Project Title:	Institutional Development and Capacity Building for the FGS Ministry of Internal Security
NDP Pillars Framework CAS	Pillars 2 and 3: Consolidating Peace, Inclusive Politics, Security and Rule of Law Strand 2B: Accelerating the development of Somali security institutions towards an end-state of having in place effective, accountable, affordable and self-sustaining Somali security sector institutions with civilian oversight.
Expected UNSF Strategic priority and Outcome:	SP2: Supporting institutions to improve Peace, Security, Justice, the Rule of Law and safety of Somalis
Expected Outcome:	Supporting institutions to improve peace, security, justice, rule of law and safety for Somalis and Strengthening accountability and supporting institutions that protect.
Expected Output:	1. Strengthen the public administration of the MoIS, FGS 2. Provision of infrastructural, communication and equipment support to the MoIS FGS 3. Implementation of security sector payroll and human resources reform
Implementing entity:	Federal Government of Somalia, Ministry of Internal Security
Executing entities:	UNDP in coordination with ROLSIG-UNSOM

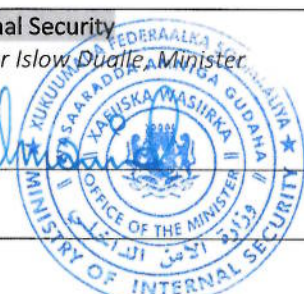**Start Date:** 1 January 2018   **End Date:** 31 December 2019

LPAC Date: 20 December 2017

Award number: 103358

Brief Description
As signatories to the London Security Pact there is a strong commitment by all parties to embark on a fresh approach to supporting the security sector in Somalia through a Comprehensive Approach to Security (CAS). As part of the CAS, and the formation of the CAS functional Strands, certain lead donors have agreed to co-chair Strands with the FGS political leads for those Strands. Thus, the EU has agreed to co-lead and partner with the Ministry of Internal Security (MoIS) the Strand 2B. Strand 2B covers most of the MOIS areas of responsibility. The breadth of Strand 2 is considerable and is Co-led by the MoIS and EU, as the key coordinating body for capacity development on the MoIS, NISA, Federal and State Police, the Coast Guard, Weapons & Ammunition Management and Immigration & Border Control. The FGS MoIS has recently developed the *MoIS Institutional Development and Capacity Building Plan*, which has two main purposes – 1) to set the objectives and pathways for the MoIS as it embarks upon an institutional development and capacity building plan, and thereby to offer potential partners greater clarity in order to better focus their support programs; and 2) to allow the Co-Leads of Strand 2B to outline detailed plans for how they intend to encourage, lead and coordinate international support. Overall, building the capacity of the MoIS to direct, manage and coordinate the various intelligence, security and other services and agencies under its control is seen as the highest immediate priority for the Ministry. This project will therefore support essential capacity building of it. A situational analysis of the Federal police force shows the force be inefficient and the payment of salaries as being problematic. Experts have delivered a report on the Somalia police payroll and personnel reforms that need to be implemented to enable the police more efficient and effective. This project will plan and implement some of the recommended reforms.

Contributing Outcome (UNDAF/CPD, RPD or GPD): Supporting institutions to improve peace, security, justice, the rule of law and safety of Somalis; and Strengthening accountability and supporting institutions that protect. Indicative Output(s) with gender marker: GEN2	Total resources required:	USD 2,247,130	
	Total resources allocated:		
		UNDP TRAC:	
		Donor EU:	USD 2,247,130
		Government:	
	Unfunded:		

Agreed by:

Government	UNDP
Ministry of Internal Security *Mohamed Abukar Islow Dualle, Minister* Signature: Date and Seal	**Country Director** *George Conway* Signature: Date and Seal Digitally signed by george.conway@undp.org DN: cn=george.conway@undp.org Date: 2018.01.16 17:25:53 +03'00'

List of Acronyms

AMISOM	African Union Mission in Somalia
AS	Al Shabaab
AU	African Union
CAS	Comprehensive Approach to Security
DfID	Department for International Development (UK)
EU	European Union
FGS	Federal Government of Somalia
FMS	Federal Member States
HR	Human Resources
HRDDP	Human Rights Due Diligence Policy
IC	International Community
ICT	Information Technology and Communications
IDPs	Internally Displaced Persons
JROLP	Joint Rule of Law Programme
NSArch	National Security Architecture
NISA	National
NLF	National Leadership Forum
MOD	Ministry of Defence
MoIS	Ministry of Internal Security
OPM	Office of Prime Minister
PSC	Project Steering Committee
ROL	Rule of Law
SNA	Somali National Army
SOPs	Standard Operating Procedures
SPF	Somali Police Force
SSR	Security Sector Reform
UN	United Nations
UNDP	United Nations Development Programme
UNSC	United Nations Security Council
UNSOA	United Nations Support Office for AMISOM
UNSOM	United Nations Assistance Mission in Somalia
UNSOS	United Nations Support Office in Somalia
WB	World Bank

I.   DEVELOPMENT CHALLENGE

The Federal Republic of Somalia has a population of around 12.3 million, with an estimated 52 per cent living below the $1.9 per day poverty line. The highest incidence of poverty is found among households located in internally displaced persons (IDP) settlements (71 per cent) and in Mogadishu (57 per cent). After a chaotic, violent period between 1991-2011, the federal and member state structures have been established, including with UNDP support, and increasingly fulfil their functions. Jubaland, South-West, Galmudug and HirShabelle have joined Puntland to become Federal Member States. The issue of Somaliland's status as well as the federal capital remain unresolved. The establishment of a federal government in 2012 and, since 2013, implementation of the peace and state-building goals of the New Deal Compact have been encouraging, but significant progress is still needed, as indicated by the country's poor ranking in the global fragile states index and Transparency International's perception survey. A prevailing developmental challenge is the lack of human capacity for governmental institutions. The civil war in Somalia meant that for most education stopped and so literacy rates are very low, expected competencies are lacking, and past civil service experience is pre 1991. International experts assist but the security environment often limits their actual effect and the costs are high. The Somali diaspora offers a body of qualified and competent personnel who are increasingly returning to help to develop a new Somalia.

For the first time in two decades, the National Federal Parliament successfully served a full-term and assisted in the finalization of the 2016 indirect elections, resulting in the election of 17 per cent youth and 25 per cent women members of parliament. Finalizing the federalism discussion on political, institutional and fiscal issues is of high priority as it guides the distribution of power and resources, revenue collection, security sector governance, and federal and state legislation.

The adoption of the National Development Plan (NDP), 2017-2019, is an important milestone and is aligned with the Sustainable Development Goals while drawing upon the New Deal Compact principles. The NDP has ten pillars: (a) politics and reconciliation; (b) poverty reduction; (c) Somali national armed forces and reform of the security sector; (d) displacement; (e) resilience; (f) basic services; (g) health; (h) employment; and (i) federal framework empowering the Federal Member States (FMS).

Security Sector Reform (SSR) in Somalia over the last four years has been a key Peacebuilding and State-building goal. Generally, efforts in Somalia to rebuild the security sector have met with only limited success for many reasons, including fighting an ongoing insurgent war while trying to reform, a lack of capacity within the institutions, challenges with overall donor coordination and a lack of coherent Government security policy. On 16 April 2017, the FGS and FMS signed a National Security Architecture (NSArch) Agreement, thereby signifying important progress in defining SSR at FGS and FMS levels. This was followed on 11 May 2017 by International Partners agreeing a Security Pact with the FGS at the London Conference on Somalia that outlines how all parties will move forward with SSR based on the acceptance of mutual accountability.

The Security Pact requires all parties to embark on a fresh approach to supporting the security sector in Somalia through a Comprehensive Approach to Security (CAS)[1] with general recognition that support to the security sector needs to be more than just about the armed forces, and that SSR needs to address the causes of extremism and build capacity within the FGS and FMS to manage security. Governance structures for the CAS and the NDP have now been agreed, thereby allowing the International

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[1]   Several Strands: 1. Enabling AMISOM Operations, 2a. Defence and Military reform, 2b. Internal Security, 3. CRESTA/Stabilisation, 4. P/CVE and 5. Enhancing IC's support.

Community to offer a more coherent approach in its support, including through programmatic support that also ensures SSR is connected to rule of law, core government functions, local area development initiatives, anti-corruption and accountability frameworks. In addition, the recent UNSC Resolution 2358 (2017) inter alia reaffirms and emphasises the UN's good offices role to support the FGS and FMS to implement the NSArch Agreement, and places increased emphasis on supporting the FGS and FMS to the prevention and countering of violent extremism, and to support system-wide implementation in line with the Human Rights Due Diligence Policy (HRDDP) across all UN support to AMISOM and the Somali security sector.

The breadth of Strand 2 is considerable and so has been further divided into sub strands, with Strand 2B leading capacity development of MoIS activities, which this project will support at an institutional ministerial level. CAS Strand 2B, Co-led by the MoIS and EU, is the key coordinating body for capacity development on the MoIS, NISA, Federal and State Police, the Coast Guard, Weapons & Ammunition Management and Immigration & Border Control. One of the key guiding principles of the project's implementation will be to maximize the limited resources in a restricted operating environment by focusing on developing effective partnerships, based on comparative advantages and close coordination of activities in a coherent and complementary way.

UN support to SSR has been somewhat fragmented in the past, and very little has been in support of the MOIS save for some equipment and two advisors. This lack of comprehensive support highlighted the need for UNSOM and UNDP to be more joined up in support for SSR and so an UNSOM-UNDP integrated office has been established. The newly formed UNSOM-UNDP Integrated SSR Team will deliver a harmonized, comprehensive, cohesive and integrated approach to SSR in support of the CAS and NDP objectives that is people centric, focuses on increasing democratic oversight and which particularly emphasises the importance of national ownership in SSR processes. The FGS MoIS has recently developed an MoIS Institutional Development and Capacity Building Plan, which has two main purposes – 1) to set the objectives and pathways for the MoIS as it embarks upon an institutional development and capacity building plan, and thereby to offer potential partners greater clarity in order better to focus their support programs; and 2) to allow the Co-Leads of Strand 2B leads to outline detailed plans for how they intend to encourage, lead and coordinate international support. CAS Strand 2B Core Group has been formed to undertake the detailed and technical coordination and delivery of effort in support of Strand 2B. This Core Group will have regular oversight of progress with this project and able to coordinate the efforts and support from other partners and donors to complement this project.

II.   STRATEGY

Similarly to most Ministries within the FGS, the MoIS has very limited human capacity and other resources with which to function and exercise oversight of the security entities for which it is responsible. In particular, the MoIS is one of the larger line Ministries (refer to below organigram) with a broad spectrum of responsibility including for Federal police, NISA, immigration, the coast guard, weapons and ammunition management, civil defense, and defectors. While the MoIS has received ad hoc packages of support, little has been provided in terms of dedicated institutional development and capacity building.
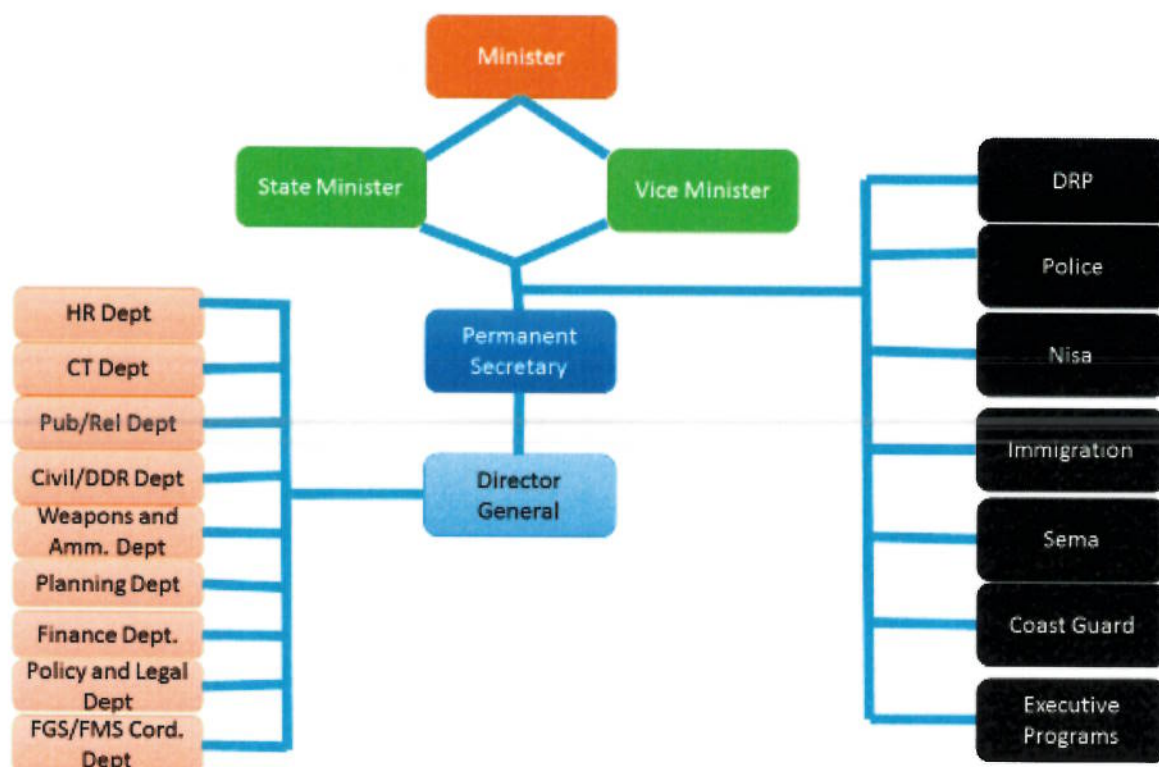
CAS Strand 2B Core Group has been formed to undertake the detailed and technical coordination and delivery of effort in support of Strand 2B. This Core Group will have regular oversight of progress with this project and able to coordinate the efforts and support from other partners and donors to complement this project.

Experts have delivered a report on the Somalia police payroll and personnel reforms that need to be implemented to enable the police more efficient and effective. The makeup of the police force renders it ineffective, and the payment of salaries is problematic. Over half of the force is over 40 years of age, the average age of police officer is 51, there is no recruitment, training, promotion or retirement scheme, and women account for only 12% of the force. Police funding is erratic and the majority of spending is on the irregular payments of salaries and food for larger force than is at current levels, unaffordable. Wages are unsustainably low. Notwithstanding this, the SPF does maintain several important Human Resource and finance functions but there is a need to strengthen the administrative capabilities of the police and link them closer to the MoIS. This project will plan and implement the recommended reforms.

This project will address three key areas of development through which to inject and build much needed capacity within the MOIS, as follows:
1. Strengthen the public administration of the Federal MoIS.
2. Provision of infrastructural, communication and equipment support to the MoIS.
3. Implementation of Somali police payroll reform.

The project approach to reform the MOIS is summarised below.

1. Strengthen the public administration of the MoIS.

Technical expertise will be inducted into the MoIS covering line functions (civil servants) and advisory functions which will be based on the agreed Capacity Injection Mechanism of National Civil Service Commission. The technical Advisors and Civil Servants will be injected in to the MOIS through this project as follows:

a. Legal Advisor. The Parliaments' legislative agenda includes many security related bills. This Advisor will draft legislation and also review other drafts and advise the Minister. The advisor will represent the MOIS at FGS technical meetings to draft and review legislation and related meetings.

b. Police Advisor. This Advisor is critical to the Minister exercising oversight of the Police force. This Advisor will draft MOIS police policy, oversee the implementation of the Federal Police Plan, propose the budget for the Police and monitor its expenditure. This Advisor will represent the MOIS at FGS technical policy meetings on police matters. This Advisor will contribute to MOIS monitoring and reporting on police policy and activities.

c. NISA Advisor. NISA is the one security service that has not been the subject of reform. This Advisor will lead the process to reform NISA through the development of a NISA Plan. This Advisor will draft NISA policy, oversee the development of a NISA reform plan and its eventual, propose the budget for the NISA and monitor its expenditure. This Advisor will represent the MOIS at FGS technical policy meetings on intelligence services. This advisor will contribute to MOIS monitoring and reporting on NISA policy and activities.

d. Immigration Advisor. The Immigration and Naturalization Directorate (I&ND) has been rapidly established to facilitate travel in and out of Somalia. This Advisor will lead the process to assist to develop a comprehensive immigration service, through the development of an I&ND Plan. This Advisor will draft immigration policy, oversee the development of the I&ND, set the budget for the I&ND and monitor its expenditure. This Advisor will represent the MOIS at FGS technical policy meetings on immigration services. This Advisor will contribute to MOIS monitoring and reporting on immigration policy and activities.

e. Maritime Security Advisor. Somalia has a large coast line which poses many security challenges including piracy, illegal movement of people, arms and drugs, protection and exploitation of natural resources (gas and oil), illegal fishing, and the dumping of toxic waste. This Advisor will focus initially on establish a coast guard as directed in the NSArch. This Advisor will draft maritime security related policy, oversee the development of a Coast Guard Plan and its eventual implementation, and propose the budget for the Coast Guard and monitor its expenditure. This Advisor will represent the MOIS at FGS technical policy meetings on maritime security. This advisor will contribute to MOIS monitoring and reporting on maritime security policy and activities.

f. Policy & Strategy Advisor. MOIS is a large Ministry with a wide range of services, agencies and departments under its control. In exercising effective oversight, the MOIS needs internal policy and strategy to direct and to guide the subordinate entities to ensure they function as intended by the FGS in the implementation of their mandates. This Advisor will consult, draft and advise the Minister on key MOIS policy and strategy. This Advisor will represent the MOIS at FGS technical meetings on policy & strategy. This advisor will contribute to MOIS monitoring and reporting on the implementation of policy and strategy.

The Advisors who are expected to be recruited also include the heads of departments position. Therefore a higher skill set and more experienced personnel would be required. It may be

challenging to recruit the Head of Departments on a civil services salary, and therefore to attract Somali experts who could be from the diaspora would be difficult.

As well as the injecting civil servants to support the technical advisors described above, this project will provide much need capacity by way of civil servants for these departments who are yet to be introduced through the Civil Services Commission. Once the structure of the MoIS is consolidated the civil servant positions shall be finalised through the recruitment procedures of the National Civil Service Commission within 12 months of the initiation of the project. The positions that are being proposed which would ultimately fall within the civil services commission positions are – two for Human Resources & ICT, and two for Finance & Procurement, one Planning & Strategy; MOIS with the FMS has established the Council of Security Ministers in order to better coordinate with the FMS. This project will provide a position to manage the coordination between MOIS and the 5 positions (one each) for the FMS security ministries. These positions should also finally be a civil servant's position.

In the long terms it would be expected to bring the advisor's positions to be integrated with the civil servant's positions to ensure sustainability of the Ministry. It is also expected that the Advisor's job profile would include a capacity development role to ensure that there is transfer of skills and expertise to the civil servants and more permanent staff at the MoIS.

g. MoIS structure will be strengthened with qualified civil servants who are recruited following agreed procedures of the National Civil Service Commission. This will allow the MoIS to be right sized with the personnel having the experience and skills to provide critical advice and mentoring on the job.

Technical experts & civil servants positions	No of positons	Description
1.1 Recruitment of technical experts (advisors)		
Policy & Legal	(1)	Senior Legal Advisor
Policy & Strategy Advisor	(1)	Senior Policy & Strategy Advisor
Police	(1)	Senior Police Advisor
NISA	(1)	Senior NISA Advisor
Immigration	(1)	Senior Immigration Advisor
Maritime Security	(1)	Senior Maritime Security Advisor
1.2 Civil service staff for MOIS Departments		
Planning & Strategy	1	Planning and Strategy Officer
Human Resources & ICT	2	Human Resources Officer ICT Officer
Finance & Procurement	2	Finance Officer
FMS & Coordination	1	FMS Coordination Director
FMS coordinators	5	FMS Coordination officers
Total positions to be funded through the project	17	

The detailed terms of reference for the Technical Experts and Civil Servants will be finalised as one of the first activities and outputs that will be produced throughout the implementation of this project. Sample TOR's for 5 civil servant's positions are attached to Annex XI.

All the technical staff including the civil servant positions referred in this project shall be paid directly from UNDP to the experts based on progress reports that would be submitted and a satisfaction letter from the MoIS on a monthly basis.

The staff (Advisor's and the civil servant's) positions would ensure that the following are achieved:
- Establishment of the public administration system in the MoIS
- Establishment of the civilian oversight systems over the police and link it to the other line Ministries such as Ministry of Finance, MoIS and SPF.
- Ensure development of policy for the police, NISA, immigration and the important security institutions.
- Ensure greater coordination between the FMS and the FGS on the development and rolling out of security architecture.

2. Provision of infrastructural, communication and equipment support to the MoIS.

This will address the needs identified by the MoIS to ensure its operational effectiveness and ability to communicate not only with the security entities under its control but also allow the MoIS to communicate, coordinate and collaborate with the FMS security ministries.

At present the MoIS is functioning from a temporary facility within the Ministry of Interior which will not allow the full strength of the staff to be accommodated. The MoIS has been provided with a permanent facility which is the old Ministry of Tourism building and which requires refurbishment and renovation. This new premise is close to the current location of the MoIS. However, it would be important to undertake a feasibility study/assessment for the transfer of the Ministry to the new location.

For the immediate response the MoIS has received support from another agency to accommodate the newly arriving staff in two pre-fabricated containers. It is expected that in the first year 26 staff will be inducted into the MoIS. For the longer term sustainability, the newly assigned building will be made operational.

Recently the MoIS has been engaged in organising several coordination meetings as the ones listed below:
- Council of Security Ministers was established.
- Council of Police Commissioners established.
- Joint Technical Committee reactivated.

The MoIS is expected to undertake overall coordination for NISA, Coast Guard, Defector's programme, Weapons and Ammunition Management, immigration etc. Appropriate levels of governance and its coordination needs to be developed. It would be important to ensure that the FGS MoIS and security development is built progressively with those of the FMS.

3. Implementation of Somali police payroll and personnel reforms.

The project will support the implementation of critical security sector payroll and human resources reform for the SPF/MoIS. The activity will be undertaken by a qualified firm to be contracted. The tasks to be executed shall be defined based on the current discussions between the MOD-MoIS-OPM and EU-DfID-WB.

One of the key offices of the MoIS would be the activation of the police office which would operate as an oversight institution, would be involved in budget planning, coordination between the Federal and the FMS Police to mention a few. Also one of the roles which is yet to be defined is the importance of how the SPF and MoIS would be involved in the police nationalised payroll reforms process and its link to the Ministry of Finance which is the final disbursement institution in the overall reformed and new generation of the Somali led Somali owned processes. The overall police strategy, force structure and the financing needs to be aligned. Further formal procedures, manuals, streamlined data sources and control and consistency would be required. The SPF payroll and HR system should be similar to that of the SNA with the Ministry of Finance assuming the overall/final paying and processing responsibility.

Also it is imperative to develop some long terms processes to create a balance between the police, the army and the civil services. At present there are wide gaps in the service conditions and the payroll, the retirement policy, updated guidelines and procedures are required for registry management, payroll workflow and roles and responsibilities between the various stakeholders needs to be clarified. With these, inputs alignment with technology and software and authorisation processes need to be developed.

It is suggested that a two-fold process be undertaken. Phase I shall consist of identifying the workflow, terms of references and costing. Phase II shall include the establishment of consolidated workforce registry, Implementation of new workflows, paper-only management of the workforce to an IT-based personnel registry; focus on developing an SPF-managed workforce management solution for the future. This will be managed by the Police Department at MoIS and connected to the SPF Finance Department, which will use interfaces integrated with Ministry of Finance to update the payroll list. A significant training component will be included and provided by the solution vendor; develop verification measures; develop SOP's for SPF Finance and Personnel regulations. This is to document rules in application concerning both financial and human resource management.

Close work during the first and the second phases would be important with the World Bank, UNOPS, the Central Bank of Somalia, the Ministry of Finance and others. In the first phase the MoIS technical advisors will develop the Terms of References for the job description of how the assignment shall be undertaken. The development of the ToR for the software shall be undertaken during the first Phase of the work. The Phase II may require additional resource mobilization.

III.   RESULTS AND PARTNERSHIPS

Expected Results

This project will cover part of a wider programme to support the *MoIS Institutional Development and Capacity Building Plan*. The project will inject much needed expert human capacity into the priority Departments of the MoIS in order for the MoIS to perform its critical functions. The priority Departments within the MoIS as determined by the Ministry are; Legal & Policy, Planning & Strategy, Police, Immigration and NISA. Underpinning these is the overall requirement to strengthen the public administration functions across the board. This project will also sustain the injection of civil service staff in to the MoIS. This project will also provide essential resources for the MoIS to function: operating out

of adequate offices and having the necessary equipment available. The project will also implement the reforms of the police payroll as recommended by the *Report on Somali Police Payroll Reform, 24 February 2017*. Overall, the project will enhance the capacity of the MoIS through the provision of qualified and competent staff for key departments supported by resources to enable them to be effective in their roles, and more accountable through the payroll and personnel reforms.

Resources Required to Achieve the Expected Results

Risks and Assumptions

Somalia is a very challenging environment and this project is not without risk. The risks are not particular to this project and mitigations will be applied to do all that can be done to ensure success of the project. Annex X lists the risks and mitigations. In terms of support to the *MoIS Institutional Development and Capacity Building Plan 2018-2020*, the risks relate to the assumption that human capacity can be generated of the quality and with the desired competencies, and those personnel will be sustained within the MoIS. Implementation of the Police payroll and personnel reform report is a particular area with unique risks, for which technology affords opportunity to mitigate the current risks associated with the manual management of the payroll and personnel. Notwithstanding the above, close monitoring and reporting on progress of the project will allow for timely interventions to ensure the risks are mitigated as intended.

Stakeholder Engagement

This project is initially funded by the EU and is in support of the MoIS' *Institutional Development and Capacity Building Plan 2018-2020*. More support is expected to be mobilised from other donors and partners to further support the MoIS plan. Coordination for this project will be through the CAS Strand 2B Core Group, a sub-working group of Stand 2B. This mechanism is Somali led, chaired by the Permanent Secretary of MoIS, and includes all the stakeholders which are actively supporting the MoIS, and the *MOIS Institutional Development and Capacity Building Plan 2018-2020* in particular. UNDP as the implementing partner will report to the European Union and MoIS and then to the Core Group meetings on progress to ensure there is good visibility of the project and to deconflict and coordinate further support to capacity building the MOIS.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

A significant part of project is the provision of human capital but this needs to be done in a way that takes in to account the civil service rates of pay, and the current levels of personnel with the MoIS. The project will align personnel pay rates with the FGS-World Bank manual on civil service pay rates. Simply adding more personnel to an organisation that already has on its payroll over 100 personnel is inefficient and not sustainable. The MoIS has been encouraged to embrace a rightsizing exercise of its existing personnel to determine those who are productive, those who can become productive with training and development, and those who need to transition out of the civil service as part of the FGS rightsizing strategy. This rightsizing exercise is mentioned in the *MoIS Institutional Development and Capacity Building Plan 2018-2020*. The Somali police payroll and personnel reforms are all about adopting a more efficient and effective systems to pay the police, and applying personnel reforms for a more efficient and effective police force.

Project Management

The project will be coordinated by the National Coordinator from the MoIS along with the UNDP Rule of Law and Security unit based in Mogadishu. The UNDP ROL&S unit currently manages a number of

projects in support of the MoIS and this one is relatively straight forward except for the implementation Somali police payroll and personnel reforms. This will require contracted expertise to plan and implement the agreed and funded reforms but which will be coordinated by the UNDP ROLS unit along with the MoIS, Ministry of Finance and the Office of the Prime Minister.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the Somalia National Development Plan 2017-19: Pillars 2 and 3: Consolidating Peace, Inclusive Politics, Security and Rule of Law

Strand 2B: Accelerating the development of Somali security institutions towards an end-state of having in place effective, accountable, affordable and self-sustaining Somali security sector institutions with civilian oversight.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

Applicable Output(s) from the UNDP Strategic Plan: SP2: Supporting institutions to improve Peace, Security, Justice, the Rule of Law and safety of Somalis
2.3.2: FGS with FMSs finalizes and adopts a gender responsive National Security Architecture

Project title and Atlas Project Number: Institutional Development and Capacity Building for the FGS Ministry of Internal Security

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	
Output 1 Strengthen the public administration of the MoIS. Baseline: No internal/ministerial oversight mechanism for the police and security institutions available Target: Internal civilian oversight of the security institutions are established	1.1 50% highly qualified technical staff inducted into the MoIS based on institutional and capacity development plan	Monthly progress reports	2 diaspora staff (unpaid) 0%	2017	Quarterly	Quarterly	Desk review and analysis against the capacity development plan
	1.2 MOIS organogram and recruitment policy finalised	Monthly progress reports	5	2017	Quarterly	Quarterly	Desk review and analysis against the capacity development plan
	No of high-level coordination meetings and decisions taken by MOIS and FMS security institutions	Monthly progress reports	1 technical Advisor at UNDP	2017	Quarterly	Quarterly	Desk review and analysis against the capacity development plan

Output 2 Provision of infrastructural, communication and equipment support to the MoIS. Baseline: No office existed for MOIS in 2017 Target: Permanent MoIS offices established	2.1 No. of communication channels developed between the MOIS and FMS security institutions	Essential office requirement prepared based on capacity development plan	Draft capacity development plan and organogram	2017	Quarterly	Quarterly	Desk review and analysis against the capacity development plan
	2.2 Establish one MoIS permanent office	BOQ	Temporary building for MoIS; permanent building identified	2017	Quarterly		Review progress against BOQ
	2.3 4 coordination meetings undertaken between MOIS and FMS on thematic security issues.	Meeting minutes of coordination	Joint technical committees reactivated, Police commissioner's and Minister's conference		Quarterly	Quarterly	Desk review of communique's and meeting minutes
Output 3. Implementation of Somali police payroll	3.1 No. of SOP's developed on human resources management with career development (recruitment process, promotion, retirement),	Approved SOP's	No SOP's	2017	Quarterly		Desk review, observation reports, monthly progress updates from SPF and moIS and interviews

and personnel reforms. Baseline: Payroll rules and guidelines for administrative capabilities of the police are outdated Target, Develop national guidelines for police payrool which will be harmonised with the national systems.	3:2 Phase II: Development of SOP/workflow on financial management	Approved SOP's and training manual & training calendar	No procedures in place	2017	Quarterly		Desk review and interviews

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost In USD
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Monthly	Slower than expected progress will be addressed by project management.	MOIS, EU, UNDP	116,358
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	MOIS, UNDP	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project	At least annually	Relevant lessons are captured by the project team and used to inform management decisions	All partners	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance	MoIS and UNDP	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	PSC	
Project Report	A progress report will be presented to the PSC and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	To be undertaken by the project team and the MoIS	UNDP and MoIS	

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				All partners	
Project Review (PSC)	The project's governance mechanism (i.e., PSC) will hold quarterly project reviews to assess the performance of the project and review the Multi Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the PSC shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	PSC on quarterly basis and one end year review and one end of project review	Any quality concerns or slower than expected progress should be discussed by the PSC and management actions agreed to address the issues identified.		

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VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Activities in each Quarter		Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Yr 1	Yr 2	Y1	Y2		Funding Source	Budget Description	Amount in USD
Output 1: 4. Strengthen the public administration of the MoIS *Gender marker:* Based on final benchmarks that are expected for the MAF targets for Somalia there is expected to be an increase in share of women holding public office in 2017. A gender marker of 20% is expected from the recruitments of the key positions at the MoIS. Baseline: No internal/ministerial oversight mechanism for the police and security institutions available Target: Internal civilian oversight of the security institutions are established	1.1 Advertise, select and recruit expert advisors Policy & Legal (1) Policy Strategy Advisor (1) Police (1) Immigration (1) Maritime Security (1) NISA (1)			330,000	357,430	UNDP-MoIS	EU	71800	687,430
	1.2 Funds for civil service staff for MOIS Departments – Policy & Legal (1) Planning & Strategy (1) Human Resources & ICT (2) Finance & procurement (1) FMS & Coordination (1)			98,400	100,800	UNDP-MoIS	EU	71800	199,200
	1.3n-One MoIS National coordinator -One UNDP national staff position for coordination and technical support			57,600	58,758			71800 61300	116,358
				Sub-Total for Output 1					1,002,988
Output 2: Provision of infrastructural, communication and equipment support to the MoIS. *Gender marker:* Renovation and restoration of MoIS premises shall ensure separate women's facilities to ensure women employees are able to operate within gender sensitive environment. Baseline: No office existed for MOIS in 2017 Target: Permanent MoIS offices established	2.1 Agree and supply essential office resources and install and connect prefabricated offices for 13 staff in MOIS compound.			10,000	15,000	UNDP-MoIS	EU	75700	25,000
	2.2 Renovate MoIS permanent offices			250,000		UNDP-MoIS	EU	75700	250,000
	2.3 Coordination between the FGS, MOIS and state security MoS & NSO-RSO -(5) personnel from each FMS. -Meetings with FMS& FGS (one meeting per quarter) and additional meetings			66,000 60,000	72,000 60,000		EU	71600	258,000
				Sub-Total for Output 2					533,000

Output 3: Implementation of Somali police payroll and personnel reforms. *Gender marker:* Ensure that gender sensitive recruitment, promotion and retirement policies are developed. Baseline: 810 women in SPF out of 6900 in 2017 Baseline: Payroll rules and guidelines for administrative capabilities of the police are outdated Target: Develop national guidelines for police payroll which will be harmonised with the national systems.	3.1 Phase I: Develop SOP/manuals for human resources management with career development (recruitment process, promotion, retirement).									none	UNDP-MoIS	EU	none	
	3.2 Phase I: Develop SOP/manuals for human resources management with career development (recruitment process, promotion, retirement), to be undertaken by MoIS Advisors. Phase II: Development of SOP/workflow on financial management and control based on the national rules and regulations, Additional fund raising would be required for this process Implementation through contracting company								320,000	none	UNDP-MoIS	EU	72400	250,000
								Sub-Total for Output 3						250,000
Total programmable budget														1,785,988
GMS														166,454
DPC														294,688
Total Budget in USD (~9M EURO)														2,247,130

Details on GMS & DPC		USD
Available resources		2,247,130
GMS (including MPTF)	7+1%	166,454.07
DPC:		
Security	2.50%	44,649.70
Premises	3.50%	62,509.58
Communications	1.00%	17,859.88
M&E and Prog Oversight	5.00%	89,299.40
Operations	4.50%	80,369.46
Total DPC	16.50%	294,688.03
Programmable - net		1,785,987.92

VIII.   GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Execution Modality

The project will be implemented through a Direct Implementation Modality (DIM), and will be administered and managed in accordance with the rules and regulations of the United Nations. The responsibility for the execution of the DIM project will rest with UNDP in coordination with MoIS.

Three types of payment modality shall be used in the implementation process of the programme with disbursement of funds to undertake recruitment of experts and consultants and procurement process. The funds will be channelled through Letter of Agreement between the MoIS and the UNDP based on audit report and HACT assessment recommendations. The three payment types would include cash advances to be made to the implementing partners based on the HACT assessment, direct payments to be made based on procurement processes undertaken by the implementing partner and direct implementation shall be undertaken by UNDP based on agreement with the implementing partner. The direct implementation is mostly for goods and services which involve complex procurement processes.

Throughout the programme period all efforts shall be made to ensure there is capacity development and progressive implementation of the programme using national systems and national policies will be used to build up the national systems.

Project Steering Committee (PSC)

A Steering Committee will be made up bringing together Somali representatives and beneficiaries as well as International Community partners and UN entities and agencies. The Steering Committee Chair will be Co-chaired by the Ministry of Internal Security and the UN.

Participants to the Steering Committee will further include:
- The European Union
- UN ROLSIG (incl. UNPOL and RoL team)
- UNDP (as implementing agent and as Secretariat)

Observers:
- Internal Security Committee Parliamentarians
- SPF, NISA, Coast Guard, Immigration,
- relevant International Partners (e.g. UK, USA, DE)

The main functions of the Steering Committee will be to offer advice and guidance on the overall direction and implementation. Should there be major changes affecting the programme's implementation, the PSC will provide the strategic guidance on how to meet such challenges and will advise on appropriate measures to take.

The PSC will convene at the outset of the project and on a quarterly basis, or whenever necessary and provide inputs to the relevant NDP working group and CAS Strand 2B. The mandate of the PSC is to:
- Serve as resource allocation body and undertake management oversight and coordination;
- Facilitate collaboration between FGS institutions and other international agencies;
- Review and approve the annual work plan, including budget allocation decisions;
- Request funds disbursements in line with the Annual Work Plan and the Steering Committee budget;
- Review implementation progress and address problems;

b. Project Implementation Arrangements and UNDP technical teams

A Project Manager from UNDP (not paid through this project), will provide overall guidance to the implementation of the project and will ensure that the project runs smoothly and effectively. Specifically, the Project Manager will be responsible for ensuring that any project management and financial disbursement service tasks are addressed, including procurement, reporting and any other project implementation issues. He/she is responsible for ensuring that the programme is implemented in accordance with the project work plan.

This project will deliver a significant support for the *MoIS Institutional Development and Capacity Building Plan*. UNDP's SSR Advisor will provide the technical input to the project who will be supported by a National SSR Officer. The SSR Advisor will meet with the MOIS monthly to review progress with the project and trouble shoot issues as they arise. He will report formally to project Manager through the UNDP internal month report process, but will highlight specific serious issues as they arise. UNDP's Police Technical Specialist will oversee the third output of the project regarding the implementation of Police payroll and personnel reforms. He will do through the current arrangements in place for oversight of other projects through his regular interaction with the senior Somali Police interlocutors.

The technical teams will report to the Project Manager.

Role of the Project Manager:
(a) Receive contributions from donors that wish to provide further financial support to the project;
(b) Administer funds received, in accordance with this project document;
(c) Subject to availability of funds, disburse such funds in accordance with instructions from the PSC, taking into account the budget set out in the project document, as amended in writing from time to time by the PSC;
(d) Consolidate financial reports, based on submissions provided to the Administrative Agent and provide these to the donor;
(e) Provide final reporting, including notification that the project has been operationally completed;

UNDP Operations Support Team:

The project will be implemented with the support of the Operations Support team of UNDP, who will provide support to the daily running of the activities. In addition to this, consultants and advisors will be recruited to implement the identified activities. The Operations Support team will report directly to the Project Manager.

Project Assurance:

UNDP carries out the project assurance role, to ensure that project plans are being developed according to agreed standards and that management procedures are properly followed and potential risks properly mitigated. The Project assurance also ensures that project outputs definitions and activity definition (as appropriate) have been properly recorded in the Atlas Project Management to facilitate monitoring and reporting, and that PSC recommendations are followed.
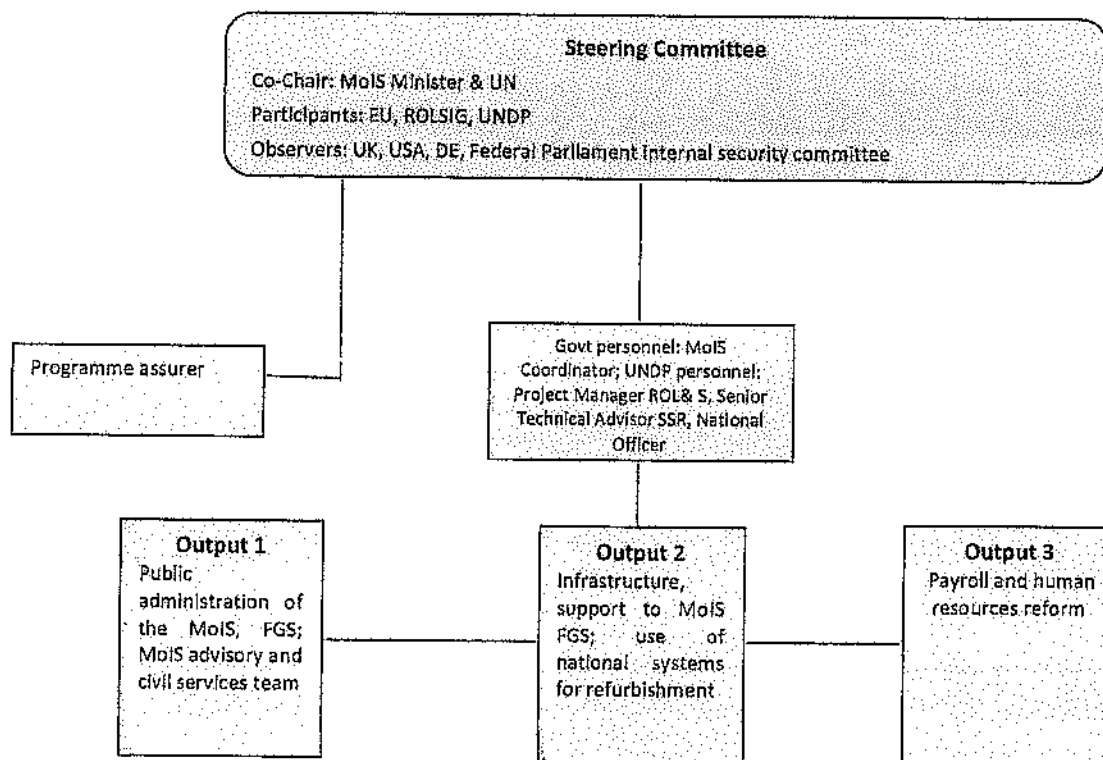
Monitoring and evaluation framework

The programme will be monitored in accordance with the programming policies and procedures of UNDP. ROLSIG, UNDP and MOIS and other experts in this field will be consulted throughout the implementation phase of the project.

The Project Manager will produce regular progress reports with the MOIS Coordinator and technical experts of the project on half-yearly basis. The indicators of the results framework of this project will be used for monitoring purposes. In addition to this on-going monitoring, an end of project report, prepared by the Project Manager, shall form the basis for gauging overall project performance. The Rule of Law & Security portfolio M&E officer will be tracking all the progress update on a monthly basis.

- Review and approve progress reports, evaluation reports, budget revisions, and audit reports (published in accordance with UNDP disclosure policy);
- Share information with the National Development Plan Pillars which, in turn, will update the SDRF / MPTF.

The project management structure is provided below:

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┌─────────────────────────────────────────────────────────────────┐
│                      Steering Committee                          │
│  Co-Chair: MoIS Minister & UN                                    │
│  Participants: EU, ROLSIG, UNDP                                   │
│  Observers: UK, USA, DE, Federal Parliament Internal security    │
│  committee                                                       │
└─────────────────────────────────────────────────────────────────┘

┌──────────────────────┐          ┌──────────────────────────────┐
│  Programme assurer    │          │  Govt personnel: MoIS         │
│                       │          │  Coordinator; UNDP personnel; │
│                       │          │  Project Manager ROL& S, Senior│
│                       │          │  Technical Advisor SSR, National│
│                       │          │  Officer                       │
└──────────────────────┘          └──────────────────────────────┘

┌──────────────────┐   ┌──────────────────┐   ┌──────────────────┐
│   Output 1        │   │   Output 2        │   │   Output 3        │
│ Public            │   │ Infrastructure,   │   │ Payroll and human │
│ administration of │   │ support to MoIS   │   │ resources reform  │
│ the MoIS; FGS;    │   │ FGS; use of       │   │                   │
│ MoIS advisory and │   │ national systems  │   │                   │
│ civil services team│  │ for refurbishment │   │                   │
└──────────────────┘   └──────────────────┘   └──────────────────┘
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The overall technical work and the project shall be coordinated by a MoIS National Coordinator and a UNDP implementation team in accordance to UNDP rules and regulations.

a. MoIS Coordinator:

This position shall be a full time position based at the MoIS. The person will be supporting overall coordination and project implementation from the MoIS. The Coordinator will have a government contract.

The key functions of this position would include providing inputs to the planning, implementation, reporting and management processes from the side of the government. The person would be expected to consult all concerned MoIS staff to provide inputs and feedback on the key project deliverables.

The key deliverables for this position would include:

1. Supports all aspects of the internal and external planning processes by leading on specific activities where coordination is required.

2. The position would involve planning, developing and implementing administration, facilitation and operation capacities for project implementation

3. Ensure all quarterly meetings of the PSC for the project are undertaken, documented and coordinated amongst all the key partners.

Administrative Agent (AA)

The Project which is part of the Somalia UN MPTF, will follow the pass-through fund management modality according to the UNDG Guidelines on UN Joint Programming. The UNDP Multi-Partner Trust Fund Office (MPTF Office), will serve as the Administrative Agent of the Somalia UN MPTF.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Somalia and UNDP, signed on 20 May 1976. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency. The executing agency shall put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried, assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement. The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder 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 Project Document.

The table below provides a list of cooperation agreements which form the legal basis for the relationships between the Federal Government of Somalia and each Participating UN Organization of the Programme:

The Implementing Partners/Executing Agency[2] 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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[2] Executing Agency in case of UNDP in countries with no signed Country Programme Action Plans

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ⊕⊕⊕⊕⊕	HIGHLY SATISFACTORY (4) ⊕⊕⊕⊕○	SATISFACTORY (3) ⊕⊕⊕○○	NEEDS IMPROVEMENT (2) ⊕⊕○○○	INADEQUATE (1) ⊕○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

STRATEGIC

1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):	3	2
	1	
- **3:** The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time.	Evidence 2	
- **2:** The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence.		
- **1:** The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change.		
*Note: Management Action or strong management justification must be given for a score of 1		
2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):	3	2
	1	
- **3:** The project responds to one of the three areas of development work[3] as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas[4]; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. *(all must be true to select this option)*	Evidence 3	
- **2:** The project responds to one of the three areas of development work[1] as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true to select this option)*		
- **1:** While the project may respond to one of the three areas of development work[1] as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.		

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[3] 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

[4] sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

RELEVANT		

	3	2
3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):	1	
	Evidence 1	

3. **Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):**

- **3:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) *(all must be true to select this option)*
- **2:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. *(both must be true to select this option)*
- **1:** The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.

Note: Management Action must be taken for a score of 1, or select not applicable.

	3	2
	1	
	Evidence 2	

4. **Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):**

- **3:** Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives.
- **2:** The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.
- **1:** There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence.

Note: Management Action or strong management justification must be given for a score of 1

	3	2
	1	
	Evidence 2	

5. **Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):**

- **3:** A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)*
- **2:** A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)*
- **1:** The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered.

Note: Management Action or strong management justification must be given for a score of 1

	3	2
	1	
	Evidence 3	

6. **Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):**

- **3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true to select this option)*
- **2:** Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.
- **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

Note: Management Action or strong management justification must be given for a score of 1

SOCIAL & ENVIRONMENTAL STANDARDS

7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):	3	2
	1	
• **3:** Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true to select this option)* • **2:** Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. • **1:** No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.	Evidence 2	
*Note: Management action or strong management justification must be given for a score of 1		

8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):	3	2
	1	
• **3:** Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true to select this option)*. • **2:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. • **1:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered.	Evidence 2	
*Note: Management action or strong management justification must be given for a score of 1		

9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]	Yes	No
	SESP Not Required	

MANAGEMENT & MONITORING

10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):	3	2
	1	
• **3:** The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. *(all must be true to select this option)* • **2:** The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. *(all must be true to select this option)* • **1:** The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators.	Evidence 3	
*Note: Management Action or strong management justification must be given for a score of 1		

11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?	Yes (3)	No (1)
	3	

12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):	Evidence 3	

- **3:** The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. *(all must be true to select this option).*
- **2:** The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. *(all must be true to select this option)*
- **1:** The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

*Note: Management Action or strong management justification must be given for a score of 1

13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):	3	2
	1	
	Evidence 3	

- **3:** Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. *(both must be true to select this option)*
- **2:** Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.
- **1:** Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document.

*Note: Management Action must be taken for a score of 1

EFFICIENT

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.	Yes (3)	

15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)	Yes (3)	

16. Is the budget justified and supported with valid estimates?	3	2
	1	
	Evidence 3	

- **3:** The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget.
- **2:** The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates.
- **1:** The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

17. Is the Country Office fully recovering the costs involved with project implementation?	3	2
	1	
	Evidence 3	

- **3:** The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)
- **2:** The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
- **1:** The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.

EFFECTIVE

	3	2
18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):		
	1	
	Evidence	
	3	

- **3:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. *(both must be true to select this option)*
- **2:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments.
- **1:** The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.

*Note: Management Action or strong management justification must be given for a score of 1

	3	2
19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?		
	1	
	Evidence	
	1	

- **3:** Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.
- **2:** Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.
- **1:** No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.

	Yes (3)	No (1)
20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?		

	Yes (3)	No (1)
21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. *Note: Management Action or strong management justification must be given for a score of "no"*		
	Evidence GEN2	

	3	2
22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):		
	1	
	Evidence	
	3	

- **3:** The project has a realistic work plan & budget covering the duration of the project *at the activity* level to ensure outputs are delivered on time and within the allotted resources.
- **2:** The project has a work plan & budget covering the duration of the project at the output level.
- **1:** The project does not yet have a work plan & budget covering the duration of the project.

SUSTAINABILITY & NATIONAL OWNERSHIP

	3	2
23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):		
	1	
	Evidence	
	3	

- **3:** National partners have full ownership of the project and led the process of the development of the project jointly with UNDP.
- **2:** The project has been developed by UNDP in close consultation with national partners.
- **1:** The project has been developed by UNDP with limited or no engagement with national partners.

	3	2.5
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):	2	1.5
	1	

	Evidence
• **3:** The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • **2.5:** A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • **2:** A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • **1.5:** There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • **1:** Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.	3

	Yes (3)	No (1)
25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	3	
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	3	

X. RISK MANAGEMENT

Risk Log

Risk description	Project Activities affected	Risk Impact & Probability		Mitigating Measures	Responsible Parties
		Likelihood	Potential Impact		
Increase in internal political divisions	An increase in internal political divisions will have detrimental effect on all activities and interventions under the project. Internal political divisions are likely to further deepen the autonomist/independent movements	Medium	High	While keeping track of all political developments, the Project will continue to build strong relationships with all local and regional partners, with a focus to support a harmonized approach to the development of the security architecture in the country.	All partners.
Difficulty in securing Somali diaspora experts to come to Somalia	Delayed recruitment processes may impact on the implementation pace of the Project	Medium	High	Recruitment of diaspora advisors with the undertaken using diaspora networks. Also advertisements will be made using global networks	UNDP and MoIS
Integration of diaspora experts with civil servants working at MoIS	Delays in implementation due to lack of coordination between various experts, staff working at MoIS	Low	Medium	Regular staff coordination meetings shall be undertaken to bring harmonisation of the staff in the MoIS.	MoIS
Limited commitment by government for long-term reforms	In the event that sustainable mechanisms and priorities are not implemented by government, the Project may be undermined in its scope	Medium	High	Regular follow up with MoIS on implementation of their strategic plans/action plans	All partners and PSC
Limited engagement with FMS	A limited engagement with FMS may undermine the overall objective of the project	Medium	High	Ensure that the project activities are well coordinated with other programme interventions. Coordination meetings to be well recorded	MOIS and UN

Corruption in the public sector	Project activities undermined as a result of corruption	Medium	High	Project oversight strengthened	All partners
Capacity needs outlast the Project timelines	Project fails in the long run to ensure that sustainable mechanisms and improved capacities are in place with the Government	Medium	High	Ensure project activities are in accordance to the need of the government in terms of resources and timelines. Provide further support to the MoIS to review its capacity development plan	All UN partners
Insecurity in Mogadishu	The planned activities in are delayed or interrupted due to security issues	Medium	High	Develop alternative methods of working arrangements for staff when security threats are high in the city	All partners

ANNEX X

Institutional Development AND Capacity Development Plan (attached in PDF)

TERMS OF REFERENCE

Post title	Procurement officer
Contract	IC
Organization unit	MOIS, Administration
Name of Supervisor	DG MOIS
Duration	3 months
Duty station	Somalia, Mogadishu

II. Job description

The incumbent will carry out the following tasks:

- Receipt and storage of all incoming/outgoing official correspondence to/from The Ministry, Filing, Archiving, preparing follow-up periodic reports, by using the Automated e-dewan Archiving System.
- Prepare Ministry's procurement plan
- Clearance of all procurements on request of ministry departments
- Procurement and administration of office furniture, non-ICT technology, stationery
- Managing ministry's warehouse
- Copying and printing
- Ensure the provision of water, electricity, telephone and the internet services
- Management of Garage services (Vehicles, Drivers, Car Maintenance)
- Management of Internal services Guards, Cleaners, Janitors, Messengers (mail services)
- Maintenance and registration of the current and fixed assets of the Ministry
- Observing overall security conditions of the ministry buildings

IV. Reporting

Procurement & Assets Management officer will directly reports to Director General of Ministry of Interior and She /He will work closely with director of administration and finance department.

VI. Recruitment Qualifications and Competencies

Education: Bachelor's Degree in Business Administration, procurement/assets management.

Experience:

- At least three years of experience in Administration and/ procurement
- Knowledge and understanding report writing and office administration

Competencies:

- Substantial knowledge of management and procurement practices;
- Knowledge and understanding of donor reporting requirements;
- conscientious and self-motivated with an ability to work as a team member and on own initiative;
- Ability to work as part of a multidisciplinary team,
- Substantial knowledge of financial and procurement practices;
- conscientious and self-motivated with an ability to work as a team member and on own initiative;
- IT - in particular MS Word, MS Excel, Power Point.

IV. Language requirements:

- Fluent in written and spoken Somali and English

Post title	Finance officer
Contract	IC
Organization unit	MOIS, Administration
Name of Supervisor	DG MOIS
Duration	3 months
Duty station	Somalia, Mogadishu

I. Organizational Context/Background

II. Job description

Summary of duties and responsibilities:

The finance officer will be responsible preparation of financial reports and verification of supporting document, double check budget vs actual, bank statement and procurement procedure. In addition to that, in- charge all office administration matters include supervision of staff performance, maintain office filling system.

- Ensure that an efficient, effective and transparent financial systems are in place
- Ensure proper use of the Budget (budget control)
- Handling daily accounting activities
- Preparing staff monthly salary
- Filing the vouchers of staff salary payments
- Receive/spend payments by cash, cheque, and phone-electronic-banking
- Cashier; Handling all the cash transaction of the ministry, and maintaining daily cash accounts
- Keep and develop the central accounts of the ministry
- Monitoring of the Ministry's bank accounts and making bank reconciliation on monthly basis
- Prepare quarterly and annually financial reports
- Prepare quarterly and yearly closure of accounts
- Prepare quarterly financial projections
- Prepare the draft overall budget of the Ministry and its affiliated offices in the regions
- Formal preparation of the ministries final accounting
- Manage and process finance and administration related data and documents.

IV. Reporting

Finance Officer will directly reports to the Director of Finance and Director General of Ministry of Internal Security.

VI. Recruitment Qualifications and Competencies

Education: Bachelor's Degree in Commerce (Accounting or Finance option);

Experience:

- At least three years of experience in Finance or Accounts;

- Knowledge and understanding of donor reporting requirements

Competencies:

- Substantial knowledge of financial and procurement practices;

- Knowledge and understanding of donor reporting requirements;

- conscientious and self-motivated with an ability to work as a team member and on own initiative;

- Ability to work as part of a multidisciplinary team,

- Substantial knowledge of financial and procurement practices;

- conscientious and self-motivated with an ability to work as a team member and on own initiative;
- IT - in particular MS Word, MS Excel, Power Point.

IV. Language requirements:
- Fluent in written and spoken Somali and English

TERMS OF REFERENCE	
Post title	Human resources officer
Contract	IC
Organization unit	MOIS, Administration
Name of Supervisor	DG MOIS
Duration	3 months
Duty station	Somalia, Mogadishu

I. Organizational Context/Background

II. Job description

Summary of duties and responsibilities:

- Develop and review HR policies
- Plan short and long term manpower requirements for the Ministry, vacant positions and staffing needs
- Creating and upgrading the Job descriptions
- Contracting of staff
- Employees basic data and contracts
- HRM: Administration and keeping of HR files (holidays, vacancies, sick leave, other absence, dismissals, pensioning, rewards, disciplinary actions etc)
- Taking and keeping attendance records on daily bases
- Preparation and control of Payroll of the Ministry's staff
- Determination and computation of salaries and bonuses; information of financial section
- Ensure health and safety of staff and security of facilities
- Explaining responsibilities for new employees
- Giving suggestions on how to motivate employees
- HRD (Trainings): Training Plan, Design/manuals, M&E of training, training certificates
- Procurement of trainers, training facilities etc.
- Support and oversee internship programs
- Organizing annual employees meeting
- Prepare monthly, quarterly HR annual reports

IV. Reporting

HR Officer will directly reports to the Director General of Ministry of Internal Security.

VI. Recruitment Qualifications and Competencies

Education: Bachelor's Degree in Business administration (human resources option);

Experience:
- At least three years of experience in human resources management;
- Knowledge and understanding of human resources management and career development

Competencies:
- Substantial knowledge of human resources management practices;

- Knowledge and understanding of recruitment process and career development;
- conscientious and self-motivated with an ability to work as a team member and on own initiative;
- Ability to work as part of a multidisciplinary team,
- Substantial knowledge of human resources management and career development practices;
- conscientious and self-motivated with an ability to work as a team member and on own initiative;
- IT - in particular MS Word, MS Excel, Power Point.

IV. Language requirements:
- Fluent in written and spoken Somali and English

Post title	ICT Officer
Contract	IC
Organization unit	MOIS, Administration
Name of Supervisor	DG MOIS
Duration	3 months
Duty station	Somalia, Mogadishu

I. Organizational Context/Background

II. Job description

Summary of duties and responsibilities:

- Planning of the ministries ICT development and participation in ministerial and governmental technical committees
- Planning specific ICT for own and aid financed projects
- Preparing the ICT Budget of the ministry
- Procurement of hardware and all basic software
- Operation of all central system
- Maintains the ministry's servers, computers, and overall ICT
- Customization of all IT programs and applications for the use of the ministry
- Data base administration, backup / restore systems
- Electronic knowledge systems
- Builds and maintains local area network (LAN) and ministry intranet
- Administration of the ministry's internet portal and e-mail structures.
- Assigning of e-mail accounts and the access to the ministry systems
- Taking care of the ICT of the regional offices and its network capacities
- Organizing staff training in basic IT knowledge (coordinates with HR section)

IV. Reporting

ICT Officer will directly reports to the Director General of Ministry of Internal Security.

VI. Recruitment Qualifications and Competencies

Education: Bachelor's Degree in Computer science and information technology (IT option);

Experience:

- At least three years of experience in IT;
- Knowledge and understanding of IT and information system.

Competencies:
- Substantial knowledge of IT and/ information system ;
- Knowledge and understanding of IT and information system ;
- conscientious and self-motivated with an ability to work as a team member and on own initiative;
- Ability to work as part of a multidisciplinary team,
- conscientious and self-motivated with an ability to work as a team member and on own initiative;

IV. Language requirements:
- Fluent in written and spoken Somali and English

Post title	Planning officer
Contract	
Organization unit	MOIS, Administration
Name of Supervisor	DG MOIS, Planning Director
Duration	3 months
Duty station	Somalia, Mogadishu

I. Organizational Context/Background

II. Job description

The incumbent will carry out the following tasks:

- Advising DG and Planning Directors in general tropics of planning and policy making
- Preparing presentation of the developed plans for the meetings of the ministry
- Participating in consolidating the ministry's plan with the national plan, Developing and preparing security policies
- Exploring new topics to tackle in the long-term and short-term ministerial plans.
- Participating in developing departments work Plans
- Keeping and handling information for planning
- Developing project proposal based on the ministry plan
- Conducting M&E for the projects and programs implemented under the oversight and management of MOIS
- Coordinate meeting with national and international partners on planning and M& E of the projects
- Producing M&E reports about different aspects with keeping Database of M&E reports

IV. Reporting

Procurement & Assets Management officer will directly reports to Director General of Ministry of Interior and She /He will work closely with director of administration and finance department.

VI. Recruitment Qualifications and Competencies

Education: Bachelor's Degree in Business Administration.

Experience:

- At least three years of experience in Administration and/ planning.
- Knowledge and understanding report writing and office administration

Competencies:

- Substantial knowledge of management and planning practices;
- Knowledge and understanding of donor reporting requirements;
- conscientious and self-motivated with an ability to work as a team member and on own initiative;
- Ability to work as part of a multidisciplinary team,
- Substantial knowledge of planning and budgetary practices;
- conscientious and self-motivated with an ability to work as a team member and on own initiative;
- IT - in particular MS Word, MS Excel, Power Point.

IV. Language requirements:

- Fluent in written and spoken Somali and English