![OCHA logo - Coordination Saves Lives]	Project Proposal

Requesting Organization :	Agency for Technical Cooperation and Development
Allocation Type :	Reserve 2016

Primary Cluster	Sub Cluster	Percentage
Enabling Programmes		100.00
		100

Project Title :	Provision of essential security cooperation and information services by International NGO Safety Organization (INSO) to humanitarian aid organisations in Somalia
Allocation Type Category :	

OPS Details

Project Code :		**Fund Project Code :**	SOM-16/3485/R/EP/INGO/4128
Cluster :		**Project Budget in US$:**	300,000.00
Planned project duration :	3 months	**Priority:**	
Planned Start Date :	21/12/2016	**Planned End Date :**	20/03/2017
Actual Start Date:	21/12/2016	**Actual End Date:**	20/03/2017

Project Summary :	INSO Somalia -- formerly known as the NGO Safety Program (NSP) -- was established in 2004 to support NGOs operating in Somalia in terms of staff safety. In this complex context, NGOs face strong challenges related to access and security, including: a lack of understanding of the context; difficulty to access and to verify information; a lack of information sharing; a lack of security coordination and harmonized security practices; poor security awareness of staff; and a lack of training opportunities.

In response to, and following the guidance of a Steering Committee (which is composed by 6 INGOs and 2 LNGOs), the project focuses in three axes of support: [1] the provision of adequate information and analysis on the Somalia context, [2] capacity building of the NGOs security management skills, and [3] support in the response to critical and non-critical security incidents. These three areas have constituted the pillars of the Program activity since its inception, alongside with the support on SPU management, which due to the evolution of the SPU program is now embedded within axes 1 and 3.

Through INSO's own network of Field Officers, NGO reports, collaboration with other security actors and media follow up, INSO collects, verifies, compiles and analyses security incidents. Besides, since 2010, the project has developed a database of almost 28,000 incidents that constitutes a unique tool for data analysis. The INSO Training Team runs training programs which targets both individual safety and management of the organization's security. Finally, INSO field teams help NGOs on the ground to deal with daily security incidents, such as arrests, accidents and threats, while the INSO senior management team can provide support to critical incidents such as kidnappings, abductions and medical evacuations. The extent of INSO involvement is determined by the NGO who requests our services.

SHF will be the only source of funds (for the expenses that are eligible for SHF grant) for the 3-months period that SHF will support, helping to cover a temporary funding gap. However, the program has been running since 2004 and will continue after these 3 months, indefinitely, with the support of other donors. This SHF grant barely covers 15% of the program's total annual costs.

Due to the peculiar mandate and mission of INSO, its Nairobi office has a dual role, both as coordination hub and implementer of core INSO activities (such as verbal briefings and production or maps and reports). Likewise, senior management (including the Country Director) are highly involved in the direct delivery of our services: they are not just managers but also direct implementers in their role of advisors to other NGOs.

The project budget leans heavily in HR costs because the project's core product is knowledge. That's in essence what INSO's beneficiaries receive. When the main output of an organization is information, the organization core cost is HR – same as e.g. an online newspaper or a management consulting firm. |

Direct beneficiaries :

Men	Women	Boys	Girls	Total
7,500	2,500	0	0	10,000

Other Beneficiaries :

Beneficiary name	Men	Women	Boys	Girls	Total
Staff (own or partner staff, authorities)	7,500	2,500	0	0	10,000

Indirect Beneficiaries :

Catchment Population:

INSO provides services to 171 aid agencies in Somalia, with an estimated total of 10,000 staff (75% men).

Other people indirectly benefiting from INSO analytical products and advice are daily workers and third-party contractors who shall follow the instructions given by the NGOs based on INSO's guidance.

Link with allocation strategy :

With the proposed project, INSO will continue the much required services that are crucial to the operation of both INGOS and LNGOs in a challenging working environment such as Somalia. The project will also be implemented at a time when security updates and guidance is critical, during the election period.

Sub-Grants to Implementing Partners :

Partner Name	Partner Type	Budget in US$

Other funding secured for the same project (to date) :

Other Funding Source	Other Funding Amount

Organization focal point :

Name	Title	Email	Phone
Marcos Ferreiro	Country Director, INSO Somalia	director@som.ngosafety.org	+254 (0) 700.390.793
Valerie Ceylon	Country Director- ACTED Somalia	valerie.ceylon@acted.org	+254 722 116 728

BACKGROUND

1. Humanitarian context analysis

The political and security situation in South Central Somalia continues to be highly volatile. Somalia remains a major and complex humanitarian and political crisis, where humanitarian assistance is challenged to the limits. Since 1997, at least 198 aid workers have been killed in Somalia (sources: Humanitarian Outcomes and INSO database), including 17 just in 2015. Kidnappings for ransom, abductions and random arrests, carjacking, looting of aid or NGO premises and hand grenade attacks are some of the most common threats against aid agencies in this country. This year 2016, up to October 31st, NGOs have faced 61 security incidents, with 9 fatalities amongst their staff.

On top of this already challenging landscape, humanitarian space and access shrank to an unprecedented level from 2008 to 2012 with numerous attacks specifically targeting NGOs and UN agencies. Towards the end of 2009, NGO international staff presence in South Somalia was very limited, which explains the relative reduction in major security incidents affecting NGOs in the South since then. In 2010 and 2011, Al Shabaab (AS) increased and systematized its harassment of NGOs and UN aid agencies, blacklisting some on the grounds of religion or nationality, while attempting to control NGO operations to unprecedented levels (movement control, taxation). However, and since mid-2011 up to now, a coalition of anti-Al Shabaab (anti-AS) forces led by AMISOM, Kenyan and Ethiopian forces, took back the control of several key locations in South-Central Central from AS, most noticeably Mogadishu, Baidoa, Beletweyn and Kismayo among other cities. This has resulted in a fragile but real improvement in access, but also in increased risks for NGOs as fighting is ongoing. As a result, several NGOs have started to re-engage in those areas, but not without a high level of exposure.

The ongoing legislative the presidential elections add a new layer of risk to an already dangerous environment. The main towns are experiencing new peaks of violence, and NGO staffers risk becoming either targets by association or collateral damage.

2. Needs assessment

In addition to the difficulties described in the section above, new challenges have surfaced in the last two years for NGOs operating in Somalia. Following AMISOM military operations "Indian Ocean" (August/September 2014) and "Juba Corridor" (July/October 2015) and the unrolling of the new federal system, South Central Somalia has become more fragmented, with multiple front-lines, towns where nobody is any longer in charge, and unclear lines of command between local, regional and central administrations in those areas not controlled by AS. The security situation in the country has become more complex. The fragmentation and the loose control that armed groups exercise over them, are forcing NGOs to work in a context of great unpredictability and volatility, often in absence of valid interlocutors. This heightens the risk of responding to the demands of the local and international stakeholders, with growing political pressures to respond to allegedly accessible population. Politicization of aid by a multitude of actors has significantly increased the vulnerability of NGOs, who face the dilemma of scaling up their operations and widening their reach on the population, at the cost of being perceived as supporting some of the political stands in the country, and therefore assuming higher security risks for their staff.

In fact, since 2013, UN agencies have become an explicit military target for AS, who no longer perceives them as a neutral actor. The spectacular attack to the UN Common Compound in Mogadishu on June 2013, has been followed by several attacks to UN convoys in Mogadishu (February 2014, December 2014 and September 2015) as well as the SPBIED in Garowe (April 2014) that killed 4 UNICEF international staffers. The UN has not yet recovered the mobility it enjoyed before these incidents, which represented an eye opener to NGOs. While the NGO community has not yet been targeted by AS, this is probably due to their relatively insignificant weight within the overall system. However, the most recent events (AS infighting between pro-ISIS and pro-AQ; increasing hostility of AS against foreign aid agencies; AS losses of territory under AMISOM pressure; growing politicization of aid, with NGOs being increasingly co-opted by stabilization agendas...) are increasing the risk for NGOs of becoming political targets in the near future. While access maybe growing in some areas, the security constraints remain in force, and recommend a more than ever cautious study of the prevailing conflict. Several attacks happened during the year to humanitarian workers, as a reminder of this.

The lack of financial means, expertise and resources to implement proper security mitigation measures, was the reason for NSP being founded by NGOs back in 2004. This gap is still affecting most of the NGOs, and INSO intends to keep covering it in 2016. Turnover remains high for the NGOs, and capacity building remains a permanent need. A serious deterioration of the aid agencies security situation, which could be triggered e.g. by the strengthening of the pro-ISIS section of AS and/or by the political turbulences that are expected to come in the run-up of the 2016 presidential elections, would reinforce the need for INSO activities.

3. Description Of Beneficiaries

Beneficiaries of this action are non-governmental organisations (NGOs) that are operational in Somalia. They can be national or international NGOs. Additional conditions of access can be decided by the INSO Somalia Steering Committee (SC).

UNDSS and OCHA are granted automatic access to INSO Information and analysis services, as part of the Saving Lives together framework. Where it makes sense, other UN Humanitarian agencies can be added, after validation by the SC.

Donors funding INSO Somalia have also access to the full range of INSO services.

For the reports, we set no maximum limit – the only condition is that our reports must not be spread outside the organization nor quoted (in part or the whole) in their publications. For the trainings, the number of trainees per organization depends on the number of vacancies and the relevance of the training for the applicant.

SELECTION CRITERIA
There are three main criteria for the selection of beneficiaries: Tto be registered anywhere in the world as NGOs (or non-profit organisations), to be operational in Somalia and to observe the Red Cross, Red Crescent and NGOs Code of Conduct for Humanitarian Assistance.

Given the difficulties for registering in Somalia, INSO is somewhat more flexible with Somali NGOs, and involves Somali NGOs present in its Steering Committee for assessing the seriousness and adequacy of the requests received by these NGOs to be eligible as beneficiaries.

SNAPSHOT OF OUR BENEFICIARIES
As per the 1st October 2016, the number of aid agencies signed up in the distribution list is of 171: 124 International NGOs, 33 National NGOs, 6 UN agencies, 5 Red Cross/Red Crescent societies and 3 donors. We are in the expected range, as per the initial proposal. It is foreseen that this number will be stable, as already most International NGOs are registered with INSO Somalia, as well as the larger national NGOs.

In terms of number of individuals registered in the mailing list, the following breakdown prevails:
• INGOs: 683 staff
• LNGOs: 68 staff
• UN: 40 staff
• ICRC/IFRC: 26 staff
• INSO Donors: 23 staff

4. Grant Request Justification

INSO is the only organization present in Somalia providing free and tailored analysis & support to NGOs operating on the ground in terms of safety and security of their staff. INSO provides registered NGOs with a range of free services including real-time incident tracking, analytical reports, safety related data and mapping, crisis management support, staff orientations and training. INSO services help NGOs with their day-to-day risk management responsibilities and improve their overall situational awareness to support evidence-based humanitarian access decisions.

Contemporary armed conflict poses unprecedented challenges to humanitarian organisations in delivering aid to vulnerable populations. Whereas in the context of international armed conflicts aid workers are attributed formally recognised protection under international humanitarian law; today the changing nature of conflicts and the proliferation of non-state armed groups often mean that this assurance is no longer guaranteed. Across the globe, aid workers are subject to violent attacks with 2 - 4 deaths per week worldwide. While many NGOs take individual measures to mitigate the risks, coordinated action between agencies - seen by many as the more important requirement - has lagged behind with no common system at field level prior to 2011. INSO was designed to fill this gap and today provides the humanitarian sector with a globally standardised mechanism for establishing and operating such platforms wherever they are needed.

Humanitarian access is the ability of NGOs to reach populations in need as well as the ability of those populations to reach the aid and protection they need. It is a complex and ever changing dynamic involving a host of considerations and challenges. INSO works to support the first side of this equation - NGOs accessing populations in need - by improving situational awareness and enabling humanitarians to make more evidence-based access decisions. Of course, situational awareness alone does not create humanitarian access - and can do the opposite - but where NGOs are seeking to expand access high quality, relevant and up to date safety information has been shown to play a vital role in the process.

INSO has revolutionized the humanitarian safety coordination sector by introducing a robust and high quality field safety platform model that has been deployed in some of the world's most high-risk settings. The strong focus on humanitarian principles and exclusive NGO-only membership criteria have caused INSO to become generally accepted as a standard component of modern humanitarian response offering independent frontline reporting and coordination services that save lives, strengthen operational practice and enable humanitarian access.

5. Complementarity

INSO is an enabling project that helps NGOs to enhance their context awareness, improve the management of their staff safety, and ease access. In terms of context awareness and staff safety, INSO complements the work done by UNDSS for UN agencies, with a focus on the NGOs. In terms of access, it is the natural counterpart of OCHA, with the UN agency typically concentrating efforts on the broader context (the 'macro' level) and INSO putting its focus on the 'micro' level, supporting NGOs in coping with day-to-day challenges. Coordination with UNDSS and OCHA is a cornerstone of INSO action. On this regard, communication and information exchange with these two UN agencies takes place on a daily basis.

This 3-months project provides continuity to the services that INSO (and formerly NSP) has uninterruptedly provided to NGOs in Somalia since 2004, and allows to bridge the financial gap that INSO was facing for the end of 2016.

The continuity of activities in 2017 is, in the first part of the year, guaranteed by SDC and DFID funds. For the 2nd part of 2017, other donors (ECHO, BMZ) have already signaled interest in chipping in. INSO also expects to renew SHF funds in 2017, once it goes through the capacity assessment and becomes eligible.

LOGICAL FRAMEWORK

Overall project objective

To assist humanitarian aid organizations in fulfilling their own mandates through the provision of essential security cooperation and information services and the building of their safety capacities.

Enabling Programmes

Cluster objectives	Strategic Response Plan (SRP) objectives	Percentage of activities
Enable humanitarian activities and personnel with safety and security programmes in Somalia.	Somalia HRP 2016	100

Contribution to Cluster/Sector Objectives : The project shall provide dedicated safety and security services to NGOs working in Somalia, including information and analysis reports and briefings; aid workers safety training; and support to NGOs on crisis management, in order to improve their awareness and understanding of the working environment, as well as their security management practices and capacities.

Outcome 1

NGOs operating in Somalia have improved their understanding of the Somali security context and can base their decisions on relevant and timely security information and analysis.

Output 1.1

Description

Delivery of context reports and analytic maps to NGOs

Assumptions & Risks

• Assume: NGOs remain involved with the Steering Committee / Advisory Board
• Assume: The services and information provided will be translated by NGOs in to better security management practices.
• Assume: All stakeholders will continue to support NSP/INSO Somalia by providing information and participating.
• Assume: Underlying safety and security conditions are sufficient to allow operations. Local Authorities remains supportive of INSO presence and action.
• Risk: The court case affecting NSP/INSO Somalia Training team in Kenya does not conclude favorably to the organization.
• Risk: Failure of means of information delivery (SMS, e-mail etc)

Activities

Activity 1.1.1

Standard Activity : Not Selected

Preparation and issuance of the following products:

DAILY REPORTS.- The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors.

BI-WEEKLY REPORTS.-The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff & security advisors.

QUARTERLY REPORTS.- The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations.

ANNUAL REPORT.- The annual report gathers long-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO decision-makers to enhance the analysis for longer term security measures and support strategic planning.

ADVISORIES AND FLASH REPORTS.- Specific advisories and flash reports will continue to be issued when events require through the most relevant means of communication: emails, sms, phone, etc, aimed to reach the field staff and security managers as quickly as possible.

AREA BRIEFS.- Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs.

MAPS.- INSO has developed a highly valued portfolio of geographic maps, covering most of the regions of Somalia, a country with a serious lack of reliable and updated cartography. NSP/INSO Somalia maps have proved useful to NGOs and other humanitarian actors in their work. Moreover, INSO regularly produces the Access Map, in collaboration with OCHA Somalia, collecting humanitarian access coefficients for different districts and towns. Last but not least, the Areas of Influence Map has become a reference for the aid community in Somalia. It is as well updated regularly, according to context changes.

Indicators

			End cycle beneficiaries				End cycle
Code	**Cluster**	**Indicator**	**Men**	**Women**	**Boys**	**Girls**	**Target**
Indicator 1.1.1	Enabling Programmes	Average grade (from 1=poor to 10=excellent) given by the NGOs in the Annual Satisfaction Survey to the INSO dailies, quarterlies, annual reports, flash reports and advisories.					7

Means of Verification : Annual Satisfaction Survey

| Indicator 1.1.2 | Enabling Programmes | None | | | | | 0 |

Means of Verification :

Output 1.2

Description

NGOs receive safety briefings and advice

Assumptions & Risks

• Assume: NGOs remain involved with the Steering Committee / Advisory Board
• Assume: The services and information provided will be translated by NGOs in to better security management practices.
• Assume: All stakeholders will continue to support NSP/INSO Somalia by providing information and participating.
• Assume: Underlying safety and security conditions are sufficient to allow operations. Local Authorities remains supportive of INSO presence and action.
• Risk: The court case affecting NSP/INSO Somalia Training team in Kenya does not conclude favorably to the organization.
• Risk: Failure of means of information delivery (SMS, e-mail etc)

Activities

Activity 1.2.1

Standard Activity : Not Selected

INSO plans to hold biweekly briefings in Nairobi, Mogadishu and Garowe, as well as monthly briefings in Hargeisa, where the security-related incidents of the previous weeks are analyzed and shared with NGOs, with special focus on incidents involving (or with the potential to affect) the aid community.

These briefings are crucial in order to maintain a good level of cohesion between NGOs and INSO, as well as to exchange formal and informal security information. INSO will ensure active participation in most NGO fora and actively liaise with NGOs on an individual basis.

Indicators

			End cycle beneficiaries				End cycle
Code	**Cluster**	**Indicator**	**Men**	**Women**	**Boys**	**Girls**	**Target**
Indicator 1.2.1	Enabling Programmes	Number of coordination meetings held or facilitated					21

Means of Verification : Attendance sheets for INSO biweekly and monthly briefings

Output 1.3

Description

Incident Tracking

Assumptions & Risks

• Assume: NGOs remain involved with the Steering Committee / Advisory Board
• Assume: The services and information provided will be translated by NGOs in to better security management practices.
• Assume: All stakeholders will continue to support NSP/INSO Somalia by providing information and participating.
• Assume: Underlying safety and security conditions are sufficient to allow operations. Local Authorities remains supportive of INSO presence and action.
• Risk: The court case affecting NSP/INSO Somalia Training team in Kenya does not conclude favorably to the organization.
• Risk: Failure of means of information delivery (SMS, e-mail etc)

Activities

Activity 1.3.1

Standard Activity : Not Selected

Record each and every security-related incident taking place in Somalia during the project's period on INSO Incident Database.

INSO Somalia's database of security incidents provides a powerful tool for analysis and institutional memory. Currently with almost 28,000 incidents registered, INSO Somalia will continue to develop and enhance this database. We will also use this database as the source to produce detailed security statistics which can be used for reports, briefings security risk assessment etc. INSO will ensure NGOs are aware of this tool, which can be used on demand to extract reports related to humanitarian programs (child protection, NGO access etc...)

Indicators

			End cycle beneficiaries				End cycle
Code	**Cluster**	**Indicator**	**Men**	**Women**	**Boys**	**Girls**	**Target**
Indicator 1.3.1	Enabling Programmes	Number of incidents recorded by INSO in the Somalia incident database					1,000

Means of Verification : INSO Somalia incident database

Indicator 1.3.2	Enabling Programmes	None					0

Means of Verification :

Outcome 2

NGOs operating in Somalia have built up their capacity in terms of security knowledge and practices.

Output 2.1

Description

NGOs receive individual safety training for their staff

Assumptions & Risks

• Assume: NGOs remain involved with the Steering Committee / Advisory Board
• Assume: The services and information provided will be translated by NGOs in to better security management practices.
• Assume: All stakeholders will continue to support NSP/INSO Somalia by providing information and participating.
• Assume: Underlying safety and security conditions are sufficient to allow operations. Local Authorities remains supportive of INSO presence and action.
• Risk: The court case affecting NSP/INSO Somalia Training team in Kenya does not conclude favorably to the organization.
• Risk: Failure of means of information delivery (SMS, e-mail etc)

Activities

Activity 2.1.1

Standard Activity : Not Selected

The Hostile Environment Individual Safety Training (HEIST) is a 4-day training, focusing on personal security of NGO workers. The training is specific to Somalia, successful and highly in demand by NGOs.

The Country Directors' Security Management training (CD) is another highly successful course that focuses on senior managers who are responsible for the security of their staff. In 2016 INSO added to the CD training a 3rd day fully dedicated to Crisis Management, which was extremely well accepted by our beneficiaries.

Since 2015 INSO has gone through some legal difficulties with the Kenyan Government that has hindered the normal development of the HEIST. It is expected that INSO training team will be fully operational by the end of the year. Meanwhile, INSO will run two (2) Basic Individual Safety Trainings (BIST) in Garowe in December 2016. INSO shall count with external support for these 2 trainings, either contracting-in some external consultants who shall take in charge part of the implementation and organizational tasks, or contracting-out the whole package to another organization. A tender is currently ongoing and the decision whether to contract-in or out shall be made in the coming weeks, depending on the quality of the bids.

In addition, one (1) HEIST is expected to be done in February in Hargeisa (contingent on the positive end of the ongoing legal process), as well as one (1) Country Directors' Security Management / Crisis Management training in Nairobi. These two courses are run by INSO staff with the reinforcement of external consultants and role players.

Indicators

			End cycle beneficiaries				End cycle
Code	**Cluster**	**Indicator**	**Men**	**Women**	**Boys**	**Girls**	**Target**
Indicator 2.1.1	Enabling Programmes	Number of communities or partners who have participated in emergency preparedness or and contingency planning trainings					80

Means of Verification : Training attendance sheets

Indicator 2.1.2	Enabling Programmes	Number of individual safety trainings held					4

Means of Verification : Training records

Outcome 3

NGOs operating in Somalia are supported, on request, in terms of incident and crisis management.

Output 3.1

Description

NGOs are able to manage security incidents and crises with INSO support

Assumptions & Risks

• Assume: NGOs remain involved with the Steering Committee / Advisory Board
• Assume: The services and information provided will be translated by NGOs in to better security management practices.
• Assume: All stakeholders will continue to support NSP/INSO Somalia by providing information and participating.
• Assume: Underlying safety and security conditions are sufficient to allow operations. Local Authorities remains supportive of INSO presence and action.
• Risk: The court case affecting NSP/INSO Somalia Training team in Kenya does not conclude favorably to the organization.
• Risk: Failure of means of information delivery (SMS, e-mail etc)

Activities

Activity 3.1.1

Standard Activity : Not Selected

Support to NGOs to crisis and incident management, upon request. INSO staff will be available to provide individual agencies staff with a tailored advice, support and liaison in emergencies. The provision of the service takes priority over other services. NSP crisis response consists of advisory, liaison and referral services provided by INSO regional teams with support from the head office. The most common types of situations include data gathering, information analysis and advise on decision-making in cases of abduction, liaison with armed and power actors on behalf of the NGO, liaison with other stakeholders in cases that require medical evacuations and provision of stress counseling; and liaison with specialized agencies involved in coordination of humanitarian diplomacy and international humanitarian law to address breaches against the humanitarian law/principles - such as armed intrusions to NGO health clinics. The service may include coordination for relocation of NGO staff under duress and in extremis support.

Indicators

			End cycle beneficiaries				End cycle
Code	**Cluster**	**Indicator**	**Men**	**Women**	**Boys**	**Girls**	**Target**
Indicator 3.1.1	Enabling Programmes	None					0

Means of Verification :

Indicator 3.1.2	Enabling Programmes	Average grade given by the NGOs in the Annual Satisfaction Survey to the INSO support provided to crisis management in severe and critical incidents (i.e., security incidents that are potentially life-threatening)					7

Means of Verification : Annual Satisfaction Survey

Additional Targets :

M & R

Monitoring & Reporting plan

Internally, the service outputs are consistently monitored by the INSO Somalia Country Director to ensure they are compliant with the approved Scope of Services and internal operational standards. Furthermore, the INSO Section Director (at international level) monitors the activities of the Country Director to ensure compliance with global standards and job requirements with regards to performance objectives and cooperation with the external Board.

Externally, the Steering Committee plays a routine monitoring and oversight role meeting periodically with the INSO director to insure that the action is fulfilling its mandate and that services are being delivered as designed and intended. Any significant deviation from the Scope of Services would be quickly identified, and rectified, by the Board. Donors to the action participate in Board meetings and so are directly represented in action design and monitoring.

In addition, INSO carries out an annual satisfaction survey that is sent to all its beneficiaries. This survey is instrumental for INSO to get direct feedback from the NGOs we serve, and to fine-tune our activities accordingly. Finally, in all our trainings the trainees fill in feedback sheets, as well as pre-course and post-course tests that allow INSO to measure the learnings.

Workplan

Activitydescription	Year	1	2	3	4	5	6	7	8	9	10	11	12
Activity 1.1.1: Preparation and issuance of the following products:	2016												X
DAILY REPORTS.- The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors. BI-WEEKLY REPORTS.-The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff & security advisors. QUARTERLY REPORTS.- The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations. ANNUAL REPORT.- The annual report gathers long-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO decision-makers to enhance the analysis for longer term security measures and support strategic planning. ADVISORIES AND FLASH REPORTS.- Specific advisories and flash reports will continue to be issued when events require through the most relevant means of communication: emails, sms, phone, etc, aimed to reach the field staff and security managers as quickly as possible. AREA BRIEFS.- Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs. MAPS.- INSO has developed a highly valued portfolio of geographic maps, covering most of the regions of Somalia, a country with a serious lack of reliable and updated cartography. NSP/INSO Somalia maps have proved useful to NGOs and other humanitarian actors in their work. Moreover, INSO regularly produces the Access Map, in collaboration with OCHA Somalia, collecting humanitarian access coefficients for different districts and towns. Last but not least, the Areas of Influence Map has become a reference for the aid community in Somalia. It is as well updated regularly, according to context changes.	2017	X	X										
Activity 1.2.1: INSO plans to hold biweekly briefings in Nairobi, Mogadishu and Garowe, as well as monthly briefings in Hargeisa, where the security-related incidents of the previous weeks are analyzed and shared with NGOs, with special focus on incidents involving (or with the potential to affect) the aid community. These briefings are crucial in order to maintain a good level of cohesion between NGOs and INSO, as well as to exchange formal and informal security information. INSO will ensure active participation in most NGO fora and actively liaise with NGOs on an individual basis.	2016												X
	2017	X	X										
Activity 1.3.1: Record each and every security-related incident taking place in Somalia during the project's period on INSO Incident Database. INSO Somalia's database of security incidents provides a powerful tool for analysis and institutional memory. Currently with almost 28,000 incidents registered, INSO Somalia will continue to develop and enhance this database. We will also use this database as the source to produce detailed security statistics which can be used for reports, briefings security risk assessment etc. INSO will ensure NGOs are aware of this tool, which can be used on demand to extract reports related to humanitarian programs (child protection, NGO access etc...)	2016												X
	2017	X	X										

Activity 2.1.1: The Hostile Environment Individual Safety Training (HEIST) is a 4-day training, focusing on personal security of NGO workers. The training is specific to Somalia, successful and highly in demand by NGOs.	2016												X

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	2016												X
	2017	X	X										

The Country Directors' Security Management training (CD) is another highly successful course that focuses on senior managers who are responsible for the security of their staff. In 2016 INSO added to the CD training a 3rd day fully dedicated to Crisis Management, which was extremely well accepted by our beneficiaries.

Since 2015 INSO has gone through some legal difficulties with the Kenyan Government that has hindered the normal development of the HEIST. It is expected that INSO training team will be fully operational by the end of the year. Meanwhile, INSO will run two (2) Basic Individual Safety Trainings (BIST) in Garowe in December 2016. INSO shall count with external support for these 2 trainings, either contracting-in some external consultants who shall take in charge part of the implementation and organizational tasks, or contracting-out the whole package to another organization. A tender is currently ongoing and the decision whether to contract-in or out shall be made in the coming weeks, depending on the quality of the bids.

In addition, one (1) HEIST is expected to be done in February in Hargeisa (contingent on the positive end of the ongoing legal process), as well as one (1) Country Directors' Security Management / Crisis Management training in Nairobi. These two courses are run by INSO staff with the reinforcement of external consultants and role players.

Activity 3.1.1	2016												X
	2017	X	X										

Activity 3.1.1: Support to NGOs to crisis and incident management, upon request. INSO staff will be available to provide individual agencies staff with a tailored advice, support and liaison in emergencies. The provision of the service takes priority over other services. NSP crisis response consists of advisory, liaison and referral services provided by INSO regional teams with support from the head office. The most common types of situations include data gathering, information analysis and advise on decision-making in cases of abduction, liaison with armed and power actors on behalf of the NGO, liaison with other stakeholders in cases that require medical evacuations and provision of stress counseling; and liaison with specialized agencies involved in coordination of humanitarian diplomacy and international humanitarian law to address breaches against the humanitarian law/principles - such as armed intrusions to NGO health clinics. The service may include coordination for relocation of NGO staff under duress and in extremis support.

OTHER INFO

Accountability to Affected Populations

Any co-operation mechanism is only as good as the participation it enjoys from its members, which is why all INSO platforms are started and monitored by the humanitarian communities they serve through a voluntary Advisory Board (which for INSO Somalia is called 'Steering Committee' since the times of NSP, and is composed by 6 INGOs and 2 LNGOs). Each Advisory Board represents the NGO community towards INSO in that country and holds concrete powers to set the services and monitor INSO's performance in delivering them. This simple yet highly effective mechanism guarantees transparency, participation and accountability even as the context changes.

In addition, INSO carries out an annual satisfaction survey that is sent to all its beneficiaries. This survey is instrumental for INSO to get direct feedback from the NGOs we serve, and to fine-tune our activities accordingly. Finally, in all our trainings the trainees fill in feedback sheets, as well as pre-course and post-course tests that allow INSO to measure the learnings.

Internally, INSO ensures the confidential management of information and registration processes and provides a comprehensive internal policy environment that guarantees accountability and protects against risk.

Implementation Plan

At country level, INSO Somalia organizes itself around the Area Offices in Somalia, where Area Managers coordinate a team of Field Officers who cover the main locations in the region. These Field Officers network with the NGOs that operate in the area, are known by the authorities and use their personal contacts to get reliable information on all what could affect to the NGOs security. Their task is very sensitive, based in the respect & trust they gain in their day-to-day interaction with the stakeholders in their locations. An effort of triangulation and verification of the information is systematically carried out, both at field and capital level. This triangulation is done by tapping on the different sources that Field Officers and Area Managers keep on the ground: family & clan networks, local and international NGOs, local authorities and key informers that have been identified in previous missions, and whose relationship is carefully maintained through regular contacts. This is then complemented by the follow-up of local and international media (websites, radio stations, TVs) as well as, at higher level, by the exchange of information with key stakeholders from other NGOs and UN agencies, donors and embassies.

The work of the Area Offices is reinforced in Nairobi through the Research & Analysis Unit, which provides critical support in the analysis of the data gathered and the issuance of NSP information & analysis products. The training team, additionally, develops an ambitious program that is highly demanded by the NGOs. An experienced training manager leads a team that includes a training officer and a training assistant, as well as a number of external consultants and temporary workers who help in the implementation of the courses. The Support department offers administrative, logistics support and financial control to the whole program. The Country Director coordinates the whole team, represents the program in diverse forums and ensures the different activities conform to the Steering Committee defined strategy.

At HQ Level, the country office as whole is managed and overseen (on a pro-rata basis) by the INSO Operational Support Office (OSO) in the UAE. All OSO allocations are made against authorized time-sheets and comprise only those activities that would not have arisen in the absence of the project: The Section Director ('Program Unit') provides direct management and supervision to the Director in regards to project implementation, compliance and quality control and offers training and mentoring. The Finance Manager ('Operational & Technical Unit') provides direct supervision and management to the Country Administration Managers back-stopping all accounting transactions and audit records. The Human Resources Manager is the primary focal point for all project recruitment posting vacancies, screening applicants for Directors, conducting primary interviews and managing on-boarding for all direct project employees. The GIS/Data Manager provides direct daily technical support to all project staff in IT and network related issues as well as dedicated oversight & management of project GIS and mapping activities. Finally, in-country field monitoring missions of senior INSO staff – The Executive Director & Finance Director – take place to review country strategy, development and compliance ('Field Monitoring').

N.B. INSO does direct management for all its activities: INSO senior managers have access to all the sites where the local/national staff are deployed, services are provided and/or economic transactions are done. INSO uses neither remote management nor local implementing partners to carry out its operations.

Coordination with other Organizations in project area

Name of the organization	Areas/activities of collaboration and rationale
NGOs (124 International NGOs, 33 National NGOs registered with INSO)	The Steering Committee will be the natural space to ensure coordination with NGOs on a structural and governance level. Through the set meetings contained within the scope of services, INSO directly will interfaces with our main beneficiaries at both Nairobi and field levels. Additionally, the various bi-lateral meetings attended by INSO staff and its open door policy guarantees that there is a constant access to and dialog between our main stakeholders and INSO.
Somalia NGO Consortium	INSO has a long tradition of excellent coordination with the NGO Consortium. Actually, natural strong synergies have developed between the two coordination bodies.
UN	INSO maintains a close working relationship with all members of the UN family, and in particular with UNDSS and OCHA which are granted automatic access to INSO reports through the Saving Life together framework, as well as with UNDP, who is responsible for the payment of SPUs (though the latter is expected to change to UNOPs in 2016).
Diplomatic Community	Through various bi-lateral meetings, as long as there is clear added value for NGOs (crisis support verification of information etc...), and in respect of humanitarian principles (neutrality)
Humanitarian donors	Donors funding INSO have access to the full scope of our services, In any case, INSO maintain close relationship with all humanitarian donors, as key actors that can influence NGO security at a structural level (proposal, mandatory guidelines...)
Local Authorities	As of 1st October 2016, INSO is duly registered in Somalia (Federal Government), Somaliland and Puntland. INSO Somalia maintains a close relationship with a variety of authorities in Somalia as a core function. This relationship, however, comes with a clear caveat that under no circumstances can the relationship compromise the humanitarian principles of Independence, Neutrality or Impartiality. Within the Somali context this is critical given the number of authorities who range from those with formal recognition but no real authority, to those with no recognition but de facto control over large parts of the country.

Environment Marker Of The Project

N/A: Not applicable, only used for a small number of services

Gender Marker Of The Project

4- Not applicable - Only used for very small number of projects, such as "support services"

Justify Chosen Gender Marker Code

INSO beneficiaries are organizations, not individuals. While INSO has no control on the gender & age of the aid workers working for the NGOs that benefit from our services, the fact is that gender issues are however gaining relevance in our courses and briefings. Indeed, in both cases we do provide gender-specific advise in our threat & vulnerabilities analyses, as well as in the potential mitigation measures -- e.g. regarding sexual and gender-based violence, cultural fits, coping and SGBV mitigation mechanisms specific for women in case of abduction; etc.

Protection Mainstreaming

While the direct beneficiaries of INSO services are the aid workers, by improving their safety and understanding of the local context INSO also enhances equal and impartial access to the people in need by the NGOs who benefit from our services, and mitigates the risk of these organizations doing unintended harm during the implementation of their programs.

Country Specific Information

Safety and Security

Despite some significant but fragile improvements in the general security situation, Somalia remains one of most dangerous countries in the world for aid workers, who remain vulnerable to criminal, political and social violence. The descending lines of armed clashes, assassinations and IED attacks seen in the second half of 2015 all marked an upturn from early 2016 onwards. Al Shabaab (AS) seems to increasingly prefer high-impact `complex attacks' on AMISOM bases or civilian targets to small-scale military engagements such as skirmishes, ambushes and hit-and-run attacks. In terms of casualties, this new strategy may be just as deadly.

The 1st semester of 2016 saw the appearance of the first operations claimed by the Islamic State (IS) group in Somalia. The operations they claimed were quite minor and in most cases not confirmed by any other source, so it appears most claims of IS activities are spurious. There is also no evidence of links to the IS group in Puntland, which is growing in strength, but which has not yet claimed any attacks.

The safety of Aid Workers
While the security situation has, in general terms, somewhat improved for the population with regards to previous years, we cannot say the same in terms of aid workers' security. The PBIED attack against UNICEF in Garowe in April 2015 confirms that all UN agencies are perceived as a legitimate target. While NGOs have not yet being directly targeted, their steady leaning towards stabilization agendas compounded with AS growing radicalization is widening the breach between both. This is translated onto increased hostility from AS towards the NGO community, as reflected by the case of the arrest of 3 INGO staffers in Bardera and the implicit threat of AS Emir to NGOs in his Eid message. In addition, AS recent fragmentation between pro-Al Qaeda and pro-ISIS groups and a expected rise of clan-based conflict on the run-up of 2016 presidential elections increase the risk of politically motivated attacks against aid workers in 2016.

In the first six months of 2016, 46 incidents took place affecting aid organizations, leading to a total of 4 fatalities and 5 injuries, all of them but one sustained by national staff. One kidnapping for ransom was reported of three Somali aid workers. They were released the next day after paying hefty `fines', and `only' 4 aid workers were abducted by AS, all of them being released shortly afterwards. There were also cases of unlawful detention of NGO staff by local authorities, which were resolved peacefully. These figures are in line with those of the last years. The most dangerous for INGOs have become the complex attacks by AS on hotels and restaurants frequented by government officials, diaspora and internationals.

In addition, in the first half of 2016 the safety of air travel in Somalia was brought into question, after the bombing of the Daallo airlines flight from Mogadishu to Djibouti and the laptop IED that exploded at the entrance to Beled Weyne airport. These incidents confirmed that only UN and EU flights and international airlines such as Turkish Airlines and Ethiopian are safe enough to travel in Somalia. As the latter only fly to Hargeisa and Mogadishu, it has greatly reduced the options for humanitarian air travel in Somalia.

Given the sensitivity of INSO's operations, which are often misperceived as intelligence gathering, the fragmentation of the armed actors and proliferation of new political entities might increase risk for NSP/INSO Somalia staff. While the "old" authorities and power actors are somewhat familiar with our presence, new players might perceive us a threat to their operations or even to their mere existence. An extra effort will be required to reach these new stake-holders, when feasible.

Access

90% of the territory in South Central Somalia remains no-go zones for international aid workers. This corresponds to AS controlled territories – which are most of the rural areas of South Central Somalia --, where the presence of international actors are not welcomed. On this regard, there are no significant changes since 2013 beyond a few district capitals and towns shifting hands.

In addition, some pockets of Puntland and Somaliland (accounting for less than 15% of their territory) present highly restricted access due to security and/or administrative constraints (e.g. the Galgala mountains, Buuhoodle and the so-called 'contested territories' on the Somaliland/Puntland border).

Furthermore, in terms of access, the administrative pressure on the aid community by Somali authorities - at both the federal and the state level - is increasing. National and local authorities try to increase their influence over such key areas as providing protection, monitoring recruitments, contractors or the delivery of aid.

As of today, INSO has permanent staff presence in South Central Somalia (Mogadishu, Kismayo, Baidoa, Beled weyne, Jowhar, Afgoye/Marka), Puntland (Galkacyo, Garowe, Bosaso) and Somaliland (Hargeisa, Burco, Cerigaabo). INSO senior managers – including the international members – have access to all these locations, with the sole exception of Marka, currently under the influence of AS. Recent clan clashes in this location prompted INSO's Lower Shabelle field officer to relocate to Afgooye, from where he is currently operating.

BUDGET

Code	Budget Line Description	D / S	Quantity	Unit cost	Duration Recurrance	% charged to CHF	Total Cost
Staff and Other Personnel Costs							
1.1	INSO Country Director	D	1	6,123.33	3	100.00	18,369.99

	Country Director is based in Nairobi and is in charge of supervision of the whole programme providing leadership and strategic direction at a monthly rate of $ 6'123.33. He is 100% dedicated to this project. *This budget line is purely the net salary. Personnel costs other than salaries (insurance, taxes, severance & liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources. All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia. For the 3-months period covered by this grant (Dec.2016-Feb.2017), SHF will be the only source of funds for their salaries and the other project's expenses that are eligible for SHF funding. For the rest of 2016/2017, other donors are contributing, and this SHF grant will cover merely 12.5% of the costs of the salaries in this two-year period.*						
1.2	INSO Deputy Director, head of Research	D	1	5,485.33	3	100.00	16,455.99
	The Deputy Director / Head of Research is in charge of the production of analytic reports at a monthly rate of $5'485.53, He is 100% dedicated to this project, and based in Hargeisa. *This budget line is purely the net salary. Personnel costs other than salaries (insurance, taxes, severance & liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources.* *All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia. For the 3-months period covered by this grant (Dec.2016-Feb.2017), SHF will be the only source of funds for their salaries and the other project's expenses that are eligible for SHF funding. For the rest of 2016/2017, other donors are contributing, and this SHF grant will cover merely 12.5% of the costs of the salaries in this two-year period.*						
1.3	INSO Area Managers (Puntland and South Central)	D	2	5,558.67	3	100.00	33,352.02
	The Area Managers of Puntland(1) and South Central (1) are based in the field offices of Garowe and Mogadishu respectively, in charge of managing and coordinating of specific regions at a monthly rate of $5,558.67,They are 100% dedicated to this project. Due to the sensitivities of the post and nuances of the local context, these positions must be filled in by expatriates, amongst other things to reinforce the perception of INSO as a neutral actor. This is not the case on Somaliland, where due to greater context stability the position can be filled in locally (as is the case). *This budget line is purely the net salary. Personnel costs other than salaries (insurance, taxes, severance & liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources.* *All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia. For the 3-months period covered by this grant (Dec.2016-Feb.2017), SHF will be the only source of funds for their salaries and the other project's expenses that are eligible for SHF funding. For the rest of 2016/2017, other donors are contributing, and this SHF grant will cover merely 12.5% of the costs of the salaries in this two-year period.*						
1.4	INSO Training Manager	D	1	5,892.33	3	100.00	17,676.99
	The Training Manager is in charge of capacity building for other NGOs at a monthly rate of $5,892.33. He is 100% dedicated to this project. Based in Nairobi in 2016, he will relocate to Hargeisa in 2017. *This budget line is purely the net salary. Personnel costs other than salaries (insurance, taxes, severance & liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources.* *All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia. For the 3-months period covered by this grant (Dec.2016-Feb.2017), SHF will be the only source of funds for their salaries and the other project's expenses that are eligible for SHF funding. For the rest of 2016/2017, other donors are contributing, and this SHF grant will cover merely 12.5% of the costs of the salaries in this two-year period.*						
1.5	INSO Area Manager (Somaliland)	D	1	4,656.00	3	100.00	13,968.00
	The Area Manager of Somaliland (1) is based in the field office of Hargeisa, in charge of managing and coordinating of specific regions at a monthly rate of $4,656. He is 100% dedicated to this project. As opposed to Puntland and South Central Somalia, due to the stability of Somaliland context the position can be filled in locally (as is the case). *This budget line is purely the net salary. Personnel costs other than salaries (insurance, taxes, severance & liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources.* *All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia. For the 3-months period covered by this grant (Dec.2016-Feb.2017), SHF will be the only source of funds for their salaries and the other project's expenses that are eligible for SHF funding. For the rest of 2016/2017, other donors are contributing, and this SHF grant will cover merely 12.5% of the costs of the salaries in this two-year period.*						
1.6	INSO information officer	D	1	1,044.20	3	100.00	3,132.60
	The Information Officer is in charge of management of the INSO Somalia information databases and mailing list at a monthly rate of $1,044.20. She is 100% dedicated to this project. She is based in Nairobi. *This budget line is purely the net salary. Personnel costs other than salaries (insurance, taxes, severance & liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources.* *All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia. For the 3-months period covered by this grant (Dec.2016-Feb.2017), SHF will be the only source of funds for their salaries and the other project's expenses that are eligible for SHF funding. For the rest of 2016/2017, other donors are contributing, and this SHF grant will cover merely 12.5% of the costs of the salaries in this two-year period.* *er merely 12.5% of the costs of the salaries in this two-year period.*						
1.7	INSO Analysts (Safety Advisors)	D	3	2,123.06	3	88.67	16,942.66
	The Analysts (2 in December, with a 3rd one joining in January) are in charge of information analysis and reporting at a monthly rate of $2,123.06. They are 88.67% dedicated to this project. 2 are Nairobi-based and one Hargeisa-based. *This budget line is purely the net salary. Personnel costs other than salaries (insurance, taxes, severance & liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources.* *All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia. For the 3-months period covered by this grant (Dec.2016-Feb.2017), SHF will be the only source of funds for their salaries and the other project's expenses that are eligible for SHF funding. For the rest of 2016/2017, other donors are contributing, and this SHF grant will cover merely 12.5% of the costs of the salaries in this two-year period.*						
1.8	INSO Field monitors (12)	D	12	1,477.41	3	100.00	53,186.76

	The Field Officers(12) are in charge of research, analysis and collection of data at an average monthly rate of $1,477.41. They are 100% dedicated to this project. They are based in Mogadishu (1), Kismayo (1), Afgooye (1), Jowhar (1), Beled Weyne (1), Galkacyo (1), Garowe (1), Bosaso (1), Hargeisa (1), Burco (1) and Cerigaabo (1). *This budget line is purely the net salary. Personel costs other than salaries (insurance, taxes, severance & liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources.* *All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia. For the 3-months period covered by this grant (Dec.2016-Feb.2017), SHF will be the only source of funds for their salaries and the other project's expenses that are eligible for SHF funding. For the rest of 2016/2017, other donors are contributing, and this SHF grant will cover merely 12.5% of the costs of the salaries in this two-year period.*						
1.9	INSO Training officer	D	1	1,191.67	2	100.00	2,383.34
	The Training Officer implements the capacity building courses for other NGOs at a monthly rate of $1191.67. He is 100% dedicated to this project for 2 months. Previously based in Nairobi, the post will be rehired in January and relocated to Hargeisa. *This budget line is purely the net salary. Personel costs other than salaries (insurance, taxes, severance & liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources.* *All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia. For the 3-months period covered by this grant (Dec.2016-Feb.2017), SHF will be the only source of funds for their salaries and the other project's expenses that are eligible for SHF funding. For the rest of 2016/2017, other donors are contributing, and this SHF grant will cover merely 12.5% of the costs of the salaries in this two-year period.*						
1.10	Country Administration Manager (CAM)	D	1	4,451.61	3	100.00	13,354.83
	The Country Administration Manager is based in Nairobi and is in charge of supervision of Support functions (finances, administration, HR and logistics) at a monthly rate of $4,451.61, she is 100% dedicated to this project. She is based in Nairobi. *This budget line is purely the net salary. Personel costs other than salaries (insurance, taxes, severance & liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources.* *All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia. For the 3-months period covered by this grant (Dec.2016-Feb.2017), SHF will be the only source of funds for their salaries and the other project's expenses that are eligible for SHF funding. For the rest of 2016/2017, other donors are contributing, and this SHF grant will cover merely 12.5% of the costs of the salaries in this two-year period.*						
1.11	INSO Field Office Administrator	D	1	770.00	2	100.00	1,540.00
	The Field Office Administrator will support the implementation of finance and administration functions for Puntland region, at a monthly rate of $770 . He/she will start in January 2017, 100% dedicated to this project, and based in Garowe. *This budget line is purely the net salary. Personnel costs other than salaries (insurance, taxes, severance & liability and housing allowances when applicable) are excluded from this proposal, paid in full from other INSO sources.* *All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia. For the 3-months period covered by this grant (Dec.2016-Feb.2017), SHF will be the only source of funds for their salaries and the other project's expenses that are eligible for SHF funding. For the rest of 2016/2017, other donors are contributing, and this SHF grant will cover merely 12.5% of the costs of the salaries in this two-year period.*						
1.12	ACTED Finance Manager	D	1	2,145.00	3	25.00	1,608.75
	The Field Monitors (11) are in charge of research, analysis and collection of data at an average monthly rate of $1507.						
1.13	ACTED Compliance Manager	D	1	2,357.00	3	33.34	2,357.47
	ACTED Compliance Manager (33.34 % of their time work) - 33.34 % commitment of their time to the whole programme and is incharge of all compliance matters to ensure implementation and adherence to ACTED guidelines and donor requirements. The monthly rate is $2,357 and includes medical cover,accomodation and life insurance.						
1.14	INSO Accountant	D	1	1,637.00	3	100.00	4,911.00
	The Accountant is in charge of implementation of finance functions at a monthly rate of $1,636.63. He is 100% dedicated to this project, and based in Nairobi. *This budget line is purely the net salary. Personel costs other than salaries (insurance, taxes, severance & liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources.* *All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia. For the 3-months period covered by this grant (Dec.2016-Feb.2017), SHF will be the only source of funds for their salaries and the other project's expenses that are eligible for SHF funding. For the rest of 2016/2017, other donors are contributing, and this SHF grant will cover merely 12.5% of the costs of the salaries in this two-year period.*						
1.15	INSO Administration Officer	D	1	1,558.00	3	100.00	4,674.00
	The Administration Officer is in charge of the administration and logistics, at a monthly rate of $1,557.50. She is 100% dedicated to this project, and based in Nairobi. *This budget line is purely the net salary. Personel costs other than salaries (insurance, taxes, severance & liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources.* *All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia. For the 3-months period covered by this grant (Dec.2016-Feb.2017), SHF will be the only source of funds for their salaries and the other project's expenses that are eligible for SHF funding. For the rest of 2016/2017, other donors are contributing, and this SHF grant will cover merely 12.5% of the costs of the salaries in this two-year period.*						
1.16	INSO Information Technology Assistant	D	1	728.00	3	100.00	2,184.00

	The Information Technology Assistant (IT) is in charge of the IT software and hardware requirements of INSO, at a monthly rate of $727.6. He is 100% dedicated to this project, and based in Nairobi. *This budget line is purely the net salary. Personel costs other than salaries (insurance, taxes, severance & liability and housing allowance when applicable) are excluded from this proposal, paid in full from other INSO sources.* *All INSO Somalia staff are exclusively and entirely dedicated to this project. No other projects are run by INSO Somalia. For the 3-months period covered by this grant (Dec.2016-Feb.2017), SHF will be the only source of funds for their salaries and the other project's expenses that are eligible for SHF funding. For the rest of 2016/2017, other donors are contributing, and this SHF grant will cover merely 12.5% of the costs of the salaries in this two-year period.*						
	Section Total						**206,098.40**

Contractual Services

4.1	INSO Training Service Contract	D	4	7,284 .00	1	100.00	29,136.00
	Training service contracts includes 4 courses that will be implemented by INSO in collaboration with external consultants and suppliers that will be contracted in or out for this purpose (a tender is currently ongoing). The external consultants will take in charge parts of the organization and/or implementation of the courses. These courses include: *- two (2) Basic Individual Safety Training in Garowe (3-days-course, non-residential, 20 trainees each, total 40 trainees) at a cost of $8,000 per course (inc. venue hire at $100/day, food & refreshments for trainees at 15$/trainee/day);* *- one (1) Hostile Environment Individual Safety Training (HEIST) in Hargeisa (4-days-course, residential, 20-22 trainees) at a cost of $6,400 per course (inc. venue hire at $250/day; and full-board lodging for trainees at $50/trainee/day) ; and* *- one (1) Country Directors security Management & Crisis Management (CD/CM) training in Nairobi (3-days, 12-15 trainees) at a cost of $6,735 per course (inc. venue hire + food & refreshments at $44/trainee/day, all inclusive). Unfortunately, the disaggregated costs for the latter are not available, as the management of the venue (Zen Gardens, Nairobi) provides an all inclusive package that includes venue+ food + beverages, with a unitary cost per participant. See attached a quotation.* *See full breakdown of costs on BOQ.*						
	Section Total						**29,136.00**

General Operating and Other Direct Costs

7.1	INSO Office Rent - Country Office	D	1	2,207 .00	3	100.00	6,621.00
	Office rent Country Office is rent for the Nairobi office at a monthly rate of $2,207. *For the 3-months period covered by this grant (Dec.2016-Feb.2017), SHF will be the only source of funds for the office rent and the other project's expenses that are eligible for SHF funding. For the rest of 2016/2017, other donors are contributing, and this SHF grant will cover merely 12.5% of the costs of the office rent in this two-year period.* *Due to the peculiar mandate and mission of INSO, its Nairobi office has a dual role, both as coordination hub and implementer of core INSO activities (such as verbal briefings and production or maps and reports). Likewise, senior management (including the Country Director) are highly involved in the direct delivery of our services: they are not just managers but also direct implementers in their role of advisors to other NGOs*						
7.2	INSO Office Rent - Regional Offices	D	7	1,750 .00	3	100.00	36,750.00
	Regional offices rent is rent cost for the field offices in Hargeisa ($1400 per month for 3 months for a total of $4200), Garowe (900per month for 3 months for a total of $2700), Burao (Togdheer) ($250 per month for 3 months for a total of $750), Baidoa ($250 per month for 3 months for a total of $750), Mogadishu ($9000 per month for 3 months for a total of $27000), Bosaso (Bari region) ($250 per month for 3 months for a total of $750) and Ceerigavo (Sool region) ($200 per month for 3 months for a total of $600) *For the 3-months period covered by this grant (Dec.2016-Feb.2017), SHF will be the only source of funds for the regional offices' rent and the other project's expenses that are eligible for SHF funding. For the rest of 2016/2017, other donors are contributing, and this SHF grant will cover merely 12.5% of the costs of the office rent in this two-year period.*						
7.3	INSO Bank fees & postage fees	D	1	1,768 .43	1	100.00	1,768.43
	Bank fees and postage charges are transactional and monthly bank fees to facilitate payments for programme activities for both Nairobi and Somalia offices. As indicated in the BOQ, postage fees average merely $50 per month. Bank fees amount to an average rate of $1,718.43 per month. These bank transaction costs are unsually high because of having to operate split between two countries, compounded with barriers from the Kenyan regulatory body to INSO Somalia to open a bank account in Kenya. Due to the latter, INSO Somalia has to pay even small suppliers through international bank transfers from HQ. *This grant will only cover bank fees for the month of December. The rest of the period will be covered by other INSO sources.*						
	Section Total						**45,139.43**

SubTotal			43.00				**280,373.83**
Direct							280,373.83
Support							

PSC Cost

PSC Cost Percent							7.00
PSC Amount							19,626.17
Total Cost							**300,000.00**

Project Locations

Location	Estimated percentage of budget for each location	Estimated number of beneficiaries for each location					Activity Name
		Men	Women	Boys	Girls	Total	
Banadir -> Mogadishu -> Mogadishu	50	4,000	1,000			5,000	Activity 1.1.1 : Preparation and issuance of the following products:

DAILY REPORTS.- The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors.

BI-WEEKLY REPORTS.-The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff & security advisors.

QUARTERLY REPORTS.- The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations.

ANNUAL REPORT.- The annual report gathers long-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO decision-makers to enhance the analysis for longer term security measures and support strategic planning.

ADVISORIES AND FLASH REPORTS.- Specific advisories and flash reports will continue to be issued when events require through the most relevant means of communication: emails, sms, phone, etc, aimed to reach the field staff and security managers as quickly as possible.

AREA BRIEFS.- Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs.

MAPS.- INSO has developed a highly valued portfolio of geographic maps, covering most of the regions of Somalia, a country with a serious lack of reliable and updated cartography. NSP/INSO Somalia maps have proved useful to NGOs and other humanitarian actors in their work. Moreover, INSO regularly produces the Access Map, in collaboration with OCHA Somalia, collecting humanitarian access coefficients for different districts and towns. Last but not least, the Areas of Influence Map has become a reference for the aid community in Somalia. It is as well updated regularly, according to context changes.

Activity 1.2.1 : INSO plans to hold biweekly briefings in Nairobi, Mogadishu and Garowe, as well as monthly briefings in Hargeisa, where the security-related incidents of the previous weeks are analyzed and shared with NGOs, with special focus on incidents involving (or with the potential to affect) the aid community.

These briefings are crucial in order to maintain a |

Location						Activity
						good level of cohesion between NGOs and INSO, as well as to exchange formal and informal security information. INSO will ensure active participation in most NGO fora and actively liaise with NGOs on an individual basis. Activity 3.1.1 : Support to NGOs to crisis and incident management, upon request. INSO staff will be available to provide individual agencies staff with a tailored advice, support and liaison in emergencies. The provision of the service takes priority over other services. NSP crisis response consists of advisory, liaison and referral services provided by INSO regional teams with support from the head office. The most common types of situations include data gathering, information analysis and advise on decision-making in cases of abduction, liaison with armed and power actors on behalf of the NGO, liaison with other stakeholders in cases that require medical evacuations and provision of stress counseling; and liaison with specialized agencies involved in coordination of humanitarian diplomacy and international humanitarian law to address breaches against the humanitarian law/principles - such as armed intrusions to NGO health clinics. The service may include coordination for relocation of NGO staff under duress and in extremis support.
Nugaal -> Garowe -> Garowe	25	1,500	500		2,000	Activity 1.1.1 : Preparation and issuance of the following products: DAILY REPORTS.- The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors. BI-WEEKLY REPORTS.-The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff & security advisors. QUARTERLY REPORTS.- The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations. ANNUAL REPORT.- The annual report gathers long-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO decision-makers to enhance the analysis for longer term security measures and support strategic planning. ADVISORIES AND FLASH REPORTS.- Specific advisories and flash reports will continue to be issued when events require through the most relevant means of communication: emails, sms, phone, etc, aimed to reach the field staff and security managers as quickly as possible. AREA BRIEFS.- Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs. MAPS.- INSO has developed a highly valued portfolio of geographic maps, covering most of the regions of Somalia, a country with a serious lack of reliable and updated cartography.

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Activity 1.3.1 : Record each and every security-related incident taking place in Somalia during the project's period on INSO Incident Database.

INSO Somalia's database of security incidents provides a powerful tool for analysis and institutional memory. Currently with almost 28,000 incidents registered, INSO Somalia will continue to develop and enhance this database. We will also use this database as the source to produce detailed security statistics which can be used for reports, briefings security risk assessment etc. INSO will ensure NGOs are aware of this tool, which can be used on demand to extract reports related to humanitarian programs (child protection, NGO access etc...)
Activity 2.1.1 : The Hostile Environment Individual Safety Training (HEIST) is a 4-day training, focusing on personal security of NGO workers. The training is specific to Somalia, successful and highly in demand by NGOs.

The Country Directors' Security Management training (CD) is another highly successful course that focuses on senior managers who are responsible for the security of their staff. In 2016 INSO added to the CD training a 3rd day fully dedicated to Crisis Management, which was extremely well accepted by our beneficiaries.

Since 2015 INSO has gone through some legal difficulties with the Kenyan Government that has hindered the normal development of the HEIST. It is expected that INSO training team will be fully operational by the end of the year. Meanwhile, INSO will run two (2) Basic Individual Safety Trainings (BIST) in Garowe in December 2016. INSO shall count with external support for these 2 trainings, either contracting-in some external consultants who shall take in charge part of the implementation and organizational tasks, or contracting-out the whole package to another organization. A tender is currently ongoing and the decision whether to contract-in or out shall be made in the coming weeks, depending on the quality of the bids.

In addition, one (1) HEIST is expected to be done in February in Hargeisa (contingent on the positive end of the ongoing legal process), as well as one (1) Country Directors' Security Management / Crisis Management training in Nairobi. These two courses are run by INSO staff with the reinforcement of external consultants and role players.

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Woqooyi Galbeed -> Hargeysa -> Hargeysa	25	2,000	1,000			3,000	Activity 1.1.1 : Preparation and issuance of the following products: DAILY REPORTS.- The daily report gathers and verifies the most significant security incidents of the last 24 hours, to keep updated the NGOs. Not containing analysis, daily report intend to be everyday information transmitters, to assist NGOs on their situation assessments. Target group: field staff and security advisors. BI-WEEKLY REPORTS.-The bi-weekly report gathers the information of the latest two weeks in the country, including analysis. It's based on the presentations we do to NGOs, and intends to be more explanatory and analytical than the daily report. Target group: field staff & security advisors. QUARTERLY REPORTS.- The quarterly report gathers mid-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO Senior Managers to enhance the analysis for mid-term security measures and support decision-making on the NGOs' operations. ANNUAL REPORT.- The annual report gathers long-term trends in the security situation in Somalia, and is thought as a tool for allowing NGO decision-makers to enhance the analysis for longer term security measures and support strategic planning. ADVISORIES AND FLASH REPORTS.- Specific advisories and flash reports will continue to be issued when events require through the most relevant means of communication: emails, sms, phone, etc, aimed to reach the field staff and security managers as quickly as possible. AREA BRIEFS.- Area briefings are proposed for key locations in Somalia and include basic updated information such as clan composition, NGOs operating in the area, history of security incident, main contacts in Local Authority or Elders, medical facilities, how to get there, where to stay, etc... Such briefings will be useful for NGOs willing to operate in new areas, as well as to new managers joining existing programs. MAPS.- INSO has developed a highly valued portfolio of geographic maps, covering most of the regions of Somalia, a country with a serious lack of reliable and updated cartography. NSP/INSO Somalia maps have proved useful to NGOs and other humanitarian actors in their work. Moreover, INSO regularly produces the Access Map, in collaboration with OCHA Somalia, collecting humanitarian access coefficients for different districts and towns. Last but not least, the Areas of Influence Map has

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Documents

Category Name	Document Description
Project Supporting Documents	NSP EXT EVA_FINAL REPORT.pdf
Project Supporting Documents	Satisfaction Survey - Dec 2015.pdf
Budget Documents	SHF Budget proposal INSO_V3_tosubmit_09.11.xlsx
Budget Documents	SHF Budget proposal INSO draft 7 1.xlsx
Budget Documents	NSP 2016 discounted rates for Zen Garden.pdf
Grant Agreement	HC Signed agreement for ACTED-INSO.pdf
Grant Agreement	HC signed Grant Agreement ACTED-INSO.pdf