missions, and conferences or for a across Somalia.

From a management coordination perspective, the Enablers work jointly to support overall UN coordination in Somalia, primarily through the UN Country Team and the UN Security Management Team.

Furthermore, through this Joint Programme, the RCO and RMU, who share a management position under the DSRSG/RC/HC, are committed to creating stronger linkages through the joint management of functions related to communications and UN MPTF risk management.

The RCO, RMU and UN Women also collaborate regularly. The RMU provide risk management services to UN Women, including training for UN Women partners and technical advice on UN Women's risk management approaches. The RCO and UN Women have jointly developed gender focused analysis, and the RCO provides a number of substantive, administrative and logistics support to UN Women operations and interventions. Such collaboration is designed also to ensure that UNCT wide approaches, as well as risk management products, is informed by robust gender analysis.

Altogether, the successful services provided by one Enabler are often dependent on the successful provision of services by another Enabler, who all work to provide the necessary services and support to the UN in Somalia.

## 4.    Results Framework

See annex 1

## 5.    Work plans and budgets

See annex 2

## 6.    Management and Coordination Arrangements

This Joint Programme falls under the responsibility of the DSRSG/RC/HC. The DSRSG/RC/HC is the manager of the RCO and RMU, and UNDSS falls under the management of the Chief Security Advisor. The activities implemented by UN Women will be led by the UN Women Country Director.

For the purposes of this Joint Programme, the DSRSG/RC/HC will assume **reporting** responsibility as well for the UN Women and UNDSS component of the Joint Programme.

While the DSRSG/RC/HC is the overall manager of the Joint Programme, day-to-day management of the RCO activities, the RMU activities, UN Women and UNDSS projects will be, respectively, the responsibility of the Head of the RCO / Head of the RMU, the UN Women Country Representative, and the Chief Security Advisor.

Financial and administrative management of the Joint Programme will be undertaken by UNDP for the RCO and the UNDSS projects, by UN Women for the UN Women activities, and by UNOPS for the RMU activities.

For their respective components, UNDP, UN Women and UNOPS will be responsible for providing management support to their respective Enablers, including, amongst other issues, recruitment of staff, procurement, travel, administrative HR management, financial management, and other general administrative support.

UNOPS shall issue contracts to personnel on behalf of UNDP. The contracts issued to personnel shall contain the following provision: 'This contract is issued for the benefit of the UNDP MPTF Office [or UNDP] pursuant to an agreement between UNDP and UNOPS for the provision of administrative services by UNOPS. Your contractual rights and responsibilities are with UNDP and not with UNOPS. Except where the context requires otherwise, all references to "UNOPS" shall be construed as references to the UNDP MPTF Office [or UNDP]."

The UNDP shall indemnify, hold and save harmless and defend at its own expense UNOPS and its officials, agents, servants and employees from and against:

i.   All suits, claims and demands made by any of the personnel; and

ii.  All suits, claims, demands and liability of any nature or kind, including costs and expenses associated therewith, arising out of acts or omissions of any of the personnel. Without limiting the generality of the foregoing, this shall extend to suits, claims, demands and liability in the nature of worker's compensation, products liability, and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by any of the personnel. These obligations do not lapse upon the termination or expiration of the agreement.

Personnel will be managed and supervised by and report to UNDP (and not UNOPS).

### Joint Programme Project Board

To ensure both programmatic and financial oversight of the Joint Programme, a Programme Board will be established, under the leadership of the DSRSG/RC/HC. The Project Board will comprise of the following members:

- DSRSG/RC/HC (Chair)
- Government representative: MoPIC (Co-Chair)
- UNDP Country Director or his/her delegate
- UN Women Country Representative or his/her delegate
- UNOPS Country Director or his/her delegate
- Head, Resident Coordinator's Office  / Head, Risk Management Unit
- Chief Security Advisor or his/her delegate
- Contributing Donors

The Programme Board will meet on a **quarterly** basis starting in 2016 to review programmatic and financial progress. Staff from the Resident Coordinator's Office will act as the secretariat of the Project Board.

**Fund management**

This JP will follow the pass-through fund management modality according to the UNDG Guidelines on UN Joint Programming. The UNDP MPTF Office, serving as the Administrative Agent of the Somalia UN MPTF, as set out in the Memorandum of Understanding (MOU) for Somalia UN MPTF will perform the following functions:

(a)     Receive contributions from donors that wish to provide financial support to the Joint Programme;
(b)     Administer such funds received, in accordance with this MOU;
(c)     Subject to availability of funds, disburse such funds to each of the Participating UN Organizations in accordance with instructions from the Programme Board taking into account the budget set out in the Joint Programme Document, as amended in writing from time to time by the Programme Board;
(d)     Consolidate financial reports, based on submissions provided to the Administrative Agent by each Participating UN Organization (PUNO), and provide these to each donor that has contributed to the Joint Programme Account, to the Programme Board, PUNOs, and the SDRF Steering Committee;
(e)     Provide final reporting, including notification that the Joint Programme has been operationally completed;
(f)     Disburse funds to any PUNO for any additional costs of the task that the Programme Board may decide to allocate in accordance with Joint Programme Document.

Each Participating UN Organization assumes complete programmatic and financial accountability for the funds disbursed to it by the Administrative Agent and can decide on the execution process with its partners and counterparts following the organization's own regulations. PUNOs will establish a separate ledger account for the recipient and administration of the funds disbursed to them by the Administrative Agent. PUNOs are entitled to deduct their indirect costs (7%) on contributions received according to their own regulations and rules.

## 7. Monitoring, Evaluation and Reporting

**Monitoring**

The result framework (see annex 1) includes indicators and means of verification, including sources and frequency. It will be used as the Programme's monitoring framework, and will inform the content of the quarterly and annual reports (see below)

**Reporting**

The Resident Coordinator's Office will assume responsibility for coordinating overall programmatic reporting of this Joint Programme. In consultation with the RCO, UNDP, UN Women, and UNOPS will assume responsibility for financial reporting of their respective activities

The Programme Board will receive the following reports and the below stated frequency, in line with UN MPTF requirements:
-   Quarterly Report (Activity Report and Financial Status), within one month of the end of each quarter (beginning with Q1 2016)
-   Annual Report (Activity Report and Financial Status)
-   End of Project Report (Activity Report and Financial Report)
-   Any other report as may be deemed necessary by the Project Board.

**Evaluation**

This Joint Programme will conduct an end-of-project evaluation will be undertaken following the termination of this one-year joint programme. This evaluation will be undertaken under the leadership of the Programme Board and will also review proposals for continued sustainable financing of the Enablers.

## 8. Legal Context or Basis of Relationship

| PUNO | Agreement |
|------|-----------|
| UNDP | This Joint Programme Document shall be the instrument referred to as the Project Document in Article I of the Standard Basic Assistance Agreement between the Government of Somalia and the United Nations Development Programme, signed by the parties on 16 May 1977 |
| UNOPS | An Agreement of the Assistance was signed by the Government of Somalia and the United Nations Development Programme on 16 May 1977. This Agreement provides the foundation under which UNOPS operates in Somalia |
| UN Women | An Agreement of the Assistance was signed by the Government of Somalia and the United Nations Development Programme on 16 May 1977. This Agreement provides the foundation under which UN Women operates in Somalia |

*The Implementing Partners/Executing Agency[4] agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this Joint Programme are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by Participating UN organizations do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this programme document.*

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[4] Executing Agency in case of UNDP in countries with no signed Country Programme Action Plans

# Annex 1: Results Framework (results & indicators until 2017 only for RMU)

## JOINT PROGRAMME ON ENABLERS

**Outcome:** *Coordinated, transparent and safe delivery of international assistance throughout Somalia*

| Indicators | Baseline | Milestones / targets | MoV (and frequency) |
|---|---|---|---|
| 1.1 # of staff fatalities | 2008-2015: 13 UN fatalities | 2015: none (as of May 2015) <br> 2016: none | UNDSS (weekly/monthly) |
| 1.2 Adherence and support for New Deal approach / paradigm | Baseline: n/a | 2015: n/a <br> 2016: results of New Deal review; consensus on extension of New Deal structures and approach post 2016 | New Deal Compact review(s) (annual) |

## RCO MONITORING FRAMEWORK

| Indicators | Baseline | Milestones / targets | MoV (and Frequency) |
|---|---|---|---|
| **Output 1:** *Ensure the effective implementation of the ISF & New Deal Somali Compact* | | | |
| 1.1 Increased volume of funds through the o UN MPTF | UN MPTF MOUs signed with Agencies; no capitalization; fund architecture being finalized | 2015: 3 Joint Programmes funded by the UNMPTF; $30 million capitalization; 15% of UN development funding through the UN MPTF <br> 2016: 5 Joint Programmes funded by the UNMPTF; $50 million capitalization; 25% of UN development funding through the UN MPTF | UN MPTF gateway website ([www.unmptf.org](www.unmptf.org)); on-going |
| 1.2 Increased support to implementation of Compact and ISF events | 2014: Puntland Roundtable; HALCF in Hargeisa; Copenhagen meeting; ISF finalised | 2015: Support provided to the Somali authorities in the local implementation of the ISF/Compact. <br> 2016: Conclusion of the ISF and achievement of 90% of the milestones | Joint UN-government coordination events |
| **Output 2:** *Improve the coherence and impact of the UN system in Somalia* | | | |
| 2.1 Support to UN Joint Programming sustained | 2014: 2 Joint Programmes under implementation | 2015: 4 Joint Programmes under implementation; RCO consolidation of reporting to MPTF | RCO reports; Joint Programmes reports – Annual |

| Indicators | Baseline | Milestones | MoV (and Frequency) |
|---|---|---|---|
| 2.2 Number of common analytical products | 2014: 1 ISF conflict analysis 1 product on water irrigation | 2016: 6 Joint Programmes under implementation; RCO consolidation of reporting to MPTF<br><br>2015: 1 UNCT analytical piece developed that support UN system programming<br><br>2016: 3 UNCT analytical pieces developed that support UN system programming | RCO briefings; analytical pieces – Annual |
| 2.3 Level of UN system wide integration (Low, Medium, High) | 2014: Medium - ISF developed and signed | 2015: Medium - Joint UN Planning and Integrated Analysis being carried out<br><br>2016: High - ISF (or UNDAF) revised, and new UN plan developed between mission and UNCT | RCO reports; area based ISFs, donor funding – Annual |

**Output 3: *Support effective international engagement in Somalia***

| Indicators | Baseline | Milestones | MoV (and Frequency) |
|---|---|---|---|
| 3.1 Effective UN-Donor forums sustained | Monthly meetings; Ad hoc survey and informal feedback only on use/value | 2015: 6 DPF meetings; client satisfaction survey carried out and results incorporated into DPF plan<br><br>2016: DPF carried out in accordance with 2015 feedback (it may be part of government-led meetings) | DPF minutes - monthly; RCO reporting - Annual |
| 3.2 Increased support to donor engagement across Somalia | 2014: Donor briefings and mission support upon request | 2015: Quarterly RC briefings; local donor briefings and mission support upon request<br><br>2016: Quarterly RC briefings; local donor briefings and mission support upon request | Donor feedback – on-going |

**Output 4: *Effective programme management***

| Indicators | Baseline | Milestones | MoV (and Frequency) |
|---|---|---|---|
| 4.1 Increased RCO donor outreach and reporting | N/A | 2015: 1 donor briefings/presentation on results, activities and/or budget; 100% on time donor reporting<br><br>2016: 3 donor briefings/presentation on results, activities and budget; 100% on time donor reporting | Donor outreach minutes and RCO reports |

## RMU MONITORING FRAMEWORK

| Indicators | Baseline | Milestones | MoV (and Frequency) |
|---|---|---|---|

**Output 1: *Enhanced collective risk management approaches***

| # | Indicators | Baseline | Milestones | MoV (and Frequency) |
|---|---|---|---|---|
| 1.1 | Number of collective tools agreed and used by the UNCT | Optional internal Common due diligence standards | 2015: two (2) Common due diligence tool agreed at UNCT and used by at least 5 agencies; <br> 2016:two (2) additional risk management tools agreed by the UNCT <br> 2017: two (2) additional risk management tools agreed by the UNCT | UNCT minutes(monthly) |
| 1.2 | Number of collective tools agreed and used between UN, donors, and NGOs | No collective tools currently agreed and used | 2015: Fraud management standards developed by the Multi-Party Risk Forum <br> 2016: Two risk management tools approved by Multi-Party Risk Forum <br> 2017: Two risk management tools approved by Multi-Party Risk Forum | Minutes of the Multi-Party Forum,; RMU records |

**Output 2: *Increased information sharing, both within the UN and between the UN, government donors, and NGOs***

| # | Indicators | Baseline | Milestones | MoV (and Frequency) |
|---|---|---|---|---|
| 2.1 | Increase in contract value in CIMS (internal to UN) | 2014: $3.2 billion | 2015: $3.5 billion <br> 2016: $4 billion <br> 2017: $4.5 billion | CIMS (daily) |
| 2.2 | Number of NGO, donor, or gov request to RMU | n/a | 2015: Five requests for technical assistance with RMU feedback <br> 2016: Ten requests for technical assistance with RMU feedback <br> 2017: Ten requests for technical assistance with RMU feedback | RMU quarterly report |

| Indicators | Baseline | Milestones | MoV (and Frequency) |
|---|---|---|---|

**Output 3: *Organizational risk management capabilities strengthened***

| # | Indicators | Baseline | Milestones | MoV (and Frequency) |
|---|---|---|---|---|
| 3.1 | Number of Risk Assessments completed annually | 2014: 16 | 2015: 15 (minimum) <br> 2016: 20 <br> 2016: 20 | RMU quarterly report; CIMS (daily) |

| | | | | |
|---|---|---|---|---|
| 3.2 | Number of training services provided to UN agencies, NGOs, and/or government counterparts | 2014: 1 in-class training | 2015: on-line training module launched; 30 on-line trainings completed; 1 in-class delivered<br><br>2016: 50 on-line trainings completed; 2 in-class trainings delivered<br><br>2017: 50 on-line trainings completed; 2 in-class trainings delivered | Training evaluations; On-line training records (daily) |
| 3.3 | Integrated Risk analysis products delivered | N/A | 2015: Integrated risk analysis product designed; 1 developed for SMG<br><br>2016: 3 delivered for SMG<br><br>2016: 3 delivered for SMG | SMG minutes |
| 3.4 | Number of monitoring services provided to UN agencies | 2014: N/A | 2015: 5 monitoring missions<br><br>2016: 10 monitoring missions<br><br>2017: 10 monitoring missions | Monitoring reports; RMU reporting (twice a year) |
| 3.5 | UN MPTF risk management strategy implemented | Draft strategy in place | 2015: strategy approved by UNCT, WB and government, RM capacity in place<br><br>2016: UN-WB-Government-Donor Trust Fund risk meetings; risk management dashboard operational; UN MPTF risk management input into MPTF annual report<br><br>2017: UN-WB-Government-Donor Trust Fund risk meetings; risk management dashboard operational; UN MPTF risk management input into MPTF annual report | Risk Management Group (monthly) |

**Output 4: *Enhanced engagement for collective risk management solutions***

| | | | | |
|---|---|---|---|---|
| 4.1 | Frequency of RWG meetings | 2014: 4 | 2015: 8<br><br>2016: 8<br><br>2017: 6 | RMU led consultations (RWG, UNCT)<br><br>Mid-year review |
| 4.2 | Frequency of Multi-party Forum meetings | 2014: 2 | 2015: 6<br><br>2016: 6<br><br>2017: 6 | End of project evaluation |

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| # | | Baseline | Targets | Means of verification |
|---|---|---|---|---|
| 4.3 | CIMS development | 2014: Contractor mapping developed; Drupal migration completed; 14 participating UN agencies | 2015: Civil Servant and Ministry Payment tool used by UN agencies and donors; 16 participating UN agencies; HACT assessment tool agreed as per agency requirements<br><br>2016: Civil Servant and Ministry Payment tool used by UN agencies and donors; 17 participating UN agencies in CIMS; Common capacity assessment tool agreed as per agency requirements<br><br>2017: Civil Servant and Ministry Payment tool used by UN agencies and donors; 18 participating UN agencies in CIMS; New GIS tool established | |
| 4.4 | Increased communication/outreach initiatives | 2014: N/A | 2015: RMU website launched; 3 communication products revised/launched<br><br>2016: three NGO outreach events<br><br>2017: three NGO outreach events | |

**Output 5: *Effective programme management***

| # | | Baseline | Targets | Means of verification |
|---|---|---|---|---|
| 5.1 | Completion rate of Project Board recommendations | <50% | 2015: 100%<br><br>2016: 100%, including project review completed by September 2016<br><br>2017: 100% | Project Board minutes |
| 5.2 | Number of Project Board meetings | 2014: 1 | 2015: 2<br><br>2016: 2<br><br>2017: 2 | Project Board minutes |
| 5.3 | Project Expenditure rate | 2014: 90% | 2015: 25%<br><br>2016: 50%<br><br>2017: 90% | UNOPS Financial reports |

# UNDSS MONITORING FRAMEWORK

| Indicators | Baseline | Milestones | MoV (and Frequency) |
|---|---|---|---|
| **Output 1: Security Aircraft capacity maintained** | | | |
| 1.1 Security aircraft is able to respond to urgent security needs or to assess newly recovered areas | 2015: Security Aircraft is available | 2015: capacity maintained <br><br> 2016: capacity maintained | UNDSS reporting |
| **Output 2: Medical Emergency Response Team capacitated** | | | |
| 2.1 # of teams providing MERT coverage in Somalia | 2015 MERT teams available in Somaliland and Puntland | 2015: 1 - MERT team established in Dollow <br><br> 2016: 5 - MERT teams maintained in 5 locations - Puntland (Garowe, Galkayo, and Bossasso), Somaliland (Hargeisa) and Dollow. | UNDSS reporting |
| **Output 3: Enhanced Protected Security** | | | |
| 3.1 Armored vehicles available to enable transport of staff | 2015: AVs available but around 4-6 a year require replacement | 2015 4-6 vehicles are replaced with new armored vehicles <br><br> 2016: 4-6 additional vehicles are replaced and/or maintained | UNDSS reporting |
| **Output 4: Increased airport road security** | | | |
| 4.1 Airport road security | 201: NISA airport security apparatus in place | 2015: NISA security apparatus on airport road maintained <br><br> 2016: NISA security apparatus on airport road maintained | UNDSS reporting |

# UN Women MONITORING FRAMEWORK

| Indicators | Baseline | Milestones | MoV (and Frequency) |
|---|---|---|---|
| **Ouput 1: Side event organized at the High Level Partnership Forum in Istanbul in February 2015 with the view to ensuring donor commitments to UNSCR1325 on Women, Peace and Security and its subsequent resolutions** | | | |
| 1.1 Level of commitment of donors and Somali government to WPS in side event report | N/A | 2016: Side event organized; commitments reflected in side event report | HLPF report/communique; side event report |
| **Output 2: Strategic monitoring and results framework established at PSG, MPTF and country level output level on WPS** | | | |
| 2.1 Availability of M&ER support staff engaged in support to PSG and MPTF M&E | N/A | 2016: one staff in place | UN Women narrative report (quarterly) |
| 2.2 WPS elements reflected in SPG and MPTF M&E framework | N/A for PSG; Gender indicators in draft UN MPTF M&E framework | 2016: indicators in PSG and UN MPTF M&E framework developed and reported | MPTF reporting (quarterly); ACU reporting |

| Indicators | Baseline | Milestones | MoV (and Frequency) |
|---|---|---|---|
| **Output 3: Establishment of a national platform for coordination on WPS supported** | | | |
| 3.1 Availability of an operational platform | Availability of an operational platform | 2016: One platform operational and addressing WPS | UN Women reporting (quarterly) |
| **Output 4: Support to the establishment of data collection and analytical capacity on gender issues within the Somali government institutions, resulting in the issuing of the State of the Somali Women and Men Report.** | | | |
| 4.1 Availability of State of Somali Women and Men Report | N/A | 2016: One flagship report issued by a relevant Somali institution | UN Women report (quarterly) |

**Output 5:** *Revision of existing analytical work on the political economy of access to justice to include gender equality considerations and perspectives.*

| 5.1 | Availability of report | N/A | 2016: one report disseminated on the political economy of women's access to justice | UN Women report (quarterly) |

**Annex 2a: Work Plan and Budget: N/A**

**Annex 2b: Budget by Participating UN Organization, using UNDG Budget Categories**

| CATEGORIES | SOMALIA UN MPTF PROJECT BUDGET* | | | |
|---|---|---|---|---|
| | UNDP - RCO | UNDP – DSS projects | UNOPS - RMU | UN Women |
| 1. Staff and other personnel costs | 250,000 | | 1,008,009 | 150,000 |
| 2. Supplies, Commodities, Materials | 10,000 | | 5,220 | |
| 3. Equipment, Vehicles and Furniture including Depreciation | | | 5,000 | 30,000 |
| 4. Contractual Services | 40,000 | | | 330,000 |
| 5. Travel | 50,000 | | 80,800 | 15,000 |
| 6. Transfers and Grants to Counterparts: | | 3,961,800 | | |
| 7. General Operating and Other Direct Costs: Rent/security, etc. | 19,158 | | 244,388 | 17,383 |
| Sub-Total Project Costs | 369,158 | 4,020,000 | 1,343,417 | 542,383 |
| Indirect Support Costs ** | 25,841 | 281,400 | 94,039 | 37,966 |
| TOTAL | 395,000 | 4,301,400 | 1,437,456* | 580,350 |

*UNOPS RMU:               **USD 1,437,456**

Sources of funding:
1. Somalia UN MPTF          USD 1,049,934
2. Other sources of funding:
   • Bilateral                       USD 150,000
   • UNCT cost sharing        USD 117,522
   • SHF                             USD 120,000

* Budgets must adhere to the UNDG Harmonised Budget Categories as approved by the High Level Committee on Management (HLCM) and Chief Executives Board for Coordination (CEB).

**Indirect support cost should be in line with the rate of 7%, as specified in the Somalia UN MPTF TOR and MOU and SAA, Section II- Financial Matters.

# Annex 2c: Delineation of responsibilities-UNOPS UNDP for RMU Activities

The specific roles and responsibilities are defined below:

## A: Personnel

| | Activity | UNDP | UNOPS |
|---|---|---|---|
| **Recruitment and Selection** | Preparation of Terms of Reference (TOR) | x | |
| | Review and classification of Terms of Reference (TOR) | x | |
| | Define assignment, remuneration and duration | x | |
| | Advertisement and short listing of candidates | x | |
| | Interviews, selection | x | |
| | Approval of appointments | x | |
| | Submission of recruitment request to UNOPS | x | |
| **Contracting** | Processing of recruitment instructions as per partner request | | x |
| | Issuance of ICA documentation and other administrative actions | | x |
| **Travel** | Organization, where appropriate, of mission travel and provision of travel benefits/entitlements, payment of travel entitlements | | x |
| **Supervision** | Technical instructions and day-to-day management and supervision of personnel | x | |
| | Leave management and approval | x | |
| **Contract administration** | Contract administration, including administration of entitlements and benefits, in accordance with UNOPS regulations and rules | | x |
| | Processing payment, including remuneration, related allowances and other provisions | | x |
| | Transfer of payments to personnel individual bank accounts | | x |

| Category | Activity | | | |
|---|---|---|---|---|
| | Administration of applicable service-incurred injury, illness and death insurance and malicious act insurance, | | | X |
| | Administration of insurance (as applicable) | | | X |
| **Performance management** | Performance review/appraisal | | X | |
| | Promotion/reclassification of posts (as applicable) | | X | |
| | Decision on (non)renewal of contracts | | X | |
| **Separation** | Decision on termination of contracts | | X | |
| | Administration of separation entitlements | | | X |
| **Dispute resolution/claims** | Disputes or claims arising from or in connection with the work of the individual, including any disputes or claims from third parties | | X | |
| | Disciplinary review and actions | | X | |
| | Report to UNDSS of the personnel provided | | X | |
| | Evacuation management | | X | |
| **Security** | Ensure that personnel comply with all the applicable security requirements (UNOPS accepts no responsibility for any breach of security requirements by such personnel) | | X | |

## B: General and Financial Administration

| UNDP | UNOPS | Activity |
|---|---|---|
| X | | Availability of funds |
| X | | Preparation of activity work plan |
| X | | Certification of attendance records |
| X | | Provision of non-expendable equipment |
| X | | Provision of expendable equipment |

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