PROJECT DOCUMENT

SOMALIA

Project Title: JOINT SECURITY SECTOR GOVERNANCE PROGRAMME

Project Number: 00113480

Implementing Partners: UNDP, UNSOM

Start date: 1 January 2019   End Date: 31st December 2020   PAC Meeting Date: 13 March 2019

Brief Description

This programme reflects the UN and International Partner's programmatic support to security sector governance and reform that promotes and enhances democratic oversight and accountability within the Somali security sector. The UNSOM-UNDP Integrated SSR Team will be responsible for its implementation, drawing from the Comprehensive Approach to Security, the National Development Plan, the Transition Plan and the National Security Architecture. The programme addresses both the federal and member states levels offering a country-wide engagement that emphasises the importance of a 'whole of sector' and people centric approach to security. The programme works primarily with the executive branch (government institutions), and legislative branch (FGS Lower & Upper House and FMS State Assemblies) but will also ensure civil society participation, thus anchoring this programme to the wider governance, democratization and state-building context in order to ensure sustainability and effectiveness. The programme will be implemented over two years to meet the current priorities for support to security sector governance from 1st January 2019 to 31st December 2020.

Contributing Outcomes:	Total resources required:
NDP Pillars: Pillars 2 and 3: Consolidating Peace, Inclusive Politics, Security and Rule of Law	USD 10,961,323
	Total allocated resources:
	-Donor/s funding:
CAS: Strand 2A (FGS Ministry of Defence (MoD) and Somali National Armed Forces): and Strand 2B (Ministry of Internal Security (MoIS), NISA, Federal and State Police, Federal Coast Guard, and Border Security).	European Union USD 4,896,435 plus USD 1,321,200[1] = USD 6,217,335
	Sweden: USD 1,000,000
UNSF: SP2: Supporting institutions to improve peace, security and safety, democratic oversight, and the rule of law and safety of Somalis.	-Unfunded: 3,743,688
CPD: To support Federal Government of Somalia (FGS) and Federal Member States (FMS) security institutions to function better in order to improve peace, security and safety, enhance political and civilian oversight, and the rule of law for Somalis.	-Donors support-in-kind: Sweden

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[1] This project builds on the EU funded Institutional Development and Capacity Building for the FGS Ministry of Internal Security (SSR) project. Some of the activities funded through the SSR project continue to be supported through the current Security Sector Governance programme. The SSR fund balance as of 1 January 2019 is 1,321,200.

Outputs: GEN2
- Federal security institutions have increased professional capacity to exercise political and civilian oversight, deliver security services and coordinate the Federal approach to security in accordance with their mandates and in compliance with human rights standards.
- Federal Member State security institutions have increased professional capacity to exercise oversight and deliver security services in accordance with their mandates and in compliance with human rights standards.
- Federal and Federal Member State legislatures have increased professional capacity to exercise oversight in accordance with their mandates.

Agreed by:

Federal Government of Somalia	UNSOM	UNDP
Ahmed Nur Abdi, **Permanent Secretary Office of Prime Minister**	Raisedon Zenenga **DSRSG United Nations Assistance Mission in Somalia**	Nahid Hussein **UNDP OIC** Digitally signed by Nahid Hussein DN: cn=Nahid Hussein, o=UNDP SOM, ou=UNDP PCSP, email=nahid.hussein@undp.org, c=SO Date: 2019.04.06 09:10:34 +03'00'
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Contents

List of Acronyms

AA	Administrative Agent
AMISOM	African Union Mission in Somalia
AS	Al Shabaab
AU	African Union
BRA	Benadir Regional Authority
CAS	Comprehensive Approach to Security
CRESTA/A	Community Recovery and Extension of State Authority/Accountability
DfID	Department for International Development (UK)
DIM	Direct Implementation Modality
EU	European Union
FGS	Federal Government of Somalia
FMS	Federal Member States
GFP	Global Focal Point
HR	Human Resources
HRDDP	Human Rights Due Diligence Policy
HRPG	Human Rights and Protection Group
ID&CBP	Institutional Development and Capacity Building Plan
IC	International Community
ICT	Information and Communications Technology
IDPs	Internally Displaced Persons
JPP	Joint Police Programme
JROLP	Joint Rule of Law Programme
LoA	Letter of Agreement
NSArch	National Security Architecture
NISA	National Intelligence and Security Agency
NSA	National Security Advisor
NLF	National Leadership Forum
MoD	Ministry of Defence
MoIS	Ministry of Internal Security
ONS	Office of National Security
OPM	Office of Prime Minister
ORA	Operational Readiness Assessment
PSC	Programme Steering Committee
PSG	Peace- and State-building Goal
ROL	Rule of Law
SDRF	Somalia Development and Reconstruction Facility
SNA	Somali National Army
SOPs	Standard Operating Procedures
SPF	Somali Police Force
SSG	Security Sector Governance
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

1. DEVELOPMENT CHALLENGE

Security Sector Reform (SSR) and more specifically Security Sector Governance (SSG) in Somalia over the last four years has been a key Peace- and State-building Goal (PSG) objective of the New Deal Somali Compact, with delivery of SSR under the purview of the PSG 2 (Security) Working Group. An estimated USD$1.5 billion per year is spent by international partners on peacekeeping, counterinsurgency and support to the Somali security sector. This figure is much larger if one accounts for the international maritime anti-piracy measures. With regard to domestic resourcing, in 2014 and 2015 the FGS spent USD$67.5 million and USD$44 million respectively on security (representing 45 percent and 33 percent of the national budget[2]). Generally, efforts in Somalia to rebuild the security sector have been met with only limited success for many reasons, including fighting an ongoing insurgency while trying to reform, a lack of capacity within the institutions, a lack of coordination by donors and partners, and the lack of a coherent government security policy.

New Government – New Opportunity
In February 2017, President Mohamed Abdullahi Farmaajo was elected and formed a new Federal Government of Somalia (FGS), in what is now an almost fully developed federation of states within Somalia, with the status of Benadir still to be decided. As Somalia's new Federal Member States (FMS) define their respective relationships with the FGS, they are also increasingly gaining governance and development experience, as well as asserting themselves across the spectrum of governance, security and development. At the same time, the FGS is increasing its leadership role in coordination of International Community engagement. This will inevitably have ramifications for security sector governance, given that a considerable level of the security forces', services and agencies capacities, as limited as it currently is, resides in and has key allegiances to the FMS and elements operating within their new boundaries.

Security Pact
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, which 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).

National Development Plan
In parallel, the New Deal Somali Compact was replaced by the National Development Plan (NDP)[3], 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

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[2] Somalia Security and Justice Public Expenditure Review. United Nations Assistance Mission in Somalia and the World Bank. January 2017. Page ix.

[3] Federal Government of Somalia National Development Plan 2017-2019. Final December 2016.

manage and provide security to the people of Somalia. Governance structures for the CAS and the NDP have now been agreed, thereby allowing the UN to offer a more coherent approach in its support, including through programmatic support that also ensures SSR/SSG is connected to rule of law, core government functions, local area development initiatives, anti-corruption and accountability frameworks.

<u>Road Map for Security & Justice</u>
The FGS has adopted certain measures to entirely transform the security forces, which will enable the realization of well-trained security personnel, with their remunerations in place and are held accountable for their actions and inactions. These measures are contained in the *Road Map for Security & Justice 2017–2020*. The output of such measures will be the attainment of security forces that are capable of fulfilling the security needs of the Nation. This reform shall be in tandem with the fulfillment of National Security Plan, and shall play an integral role in the mid-term measures.

<u>Transition Plan</u>
The FGS, FMS and the international partners agreed to develop a realistic conditions and time based Transition Plan from AMISOM to Somali security forces. Since then, the FGS led a process to develop a Transition Plan which has national and international support. The FGS' vision of transition to Somali security responsibility is broader than the handover of security force tasks. Transition is ultimately about Somali state-building and peace-building, with the emergence of effective Somali institutions. It does include the gradual transfer of tasks from AMISOM to Somali forces but it is not limited to this. The plan covers the whole country including those areas where AMISOM has never had a presence but where security institutions and capacities need to be built. There are three areas of activity in the plan; operational activities, supporting activities and institutional capacity building. The Transition Plan calls for SSR to proceed at pace in order to meet its objectives – some of this programme's activities are thus linked directly to the priorities identified in the Transition Plan.

<u>Comprehensive Approach to Security</u>
CAS has broadened the scope of SSR/SSG as part of the efforts to increase the importance of the 'justice chain' which stresses the interdependence between policing, justice and corrections – a key part of Somalia's agreed NSArch. In addition, ensuring adequate political and civilian oversight of the various security services has also been recognized as being a critical structural contribution to Somalia's SSR/SSG. Linkages will be further refined in the discussions within the Rule of Law working group, which supports coordination between the NDP Pillar 3 and the CAS Strands 2B. CAS also includes prevention of violent extremism and stabilisation processes, along with the development and 'right-sizing' of the SNA and SPF, and stronger focus on support to FMS.
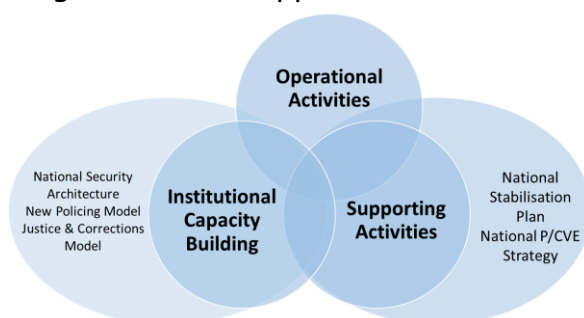
<u>UNSC Resolution 2358</u>
In addition, the recent UNSC Resolution 2358 (2017)[4] inter alia reaffirms and emphasises the UN's good offices role to support the FGS and FMS to implement the NSArch Agreement, highlights the importance of an inclusive, credible and transparent one-person, one-vote elections in 2021, 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.

UN Support to SSR

The UN's role in SSR is undertaken through an integrated mission with UNSOM and UNDP. UNSOM is currently working with a range of UN entities (e.g. UNDP, UNMAS, UNOPS, UNODC and UNIDIR) on security sector related issues to build further on the respective comparative advantages. The SSR Section in UNSOM has also worked closely with the World Bank to deliver improved financial awareness through its 'Security and Justice Public Expenditure Review' and played a major role assisting the FGS to comply with the conditions of the arms embargo by providing strategic and policy advice, and in linking partners and donors with key Somali officials and interlocutors.

UNDP is actively engaged in capacity-building and in rule of law, operates a fully Integrated Rule of Law team with UNSOM, and co-leads regular interagency Global Focal Point meetings (GFP)[5]. UNDP's Constitutional Review and Parliamentary Support Programmes offer cross-sector linkages to deliver the Sustainable Development Goal 16 on peace and security. UNDP also works on local governance relevant to local security sector governance. UNDP has experience in developing civilian oversight, community policing initiatives, small arms and light weapons management and other security institution development related reforms, all of which are imperative for well-functioning security sector governance across Somalia.

2. STRATEGY

The overall objective of this programme is to support the FGS and the FMS security institutions to function better in order to improve peace, security and safety, enhance political and civilian oversight, and the rule of law for Somalis. The programme reflects UN and International Partners' programmatic support to security sector governance and reform aimed at the following outputs:
1. Somali federal security institutions have increased professional capacity to exercise political and civilian oversight, deliver security services and coordinate the federal approach to security in accordance with their mandates and in compliance with human rights standards.

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[4] http://unscr.com/en/resolutions/2358

[5] The Global Focal Point for Rule of Law in areas for Justice, Corrections and Police (GFP) is a facility mandated by the Secretary General in 2012 to bring coherence to UN support to Rule of Law. DPKO and UNDP co-lead the GFP.

2. Federal Member States' security institutions have increased professional capacity to exercise oversight and deliver security services in accordance with their mandates and in compliance with human rights standards.
3. Federal and Federal Member State legislatures have increased professional capacity to exercise oversight in accordance with their mandates.

The strategic approach underpinning the implementation of the programme is rooted in the acknowledgement that SSR/SSG is both a technical and a political exercise. In the context of Somalia, it is crucial that the national and sub-national reform efforts are informed by and help inform the broader political processes. At this point in Somalia's history a number of sensitive issues are being addressed concomitantly, including the definition of Somali borders, agreements for power and resource sharing between the FGS and the FMS, the nature of the electoral system, and the structure of the future security sector. Most important for the security institutions are the command and control arrangements, the delineation of roles and responsibilities, and democratic oversight. To ensure that the key security and rule of law institutions are able to function, an institutional development and capacity development approach is being undertaken which will also assist in the institutions to comply with the overall national development in public financial management, civil services development and coordination within the CAS structure, as well as consider the interlinkages between the various rule of law projects and programmes, which are part of the Global Focal Points Arrangements in Somalia.

This programme directly seeks to contribute to this pivotal political discussion by being inclusive and taking into account the end beneficiary i.e. the Somali people, who will benefit from a professional, capable and accountable security sector. The programme also seeks to make a contribution by bolstering the technical capacity of the FGS and FMS coordination and decision-making processes. National ownership of the proposed activities will be ensured throughout its implementation. The programme will ensure that security is to be seen from a people-centered view and as public good. This ensures that the structures put in place are established through consultative processes and respond to the needs of the population, not least regarding the protection of women and children.

Given the constrained fiscal space and the pressing security needs facing Somalia, assisting the FGS and FMS in developing a more effective, accountable, affordable security sector is a key priority for the UN and International Community. The challenges presented by the constitutional dimensions of the security sector in Somalia's emerging federal system are particularly acute. In the immediate term, therefore, this programme will support the FGS and FMS in implementing the NSArch and options for different service delivery models within the federal structure (centralized, de-centralized, or hybrid model) that take into account principles of inclusion and human rights. In addition, the programme seeks to strengthen the capacity of national security coordination and decision-making, while also focusing on supporting SSG at the state-level (the recent and successful pilot project in Puntland bodes well for similar support to other FMS).

The UN is particularly well-placed to support the FGS in these areas of engagement; especially since the Security Council resolution 2158 mandates UNSOM to support the FGS by providing "strategic policy advice" in the area of

rule of law and SSR, among others, and by assisting in "coordinating international donor support" (UNSCR 2158).

SSR/SSG is a time and resource consuming endeavour that will require careful synchronization of the current SSR/SSG priorities with the available funding within realistic timeframes. The synschronising of the delivery of the programme needs to be carefully aligned with the FGS and FMS security priorities and so will be phased as follows.

<u>Phase 1</u>. Support to ONS, RSOs, MOIS (commenced), MoD and Defence and Security Committees of the Parliaments of Somalia (also commenced).

<u>Phase 2</u>. Support to FMS MoS, and FMS parliamentary Security Committees, and national activities engaging civil society, and research.

The UN Security Council has acknowledged and stressed that reforming the security sector in post-conflict environments was critical to the consolidation of peace and stability, promoting poverty reduction, rule of law and good governance, expanding legitimate State authority and preventing countries from relapsing into conflict[6].

In order for the Transition Plan to take hold through and until universal elections in 2020/21, and put further pressure on Al Shabaab, in the short-term, a comprehensive reform of the security sector is thus critical. For peace to be sustainable, addressing the security sector is vital, not least to promote transparency and inclusion, as well as ensuring that the Government-led security sector is able, acceptable, affordable, and accountable. This JSSGP will make contribution to this but it will require other reforms programme on many fronts to bring about the sustainable and affordable reforms that need to happen and take hold.

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[6] SC/8958. 20 FEBRUARY 2007

Theory of Change

FGS and the FMS security institutions to function better in order to improve peace, security and safety, enhance political and civilian oversight, and the rule of law for Somalis.

Outcomes

Inputs & Outputs

Strategic Direction	Basic Capacity & Motivation	Accountability & Transparency	Community Partnership	Role of Security Institutions
Political Leadership	Training & development	Political	Conversational Leadership	Strategic & policy direction
Policy & Strategy	Pay & conditions	Internal	Dialogue between security institutions and communities	Oversight
Affordability	Key management functions	Community	Social change	Coordination
Transition Plan	Infrastructure & resources	Legal	Enforcing decisions	Accountability
NSArch		Resources		
		Security eqpt/assets		

Assumptions
Long-term donor commitment to security sector governance.
Security situation will not severely deteriorate.
Constitutional review process and implementation of the NSArch will progress
Security institutions will increasingly assume responsibility for security/law and order

The UN Security Council has acknowledged that implementing successful security sector reform in post-conflict countries was possible, provided there was adequate international support in the presence of responsible national ownership[7]. As well, such reform is a considered to be worthy investment which the recent experiences in Haiti, Timor-Leste, Guinea-Bissau and others had clearly demonstrated unless there was a sustainable and long-term engagement by the international community, there could be total disruption of fragile peace agreements.

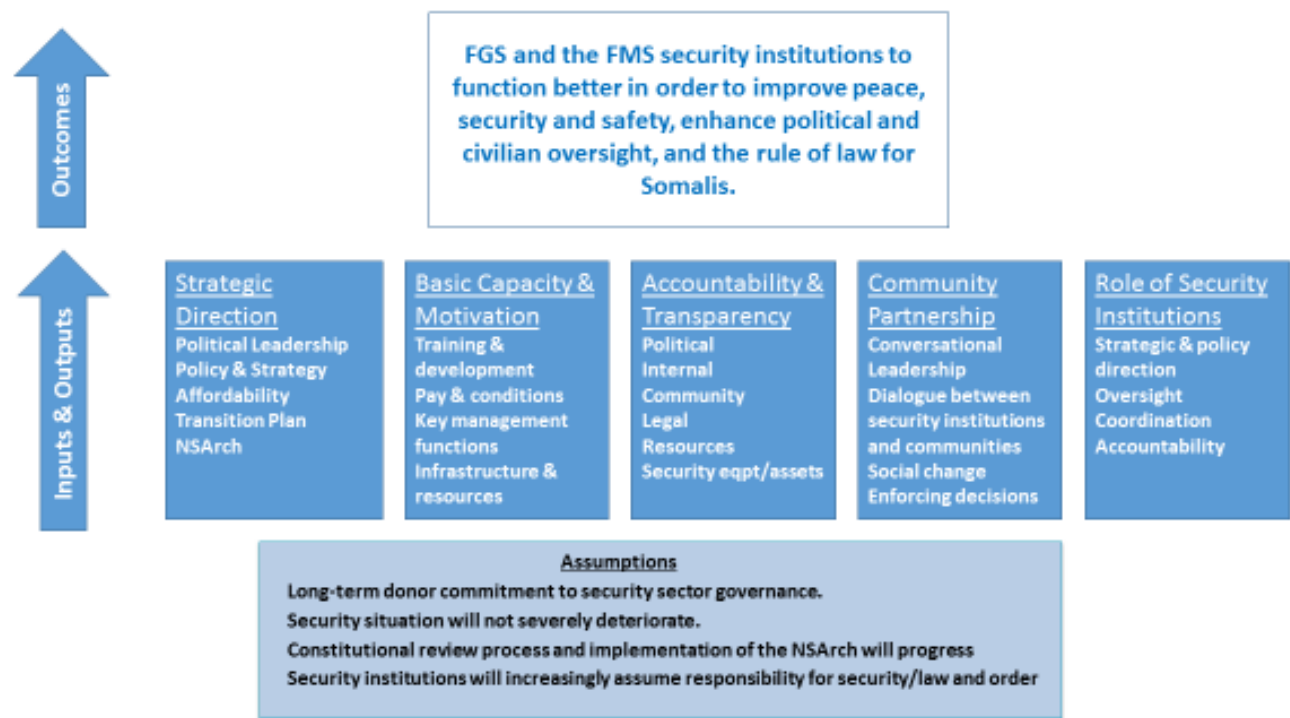The Security Council has stressed that reforming the security sector in post-conflict environments is critical to the consolidation of peace and stability, promoting poverty reduction, rule of law and good governance, extending legitimate State authority, and preventing countries from relapsing into conflict. In that regard, a professional, effective and accountable security sector, and accessible and impartial law-enforcement and justice sectors are equally necessary to laying the foundations for peace and sustainable development[8].

Context for Change in Somalia

The local context, from a clan perspective, as well as in the context of the conflict, makes the security sector extremely difficult to rebuild. Frequent violence erupting between clans is a reminder of the difficulties that lie ahead. The conversation on the security structures has not necessarily been in the public discourse due to

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[7] SC/8958. 20 FEBRUARY 2007
[8] Ibid

various political sensitivities, including conventional, religious, ethnic and traditional affiliations and connections between local governance, the traditional leaders, the populace vis-à-vis reforming national military and federal police institutions. The various different commitments that leaders from both the FGS and the FMS authorities are signing up to through the ongoing political dialogue is key and an important entry point for the UN and partners to work with the respective authorities in enhancing first and foremost the people's ownership of the security provision in their communities (e.g. OPM, MoD, MoIS, NSA).

Only if the Somali authorities both at FGS and FMS levels benefit from enhanced coordination and capacity development, the relevant security services and institutions will be in a better position to operationalize the NSArch and CAS objectives. As a result, structured, coordinated and coherent response mechanisms will be in a better position to address the security needs of the people in a professional, accountable, inclusive, people-centered, comprehensive, context-specific and prevention-oriented manner. Also, the likelihood of conflict will be reduced bringing about more trust and acceptance of the state's legitimacy to exercise a monopoly of force, thus linking this development effectively with the ongoing political dialogue, rule of law and human rights dynamics in Somalia.

Programmatic Approach

One of the features of this programme is the planned and programmatic approach that is adopted for capacity building the FGS and FMS security governance institutions[9]. This will be done through an Institutional Development & Capacity Building Plan (ID&CBP) for each supported institution. The development of this plan will lead by the respective institution. Current examples of this are the ID&CBPs for the FGS MOIS and the Defence Committee of the House of the People. This is allowing for a planned, programmatic and budgeted arrangement for support.

Some of the lessons learnt from this early initiative are provided below:
1. Highly skilled Somali diaspora experts and well educated Somali nationals who are articulate, computer literate and with good previous work experience, can quickly add capacity to an institution immediately upon recruitment, based on a thorough recruitment and selection process. E.g. MOIS coordination with FMSs during the Operational Readiness Assessment (ORA) of police forces in the FMS was supported by an injection of human capacity within the MOIS leading well coordinated activities on the ground.
2. Women employees are working well alongside their male counterparts. E.g. MOIS has promoted a lady from within it ranks as Director Human Resources.
3. Increased institutional capacity in the MOIS is allowing for greater outreach to FMS counterparts through the Council of Security Ministers, and the Council of Police Commissioners, for which the overheads are supported by the MOIS support project. MOIS now regularly hosts meetings for Council of Ministers, and the Conference of Police Commissioners which has led to the development and implementation of the New Policing Model through the Joint Police Programme.

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[9] FGS - MOIS, MOD, ONS, Parliaments Defence and Security committees. FMS – MoS; RSO; FMS Parliamentary Security Committees.

4. Important matters such as the harmonisation of the Somali Police Force Payroll and the stipend harmonisation process will be initiated through the MOIS support project. A draft ToR is already drawn up by the MOIS.
5. Targeted, well-delivered training on key functions can immediately add value and enhance the capacity and output of an institution. E.g. Recent training for MOIS staff on Financial management, human resources management and asset management and procurement.
6. Institutions can commit to reforms that address key matters of human rights, gender, and PCVE. E.g. the MOIS ID&CB Plan has a commitment to employment opportunities for women, and has undertaken staff training on gender, human rights, and PCVE awareness.
7. Regular reports on projects to the appropriate CAS Strand working groups allows all stakeholders to have visibility of the projects, which allows for coordination and harmonisation with other planned support. E.g. recent innovation by CAS strands to have central matrices detailing actual donor support.

Cross Cutting Issues and Linkages

Ensuring that the security sector is gender-responsive[10] and puts human rights at the centre is of particular relevance when developing it. A clear focus on a gender-sensitive and human rights based approach to SSR will be ensured by linking it with the Gender Based Violence working group for Somalia and connecting it to work being undertaken on Sexual Violence in Conflict in the context of SCR 1325. Furthermore, UNSOM's Human Rights and Protection Group (HRPG) will also be closely associated to this programme to enable a constant dialogue on issues such as protection of civilians, specific issues regarding IDPs, encouraging greater participation, empowerment and transparency within and across SSR/SSG work by the Somali people (the Somalia Joint Programme on Human Rights will be of particular added value in this regard).

This programme is one of a wider suite of Rule of Law and Security Sector programmes, and in particular these programmes are:
1. The Joint Police Programme.
2. The Joint Justice Programme.
3. The Joint Corrections Programme.
4. Joint Human Rights Programme.
5. Operationalising Somali National Strategy and Action Plan on Preventing and Countering of Violent Extremism (PCVE)

It will be equally important that this programme works in tandem with the Community Recovery and Extension of State Authority/Accountability (CRESTA/A) initiative that focus on bringing state institutions and operations to newly recovered areas that are currently experiencing security and justice vacuums as the State struggles to deliver services in these areas. More specifically,

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[10] To work effectively on ending violence against women and girls, it is especially important to become familiar with and be re sponsive to the specific gender dynamics and social and cultural reference points that prescribe the roles of men and women in any given society. Ensuring gender-responsiveness. UN Women.

empowering an effective Regional Security Office will contribute significantly to a successful roll-out of CRESTA/A.

Through the Joint Police Programme (JPP) it is expected that FGS and FMS police services will be supported and/or established in an attempt to bring more security and rule of law to the country. The continuation and expansion of these efforts is crucial over the coming years. The JPP seeks to pool donor funding for the police and enable the efficient and effective allocation of resources against agreed priorities. By doing so, it will allow the International Community to build a stronger strategic partnership with Somali authorities and the police and enable donor support to be provided in an increasingly coordinated and collaborative manner. It is envisaged that the programme will fund work packages that fall under the following outputs:

1. Policing presence and visibility increased in targeted locations.
2. Provision of training [basic and specialized], assisting and advising.
3. Provision of support to legal framework and policy development for Somali Police Services.
4. Support to institutional security sector reform in civilian oversight and governance (limited to police sector).
5. Institutional coordination addresses police development and reform in Somalia

While the JPP will be developing the police, the SSR/SSG programme would build the governance structures and capacities of key security institutions at FMS and federal Level. Therefore, the two programmes complement each other. The SSR/SSG programme shall be working at the FMS capitals and in Mogadishu to deliver the programme's intended support.

Complementarity and Linkages with Donor Support to SSG

Close coordination shall be undertaken with other SSG related support and programmes currently being implemented in Somalia. The table below summarises the current range of donor support to SSG activities all which complement the JSSGP but are not duplicated by it.

Donor	Description of Support	Complementarity
EU	*MOIS Support* Project provides this support: • injects paid staff, and provides staff training • funds operational support and coordination meeting, • Funds refurbishment of an alternative office site.	The MOIS Support Project has been folded in to the SSGP. The fund balance from this project will be used for those activities that are the same in both projects, such as staff payments and operational support.
UNDP	Funded specialist training for MOIS and Puntland MoS&DDR staff on financial management, human resources management, and asset management and procurement.	Same training is schooled in JSSGP for MoD and other FMSs MoS. This will provide for common process and systems in these specialist areas.
EU	Funding to implement the Police Payroll Reform report.	SPF payroll reform project is MOIS led and includes all stakeholders. It potentially will offer a model for SNA payroll reform.

US	Funded international advisors to MoD, and funds operational support and maintenance of the facility that accommodates MoD (and HQ SNA), Villa Gashandigga. US also procured 6 x B6 vehicles for the MoD.	US advisor will assist to advise and mentor the MoD reforms in the JSSGP. Operational support to MoD facility will enhance MoD's effectiveness.
EU Del	Completed renovations at Villa Gashandigga and built an education centre for MoD and SNA, and has provided training for MoD staff, although attendance was somewhat misplaced.	This will enhance MoD ability to accommodate new staff and staff training provided for by JSSGP.
UK FCO	An advisor in MOIS looking specifically at policing and an advisor supporting the NSA on transition and NSArch. Also has an open position for an MOD advisor but not yet filled.	Advisors will assist to advise and mentor the institutions with the enhancements and reforms in the JSSGP.
UK DFID	Is working with the MoF and MOIS on security sector financing assessments and on public finance management issues in HirShabelle, Jubaland and SWS through DFID's PREMIS programme - with potential follow up on payroll as well as financial management and budgeting etc.	This work will complement the capacity building of injected staff into the FMS MoS proposed by the JSSGP. If offers scope for common payroll management, process and system for FMSs.
UNDP	Project: Building an Inclusive and Accountable Parliaments for a Peaceful Somalia aims to promote an understanding of and participation by citizens in the Parliamentary process, to build capacities of the Federal and State legislatures through expert advice, workshops and event to reach out and respond to civil society, and to enhance internal effectiveness.	The JSSGP seeks to build capacities of the parliamentary sub-committees for defence and security. This large Project will enhance the ability of MPs in the defence & security committees to participate in the JSSGP activities.

Consultation

In the early stages of development, this integrated programme has been discussed within the OPM, endorsed by the Somalia Development and Rehabilitation Facility (SDRF). It has been consulted on with the FGS through the Security & Justice Cabinet Sub-Committee, with FMS Security Ministry and RSO representatives, and with CAS Strand 2. Within the UN it has been consulted on through the various internal structures and mechanisms to ensure coherence in approach.

The integrated document has been drafted with the available knowledge of the support donors and partners are lending to SSR/SSG through the CAS Strands, including bilateral support, by utilizing an activities/programme matrix. The programme considers short-term, mid-term and longer-term objectives that avoid future dependencies on outside funding which will require the Government and local authorities to examine carefully their future revenue base to uphold whatever support or systems are being put in place by this SSR/SSG programme.

While UN mission is clearly mandated by UNSCR 2158 to support security sector reform, the resources granted to the Mission to work on SSR have been limited. There is thus a need to provide some initial funding that will allow the SSG

programme team, as well as key UN agencies, to raise the assistance to a higher level and offer more support to the Somali counterparts.

Given the relevance of the programme for the entire Somali security sector, and its linkages to other ongoing processes, all aspects will be Somali-led, be that at national level or at FMS-level. The UN's support to SSR emphasises that the end beneficiary is ultimately the population. In the context of national ownership and with security governance institutions which have batter capacities to engage with civil society and communities, the Somali people will be more be involved in the security arrangements in their communities at the regional levels, as well as down to the village levels.

3. RESULTS AND PARTNERSHIPS

> **Output 1: Federal security institutions have increased professional capacity to exercise political and civilian oversight, deliver security services and coordinate the Federal approach to security in accordance with their mandates and in compliance with human rights standards.**

This Output focuses on institutional reform at the FGS level and focuses on three main security institutions namely OPM, MoIS, and MoD. The programme will support institutional development and capacity building to improve administrative capacity and promote affordable and sustainable security institutions, through support to each Ministry's Institutional Development & Capacity Building Plan (ID&CB Plan). Support will be given to key security institutions to exercise political and civilian oversight of its services, agencies and departments through increased professionalization. It takes into consideration ministerial reform processes and structures, provision of FGS agreed technologies for financial management, basic equipment, asset management, and HR management.

The support to MoIS recognises that civilian policing holds the key in bringing peace and security to communities across Somalia. The support includes looking at forecasting personnel, training and equipment requirements for 2018-2020 and recruitment of expert advisors and civil servants aligned to MoIS priorities. This will be in conjunction with police and justice reform plans to ensure the right capacity building sequencing.

MoD's support will be limited to supporting its civil service staff and other procedural and administrative reforms while support to the OPM will, in addition to public sector reform, look substantively at security policies as outlined in the Security and Justice Roadmap.

> **Output 2: Federal Member State security institutions have increased professional capacity to exercise oversight and deliver security services in accordance with their mandates and in compliance with human rights standards.**

This Output focuses on the FMS, mirroring Output 1. The sequencing and expansion into FMS will have to be carefully considered in the context of absorption capacity, local contexts and political dynamics. Administrations are moving at different speeds which will define the level of possible engagement. Sequencing will be discussed with the FGS, FMS and international partners and will take into

consideration the context of the JPP, the Joint Justice Programme, Joint Programme for Local Governance, Human Rights and CRESTA.

Each FMS has or will have a Regional Security Office (RSO) (similar to the ONS) that will ensure consistency of engagement in support of their respective RSCs and with the NSC. There is an important requirement to ensure implementation of the Transition Plan, strategic implementation of the NSArch, alongside capacity development of these structures and institutions. Of particular importance will be measuring the RSO's capacity to support the RSCs in actively participate in and coordinate interventions in direct support of the Transition Plan.

In Phase 2, each FMS Ministry of Security (MoS) will develop and implement their Institutional Development & Capacity Building Plans (ID&CB Plan) to improve administrative capacity and to exercise civilian oversight of its services, agencies and departments through increased professionalization. Experts take each FMS MoS through a process to understand the need for and to develop their ID&CB Plan through a series of workshops. Each FMS MoS ID&CB Plan prescribes MoS structure, and forecasts personnel, training and resource requirements for 2018-2020.

Output 3: Federal and Federal Member State legislatures have increased professional capacity to exercise oversight in accordance with their mandates.

Somalia's Parliament needs to be ready to discuss and approve legislation, including expenditure, relating to defence and security through its Defence and Security Committees within the House of the People, and the Security Committee within the Upper House. These Committees require capacity development to better understand their roles, to be better able to contribute to security related considerations by the Parliament and to increase democratic oversight of the security institutions.

Capacity building support to the relevant parliamentary committees, ensuring that the committees have systems and procedures in place for citizen engagement, and Members of Parliament have research, legal and financial skills, and know-how on how to perform their law-making, oversight and representation functions, organize public hearings, conduct legislative analysis giving priority to legislation required by the Constitution, the NSArch, taking into account gender and human rights considerations, and provide effective oversight of the government, including financial oversight and budgetary scrutiny, ensuring transparency against mishandling of public funds in the security sector.

The programme will also focus on supporting civil society engagement on security sector governance by creating opportunities to solicit and facilitate civic engagement; conduct a series of focus groups to identify key security issues of concern to Somali citizens; organize conferences for civil society organizations to initiate discussion with Members of the Parliament with the aim of raising awareness about the issues and garner support for legislation. These activities will assist civil society to hold authorities accountable for their actions through public awareness campaigns, by facilitating dialogue and negotiation between policymakers, security sector institutions, FMS and FMS parliamentary committees, and the population, including through advocacy campaigns that raise

awareness of key security concerns and issues, human rights abuses, misappropriation of funds, or other such violations.

Geographical Focus

The support being provided by this programme is intended for the FGS security institutions and for each of the FMS security institutions to build much need capacity.

4. PROJECT MANAGEMENT

The Programme will align its governance and coordination arrangements with the National Development Plan through the Pillar Working Group 3 (Rule of Law working group) administered under the Somalia Development and Reconstruction Facility (SDRF) which is the centrepiece for the partnership between the government and international community. The programme will be guided by the UNDG Guidelines on UN Joint Programming (2014).

This Programme's focus is on SSR and, in particular building capacity within institutions that are expected to oversee the reforms of subordinate security institutions, services, forces and agencies. The Programme is therefore very much linked to the work of the CAS and is one of the CAS cross-cutting elements with connections to the various CAS Strands' work. The links with the CAS also means close links with the Transition Plan as it too involves SSR at its core.

This programme shall also make strides to coordinate closely with the Rule of Law working group and bring the close linkage between the justice and the security sector to ensure that the Transition plan has a good balance between the security measures being undertaken along with the establishment of the criminal justice chain to operationalize the delivery of rule of law services.

The programme shall be implemented through UNDP rules and regulations such as use of Letters of Agreement for the disbursement of funds using different fund transfer modalities.

The Programme governance structure will consist of:
- Programme Steering Committee (PSC) with Programme Executive for oversight and strategic direction.
- Administrative Agent (AA) - funds administration.

Programme Steering Committee (PSC)

A Programme Steering Committee (PSC) governs and functions as the key decision-making body; it provides strategic guidance, and holds ultimate accountability that the fund achieves its programmatic objectives for the programme.

The PSC will bring together Somali representatives as beneficiaries including senior representatives from the OPM, MoIS, MoD, as well as FMS representatives, International Community partners and the UN (UNSOM, UNDP). The main

functions of the PSC will be to provide operational policies and strategic management decisions, including approving annual work plans and budgets.

The PSC brings together senior Government officials, donors and participating UN organizations and is co-chaired by the PS, Office of the Prime Minister. The PSC will be entrusted with the following specific responsibilities:
- Serve as resource allocation body and undertake management oversight and coordination;
- Facilitate collaboration between the FMS and FGS institutions for the implementation of the Programme;
- Review and approve the annual work plans, including budget allocation decisions;
- Request funds disbursements from the AA, in line with the Annual Work Plan;
- Review implementation progress and address problems;
- Review and approve progress reports, evaluation reports, budget revisions, and audit reports (published in accordance with UNDP disclosure policy).

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 programme initiation and on a quarterly basis, or whenever necessary and provide inputs to the relevant NDP working group and CAS Strand 2A and 2B.
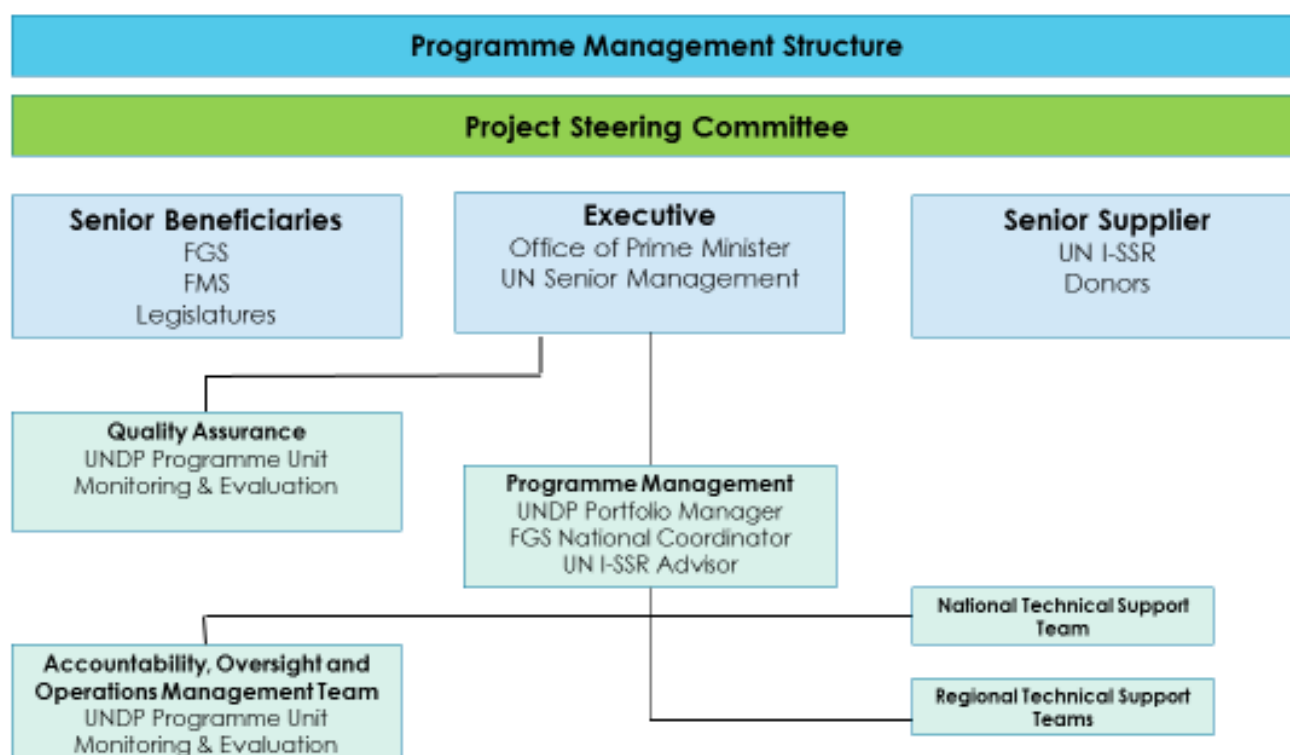
Project Management

A Project Manager from UNDP (cost-shared with other programmes), will provide overall guidance to the implementation of the programme and will ensure that the programme runs smoothly and effectively. The Project team shall be working

closely with focal FGS and FMS points. Specifically, the Project Manager will be responsible for ensuring that any programme management, programme, operations and financial disbursement service tasks are addressed. He/she is responsible for ensuring that the programme is implemented in accordance with the programme work plan.

The Project Manager's prime responsibility is to provide overall administrative direction. He/she also ensures that the programme produces the results specified in the programme document, to the required standard of quality and within the specified constraints of time and cost. He/she lends support in identifying complementary activities under the joint programmes on Police, Justice and Human Rights as well as other joint programmes as appropriate.

National Coordinator and M&E Advisor

A National Programme Coordinator shall be hired to coordinate the implementation of programme activities within the various government agencies involved in the programme at the Federal government level and at the federal member states. The Coordinator shall also coordinate and keep the programme office in Mogadishu updated regarding the day-to-day technical aspects of the programme, while working closely with the Project Manager and the SSR Governance Advisor.

Further, a national M&E Advisor will be hired to monitor and evaluate the progress of the programme, and to support the reporting on the Road Map to Security and Justice (Developed by the Ministerial Sub Committee on Security and Justice).

UN Support Teams

The project will be implemented with the support of the national and regional support teams from UNDP, who will provide support to the daily running of the activities. In addition to this, consultants and staff hired will support the implementation of the identified activities. The support teams will report directly to the Project Manager.

Programme Assurance

UNDP will exercise the programme assurance role, to ensure that project plans are being developed according to agreed standards, management procedures are properly followed, and potential risks properly mitigated; refer to the Risk and Mitigation Strategy in the document. Risks will be reported to the Programme Manager as they arise or are identified, and the risks and mitigations will be reported to the PSC meetings as a standing agenda item. The programme assurance also ensures that programme outputs and activity definitions (as appropriate) have been properly recorded in the Atlas Project Management system to facilitate monitoring and reporting, as well as that PSC recommendations are followed.

Programme Implementation Team – UN Integrated SSR Team

On behalf of the UN Integrated SSR Team the UNDP SSR Advisor will provide overall technical guidance to the implementation of the programme and will ensure that the programme runs smoothly and effectively, including by identifying and

addressing bottlenecks. The SSR Advisor will be responsible for ensuring that any programme management and financial disbursement service tasks are addressed, including procurement, reporting and any other programme implementation issues. He/she is responsible for ensuring that the programme is implemented in accordance with the various individual project work plans, e.g. the *MoIS Institutional Development and Capacity Building Plan.* The SSR Advisor shall report to the UNDP Project/Portfolio Manager.

The SSR Advisor will meet regularly with national counterparts to review progress with the programme and trouble-shoot issues as they arise. The overall technical work and the programme shall be implemented by programme implementation teams who coordinate the work at the federal and the FMS levels.

Execution Modality through Letters of Agreement

The current practice for programmes funded through the MPTF, and so for the JSSGP, is the FGS Executive signs the programme document on behalf of Somalia, with the implementing partner(s). Thereafter, the actual support to that is being delivered to each institution is agreed through a Letter of Agreement (LoA) signed by the institution and the implementing partner. For the JSSGP, LoAs will be provided for OPM, MOIS, MoD. For each FMS, the LOAs shall be signed by the OPM or MOIS and the FMS institutions and co-signed by the UN to ensure that there is transparency and accountability of all concerned entities signing this accountability framework.

The funds will be channelled through the LoA between relevant institutions and UNDP, based on audit report and Harmonized Approach to Cash Transfer (HACT) assessment recommendations. The three payment types may include (i) cash advances to responsible partners based on the HACT assessment, (ii) direct payments based on procurement processes undertaken by the responsible partner and (iii) direct implementation undertaken by UNDP based on agreements with the responsible partner. Direct implementation is for high-risk activities, 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 policies to build up and strengthen these systems.

Administrative Agent

The Programme funding is channelled through the Somalia UN Multi-Partner Trust Fund (MPTF) and shall be implemented according to the UNDG Guidelines on UN Joint Programming. The UNDP MPTF Office will serve as the Administrative Agent (AA) of the Somalia UN MPTF.

Monitoring and Evaluation

There shall be three levels of monitoring of this programme which includes and not limited to:
1. Third Party Monitoring: UNDP has good experience in the use of third party monitoring services in Somalia. Given the likely challenges of access and security, and to provide objective accountability to stakeholders, it is anticipated that a third-party monitoring agent and community based

stakeholder feedback will be engaged. The third party monitor is appointed on behalf of the quality assurance of the projects and programmes of UNDP. The reports are provided directly to the UNDP management and also shared with the partners for their feedback. All third party monitoring exercises are informed and coordinated with the stakeholders to ensure that the views of the stakeholders are well documented. The purpose of monitoring is to improve development effectiveness and efficiency through reviewing performance, and using evidence to adjust programming for optimal results achievement.

2. UNSOM and UNDP are embarking upon a new M&E initiative that will look at outcome indicators on peace and security which will also be fed through this programme so as to engage in corrective measures to support the Government with security policies where necessary. Good monitoring starts with good planning and clear identification of what a programme will strive to achieve with specified resources. Monitoring is a continuous management function that provides decision-makers with regular feedback on the consistency or discrepancy between planned and actual results and implementation performance. It provides a regular indication of the likelihood that expected results will be attained. Therefore, a detailed M&E plan will be developed within three months of the approval of the programme and it will be linked to the *Somalia Peace and Security Goal 16 M&E Project.* This programme shall have a set of easily measurable output indicators. The M&E reports shall be shared with the PSC on a regular basis.

Wherever possible joint monitoring visits shall be undertaken by the programme personnel, donors and stakeholders to take a collective decision on the progress made by the programme.

Evaluation shall be undertaken to understand the status and oversee the overall progress against the results framework through monitoring, reporting and evaluations. Midterm and final evaluations on the overall performance of the programme shall be agreed by the PSC. The evaluation reports shall be tabled with the PSC for deliberation.

Exit Strategy and Sustainability

The programme will not engage in building systems or invest in equipment where there is no guarantee of continued maintenance or budgetary resources from the Government. The programme will focus on transfer of knowledge, making the Somalis themselves able to carry out functions that are systemized. The programme's main objective is not only to build capacity but build systems that enduring. Creating sustainable and durable systems will be the single most important way to tackle corruption and professionalise the institutions.

Sustainability shall be ensured through the following efforts:
1. At the programme level, the results should be sustained through provision of a limited number of government staff in federal and FMS institutions as an interim solution as per the Capacity Injection Mechanism (CIM) manual.
2. At the macro-level and in view of decreasing donor funds in the next few years, the security sector overall faces severe sustainability questions. To ensure the proper use of resources and funds, the programme will support the development and strengthening of security institutions in the FMS capitals. As

the budget in each FMS increases and a minimum of government funds are allocated to the payment of salary for personnel, the programme will expand its support to other locations in the FMS.
3. Through the institution and capacity development plans there will be strong advocacy to ensure that for each calendar year, some government budget shall be included in the annual workplans.

5. LEGAL CONTEXT AND RISK MANAGEMENT

Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government and UNDP, signed on (date).   All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS).

UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds] [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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Risk Management

UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS).

UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds] [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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
a. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
   i.   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;
   ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
b. 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 the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

g. Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through

fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, mutatis mutandis, in all its sub-contracts or sub-agreements entered into further to this Project Document.

Programme Staffing Structure

FGS and FMS (including Banadir Regional Administration) Paid Personnel by JSSGP

The JSSGP will inject paid staff into FGS and FMS security institutions to rapidly increase capacities to oversee and exercise their respective security responsibilities.

Institutions	Positions & key functions	Staff No	% of time	Type of Contract	Location
FGS					
Office of Prime Minister	Senior M&E Advisor (1) M&E officer (1), Senior SSR Advisor (1), Finance/procurement officers (2)	5	100	Positions confirmed and employment contracts issued; For 10 civil servant positions these shall be cost shared by the government; to be clarified in LOA	Mogadishu
	Civil Servants	10	100		
	JSSGP Coordinator	1	100		Mogadishu
Ministry of Internal Security	Expert Advisors	6	100		Mogadishu
	Civil Servants	7	100		Mogadishu
Ministry of Defence	Expert Advisors	6	100		Mogadishu
	Civil Servants	7	100		
Office of National Security	Expert Advisors, civil servants and analysts	11	100		Mogadishu
Jubaland					
Ministry of Internal Security	Civil servants and analysts	9	100	Positions to be confirmed and employment contracts issued	Kismaayo
Regional Security Office		6	100		Kismaayo
SWS					
Ministry of Internal Security	Civil servants and analysts	9	100	Positions to be confirmed and employment contracts issued	Baidoa
Regional Security Office		6	100		Baidoa
HirShabelle					
Ministry of Internal Security	Civil servants and analysts	9	100	Positions to be confirmed and employment contracts issued	Jowhar
Regional Security Office		6	100		Jowhar
Galmudug					
Ministry of Internal Security	Civil servants and analysts	9	100	Positions to be confirmed and employment contracts issued	Dhuusamarreb
Regional Security Office		6	100		Dhuusamarreb
Puntland					
Ministry of Internal Security	Civil servants and analysts	9	100	Positions to be confirmed and employment contracts issued	Garoowe
Regional Security Office		6	100		Garoowe
Regional Security Office – Banadir Administration		6	100	Positions to be confirmed and employment contracts issued	Mogadishu
		134	100		

UNDP Staff Support to JSSGP

The UNDP staff support to the JSSGP is a mixture of staff fully dedicated to the programme to ensure it delivers the projects as intended, and with shared back office staff which assist to administer it. The back office staff are shared with other

programmes and ensure the UNDP finance, procurement, accounting, monitoring and reporting processes and systems are applied.

Position	Level	% Involved	Key Function	Location
Portfolio Manager UNDP ROL&SSR	P5	10%	Oversight of Programme with ROL&SSR Programmes	Mogadishu
SSR Advisor	P5	100%	JSSGP Advisor	Mogadishu
Project Management Specialist	P3	10%	Shared by all projects and programmes of the ROL Portfolio	Mogadishu
2 National Project Officers	SC10	100%	Reports to JSSGP Advisor	Mogadishu
National Finance Associate	SC 8	40%	Shared by all projects and programmes of the ROL Portfolio	Mogadishu
4 x National Project Officers	SC10	10%	Shared by all projects and programmes of the ROL Portfolio	Jowhar, Cadaado, Kismaayo, Baidoa, Garoowe
National Project Officer Garoowe	SB4/SC8	10%	Shared by all projects and programmes of the ROL Portfolio	Mogadishu
Reporting & Monitoring Officer	IUNV	50%	Shared by UNDP Police programme and SSR	Mogadishu
Procurement Associate	SB4/SC7	40%	Shared by all projects and programmes of the ROL Portfolio	Mogadishu

6. RESULTS AND RESOURCES FRAMEWORK

Relevant outcomes in the NDP: Pillars 2 and 3: Consolidating Peace, Inclusive Politics, Security and Rule of Law
UNSF SP2: Supporting institutions to improve peace, security and safety, democratic oversight, and the Rule of Law and safety of Somalis
Intended Outcome as stated in the UN I-SSR Country Programme: Development priority 1. Inclusive and responsive political processes. Development priority 2. Extending accountable and transparent service delivery in a secure environment.
UNSOM Mandate: S/RES/2408 (2018) Articles 2, 4 and 5.
CAS: Strand 2A (FGS Ministry of Defence and Somali National Armed Forces); and Strand 2B (Ministry of Internal Security (MOIS), NISA, Federal and State Police (Joint Police Programme), the Coast Guard, and Border Security).
Transition Plan: Supports and capacity builds the FGS and FMS security institutions responsible for oversight and implementation of the Transition Plan.
SDG Goal 16: Supports SDG 16 by promoting peace, justice and strong institutions.

Expected Outputs	Output Indicators	Indicative Activities	Data Source	Data Source Targets (by frequency of data collection) Y1 Y2		Data Collection Methods & Risks	Responsible Party
Output 1: Federal security institutions have increased professional capacity to exercise oversight, deliver security services and coordinate the federal approach to security in accordance with their mandates, and in compliance with human rights standards.							
<u>**Sub-output 1.1:**</u> Support Ministry of Internal Security (MOIS) to implement its Institutional Development & Capacity Building Plan (ID&CB Plan) to improve administrative capacity and to exercise oversight of its services, agencies and departments through increased professionalization[11].	**Indicator**: MOIS ID&CB Plan **Baseline:** 01 draft plan **Target**: MOIS ID&CB Plan finalised.	1.1.1 ID&CB Plan prescribes MOIS structure, and forecasts personnel, training and equipment requirements for 2018-2020.	MOIS ID&CB Plan	Annually	Annually	Desk review and analysis against the ID&CB Plan	MOIS UN I-SSR
	Indicator: # staff appointed **Baseline**: 5 **Target**: Key departments within MOIS staffed with qualified and competent personnel. **Gender Marker**: 30% of professional staff recruited are female. Gender Focal Point assigned.	1.1.2 Advertise, select, recruit and pay expert advisors and civil servants and FMS coordinators aligned to MOIS priorities in ID&CB Plan.	MOIS HR Reports & Payment Documents	Quarterly	Quarterly	Desk review and analysis against the ID&CB Plan and reports	MOIS UN I-SSR

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[11] Support to MOIS through MOIS through the *Institutional Development and Capacity Building for the FGS Ministry of Internal Security Project* commenced in February 2018.

Target: MOIS ID&CB Plan drafted. **Baseline**: 0 **Gender marker**: women's recruitment addressed in ID&CB Plan.	**Indicator**: # people trained (M/F) in civilian administration in line with other ministries as per MOIS Training Plan with increase in knowledge. **Baseline**: Limited training to date. **Target**: # Staff using SOPs and manuals from trainings. **Gender Marker**: Ensure all SOP's and training plans have gender mainstreaming.	1.1.3 Generic and specialist civil service training on: • Finance • Procurement and asset management • Human resources	Training reports; Staff post-training reports; MOIS Quarterly Report.	Quarterly	Quarterly	Desk review and analysis against the ID&CB Plan and reports	MOIS UN I-SSR
	Indicator: MOIS policies, reports, meeting outcomes, inter- and intra-ministerial engagement, staff retention **Baseline: 0** **Target**: Enhanced leadership and management capacity within MOIS **Gender Marker**: Ensure all SOP's and policies have gender mainstreaming.	1.1.4 Leadership and management training for senior MOIS staff, as outlined in MOIS Training Plan. • Series of workshops • Attendance by selected personnel on external courses	Training reports; Staff post-training reports; MOIS Quarterly Report.	Annually	Annually	Desk review and analysis against the ID&CB Plan and reports	MOIS UN I-SSR
	Indicator: Functional MOIS leads it public administration. **Baseline:** Limited operational support. **Target:** Enhanced functionality within the MOIS. **Gender marker**: Ensure balanced approach to rightsizing and protection of 30% of women in the workforce.	1.1.5 Support to ministerial functions by: • Provision of operational support • Procure vehicles • Refurbish old building designated for MOIS.	MOIS Quarterly Report; Financial reports.	Quarterly	Quarterly	Desk review and analysis against the ID&CB Plan, reports and the Refurbishment Plan	MOIS UN I-SSR
	Indicator: # of meetings led by MOIS with FMS security ministries and related committees. **Baseline:** 2017, 18 meetings	1.1.6 Provide support to the MOIS to host and facilitate key meetings with FMS security ministries and related committees.	Meeting minutes; MOIS Quarterly Report.	Quarterly	Quarterly	Desk review and analysis against the meetings schedule, minutes and reports	MOIS UN I-SSR

	Target: At least 2 in second half of 2018. **Gender marker**: Policies in security have special reference towards women employees in SPF, police and other security institutions.						
Sub-output 1.2: Somali police payroll and personnel administration is reformed, led by MOIS[12].		1.2.1 Develop ToR to reform FGS Police Force payroll and personnel management in accordance with the draft Plan for *Implementing Police Force Payroll*.	Final ToR	Quarterly	Quarterly	Desk review and analysis against the ToR.	MOIS UN I-SSR
Target: Reforms of the Police Force payroll and personnel management in accordance with the project ToRs implemented (2019 B: No/ T: Yes). **Baseline:** Draft Plan for *Implementing Police Force Payroll*. **Gender Marker**: Pay equity for women.		1.2.2. Implement reforms of the Police Force payroll and personnel management in accordance with the project ToRs.	Project progress reports; Final report	Quarterly	Quarterly	Desk review and analysis against the Police Force Payroll Reform Implementation Plan. New policy and procedures adopted by MOIS.	MOIS SPF UN I-SSR
Sub-output 1.3 Strengthen oversight and coordination between FGS and FMS on the handling and treatment of disengaged combatants **Target:** Improved implementation, oversight	**Indicators:** # National report the Handling & Treatment of Disengaged Combatants. **Baseline** 0 **Target:** Enhanced National Plan.	1.3.1 Enhance effectiveness of current DRP National Plan Working group through: • National Conference to review implementation of National Programme for the Handling & Treatment of Disengaged Combatants. • Support 8 Working Group meetings per year	Reports on handling and treatment of disengaged combatants	Annually	Annually	Desk review and analysis against the National Report and meeting minutes and papers	MOIS, DRP National Plan, DDR Working group, UN I-SSR and DDR

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[12] This output is included in the *Institutional Development and Capacity Building for the FGS Ministry of Internal Security Project.*

and coordination of current National Plan. **Indicator**: Report with recommendations to FGS & FMS. # meetings and reports. **Baseline**: National Plan for Handling & Treatment of Disengaged Combatants. **Gender marker**: 30% female participants							
Sub-output 1.4: Ministry of Defence (MoD) exercises oversight of its services, agencies and departments through increased professionalization. **Target**: MoD ID&CB Plan finalised. Key departments within MoD staffed with qualified and competent personnel with trainings received. **Indicator**: MoD ID&CB Plan exists. Fully functional MoD. **Baseline**: Approved MoD structure. **Gender Marker:** 30% women professional staff. Gender Focal Point assigned.	**Indicator**: Draft MoD ID&CB Plan **Baseline:** 0 **Target**: MoD ID&CB Plan finalised.	1.4.1 ID&CB Plan prescribes MoD structure, and forecasts personnel, training and equipment requirements for 2019-2021.	MoD ID&CB Plan	Annually	Annually	Desk review and analysis against the ID&CB Plan	MoD UN I-SSR
	Indicator: # staff appointed **Baseline**: # staff paid by UNDP **Target**: Key departments within MoD staffed with qualified and competent personnel. **Gender Marker**: 30% of professional staff recruited are female. Gender Focal Point assigned.	1.4.2 Advertise, select, recruit expert and pay advisors and civil servants aligned to MoD priorities in ID&CB Plan.	MoD HR Reports & Payment Documents	Quarterly	Quarterly	Desk review and analysis against the ID&CB Plan and reports	MoD UN I-SSR
	Indicator: # senior level meetings **Baseline:** 2017-18 meetings **Target:** Effective FGS-FMS security (coordination) meetings	1.4.3 Provide support to the MoD to host and facilitate key meetings with FMS security ministries and related committees.	Meeting minutes; MoD Quarterly Report.	Quarterly	Quarterly	Desk review and analysis against the meetings schedule, minutes and reports	MoD UN I-SSR
	Indicator: # people trained (M/F) in civilian administration in line with other ministries as per MoD Training Plan with increase in knowledge. **Baseline:** Limited training to date. **Target:** # Staff using SOPs and manuals from trainings.	1.4.4 Generic and specialist civil service training on: • Finance • Procurement and asset management • Human resources	Training reports; Staff post-training reports; MoD Quarterly Report	Quarterly	Quarterly	Desk review and analysis against the ID&CB Plan and reports	MoD UN I-SSR

	Indicator / Baseline / Target / Gender Marker	Activity	Means of Verification	Reporting Frequency	Reporting Frequency	Monitoring Method	Responsible
	Gender Marker: Ensure all SOP's and training plans have gender mainstreaming.						
	Indicator: MoD policies, reports, meeting outcomes, inter- and intra-ministerial engagement, staff retention. **Baseline: 0** **Target:** Enhanced leadership and management capacity within MoD. **Gender marker:** Ensure gender mainstreaming in leadership training and mentoring/coaching.	1.4.5 Leadership and management training for senior MoD staff, as outlined in MoD Training plan. Series of workshops. Attendance by selected personnel on external courses.	Training reports; Staff post-training reports; MoD Quarterly Report	Annually	Annually	Desk review and analysis against the ID&CB Plan and reports	MoD UN I-SSR
	Indicator: Safe and productive office environment. **Baseline: 0** **Target:** Enhanced functionality with MoD. **Gender marker:** Separate washrooms and prayer rooms for women employees.	1.4.6 Support to ministerial functions by: • Provision of operational support • Procure vehicles	MoD Quarterly Report; Financial reports	Quarterly	Quarterly	Desk review and analysis against the LoA and the Refurbishment Plan	MoD UN I-SSR
Sub-output 1.5: The Office for National Security (ONS) develops and implements the ONS Institutional Development & Capacity Building Plan (ID&CB Plan) with a clearly defined mandate and relationships to the OOP, OPM and other FGS security institutions. **Target**: ONS ID&CB Plan finalised. ONS staffed with	**Indicator:** # ONS staff participate **Baseline:** 0 **Target:** Knowledge of mandate of ONS	1.5.1: Support workshop for the mapping of the roles and responsibilities as part of the process to develop the ONS ID&CB Plan.	Workshop report	Annually	Annually	Desk review and analysis against the workshop report	ONS UN I-SSR
	Indicator: ID&CB plan **Baseline** 0 **Target:** ONS ID&CB Plan finalised.	1.5.2 ID&CB Plan prescribes ONS structure, roles and responsibilities and forecasts personnel, training and equipment requirements for 2018-2020.	ONS ID&CB Plan	Annually	Annually	Desk review and analysis against the ID&CB Plan	ONS UN I-SSR
	Indicator: # staff appointed and paid **Baseline:** 0 **Target:** ONS staffed with qualified and competent personnel.	1.5.3 Advertise, select, recruit and pay expert advisors/civil servants aligned to ONS priorities in ID&CB Plan. Advertise, select, recruit and	ONS HR reports & payment documents	Quarterly	Quarterly	Desk review and analysis against the ID&CB Plan and reports	ONS UN I-SSR

qualified and competent personnel.		pay civil servants for OPM. Top up current OPM staff salaries.					
Indicator: ONS ID&CB Plan drafted. **#** staff appointed. **Baseline 0** **Gender marker:** Gender mainstreaming is addressed in the ID&CB plan. 30% of women recruited as professional staff.	**Indicator:** # people trained with improved knowledge as measured by pre- and post-tests (M/F). **Baseline:** 0 **Target:** Key staff have received training in line with other ministries as per ONS Training Plan. **Gender marker:** Training Plan has gender issues addressed.	1.5.4 Generic civil service training on: - Duties and responsibilities within ONS - Administration and coordination of meetings and conferences - Presentation skills - Other training	Training reports; Staff post-training reports; ONS Quarterly Report	Quarterly	Quarterly	Desk review and analysis against the ONS RAU Plan and reports.	ONS UN I-SSR
	Indicator: Quality and quantity of reports and papers. **Baseline:** 0 **Target:** Enhanced analysis capacity for ONS. **Gender marker:** Gender issues addressed in the reports	1.5.5 Establish a Research & Analysis Unit (RAU) within ONS; Deliver training to RAU personnel; Pay 4 RAU personnel for ONS to sustain capability.	ONS Quarterly Report; RAU report and papers	Quarterly	Quarterly	Desk review and analysis against the LoA and ONS reports.	ONS UN I-SSR
	Indicator: Safe and productive office environment **Baseline:** Already procured **Target:** Enhanced functionality within ONS.	1.5.6 Support to ONS functions by: Provision of essential office resources.	ONS Quarterly Report; Financial reports	Quarterly	Quarterly	Desk review and analysis against the LoA and the Refurbishment Plan	ONS UN I-SSR
	Indicator: # meetings and events; reports from meetings and events **Baseline:** meetings 2017-18 **Target:** ONS facilitates key security events on behalf of FGS	1.5.7 Support to ONS to host and facilitate NSC Technical Committee meetings. Support for travel and DSA for FMS representatives for 8 meetings per year	NSC TC meeting reports; ONS Quarterly Report.	Quarterly	Quarterly	Desk review and analysis against the meetings schedule and reports	ONS UN I-SSR

Expected Outputs	Output Indicators	Indicative Activities	Data Source	Data Source Targets (by frequency of data collection) Y1	Y2	Data Collection Methods & Risks	Responsible Party
Output 2: Federal Member State security institutions have increased professional capacity to exercise oversight and deliver security services in accordance with their mandates, and in compliance with human rights standards.							
<u>**Sub-Output 2.1:**</u> Ministry of Security (MoS) in each FMS to implement its Institutional Development & Capacity Building Plan (ID&CB Plan) to improve administrative capacity and to exercise oversight of its services, agencies and departments through increased professionalization. **Target**: FMSs MoS ID&CB Plan finalised. **Baseline 0** **Gender marker:** Women's recruitment addressed in the ID&CB Plan	**Indicator**: Draft MoS ID&CB Plan for each FMS **Baseline:** 0 **Target**: MoS ID&CB Plan for each FMS finalised.	2.1.1 With support of experts, development of FMSs MoS ID&CB Plan through a series of workshops. Each FMS MoS ID&CB Plan prescribes MoS structure, and forecasts personnel, training and resource requirements for 2018-2020.	FMSs MoS ID&CB Plan	Annually	Annually	Desk review and analysis against the FMS ID&CB Plans	Each FMS MoS UN I-SSR
	Indicator: # staff appointed. **Baseline 0** **Target**: Key departments within each FMS MoS staffed with qualified and competent peronnel. **Gender Marker**: 30% of staff are female. Gender Focal Point assigned.	2.1.2 Advertise, select, recruit expert and pay advisors and/or civil servants aligned to FMSs MoS' priorities in ID&CB Plan.	FMSs MoS HR Reports & Payment Documents	Quarterly	Quarterly	Desk review and analysis against the FMSs ID&CB Plans and reports	Each FMS MoS UN I-SSR
	Indicator: # people trained (M/F) in civilian administration in line with other ministries as per MoS Training Plan with increas in knowledge **Baseline 0** **Target:** # key MoS staff trained and using SOPs & manuals from training **Gender Marker**: Ensure all SOP's and training plans have gender mainstreaming.	2.1.3 Generic Civil Service training on: • Finance • Procurement and Asset management • Human Resources.	Training reports; Staff post-training reports; FMSs MoS Quarterly Report.	Quarterly	Quarterly	Desk review and analysis against the FMS ID&CB Plans and reports	Each FMS MoS UN I-SSR
	Indicator: MoS policies, reports, meeting outcomes, inter- and intra-	2.1.4 Leadership and Management training for senior MoS staff, as outlined in MoS Training Plan.	Training reports; Staff post-training reports;	Annually	Annually	Desk review and analysis against the	Each FMS MoS UN I-SSR

	ministerial engagement, staff retention **Baseline 0** **Target:** Enhanced leadership and managment capacity within MoS. **Gender Marker**: Ensure all SOP's and policies have gender mainstreaming.	• Series of workshops • Attendance by selected personnel on central and external courses.	FMSs MoS Quarterly Report.			FMS ID&CB Plans and reports	
	Indicator: Safe and productive office environment. **Baseline: 0** **Target:** Enhanced functionality of FMS MoS. **Gender marker:** Separate washrooms and prayer rooms for women employees.	2.1.5 Support to ministerial functions by: • Provision of operational support. • Provision of agreed technologies for financial, asset and HR management. • Provision of other support identified in FMS MoS ID&CB Plan.	FMSs MoS Quarterly Report; Financial reports	Quarterly	Quarterly	Desk review and analysis against the LoAs.	Each FMS MoS UN I-SSR
	Indicator: Quality and quantity of reports and papers **Baseline** Puntland RAU **Target** Ehanced analysis capacity for FMSs MoS.	2.1.6 Establish a Research and Analysis Unit (RAU) within each MoS; deliver training to RAU personnel; pay 3 RAU personnel per FMS MoS to sustain capability.	MoS/RAU HR reports & payment documents	Quarterly	Quarterly	Desk review and analysis against the FMS MoS/RAU Plans and reports	Each FMS MoS UN I-SSR
Sub-output 2.2 FMSs & BRA RSO each develops and implements the RSO Institutional Development & Capacity Building Plan (ID&CB Plan) with a clearly defined mandate. **Target**: FMSs & BRA RSO ID&CB Plan finalised. **Indicator:** FMS RSO ID&CB plans drafted. **Baseline 0**	**Indicator:** # RSOs staff participate **Baseline:** 0 **Target:** Knowledge of mandate of RSOs	2.2.1: Support to expert-led workshop for the mapping of the roles and responsibilities as part of the process to develop the RSOs' ID&CB Plans.	Workshop report	Annually	Annually	Desk review and analysis against the RSOs ID&CB Plans and reports	FMS BRA UN I-SSR
	Indicator: ID&CB plan **Baseline** 0 **Target:** RSOs' ID&CB Plan finalised.	2.2.2 ID&CB Plan prescribes RSO structure, roles and responsibilities and forecasts personnel, training and equipment requirements for 2018-2020.	Final ID&CB Plans	Annually	Annually	Desk review and analysis against the RSOs ID&CB Plans	FMS BRA UN I-SSR
	Indicator: # staff appointed and paid **Baseline:** 0 **Target:** RSOs staffed with qualified and competent personnel.	2.2.3 Advertise, select, recruit expert and pay advisors and/or civil servants aligned to RSO priorities in ID&CB Plans.	RSO HR reports & payment documents	Quarterly	Quarterly	Desk review and analysis against the RSOs ID&CB Plans and reports	FMS BRA UN I-SSR

Gender marker: Women's recruitment and policies addressed in the ID&CB Plan	Indicator: Safe and productive office environment. Baseline: 0 Target: Functional RSOs with qualified personnel.	2.2.4 Support to the RSOs functions by: • Provision of essential office resources. • Provision of certain technical advice by regional ROLSIG staff	Training Reports Staff post-training reports RSO Quarterly Report	Quarterly	Quarterly	Desk review and analysis against the LoAs and reports	FMS BRA UN I-SSR

Expected Outputs	Output indicators	Indicative Activities	Data Source	Data source Targets (by frequency of data collection) Y1 Y2		Data Collection Methods & Risks	Responsible Party
Output 3: Somali Federal and Member State legislatures have increased professional capacity to exercise oversight in accordance with their mandates.							
<u>**Sub-output 3.1**</u> FGS and FMS Parliaments exercise oversight over the security sector. **Indicator:** ID&CB Plan for each Committee. # Committee members participating in capacity building activities. # Committees' meetings, minutes, reports & submissions.	**Indicator:** # of participants in capacity building activities with increase in knowledge to hold the security sector accountable through implementation of its approved ID&CB Plan. **Baseline: 0** **Target:** The House of the People (HOTP) **Defence Committee** gains the knowledge to hold the defence sector accountable through implementation of its approved ID&CB Plan.	3.1.1 Support to the Defence Committee by workshops on: • MPs' roles and responsibilities. • Legislative review, political decisions and evaluate policies in the defence sector. • Effective committee oversight. • Outreach and citizen engagement.	Workshop reports; Reports on progress against ID&CB Plan	Quarterly	Quarterly	Desk review and analysis against the ID&CB Plan and reports	HOTP Defence Committee UN I-SSR
# Draft & reviewed laws tabled in Parliaments. **Targets**: Signed off ID&CB Plan for all Committees. 80% participation in capacity building activities. # Hearings, Committee meetings, and public meetings. Security related law drafted and/or reviewed by Committees. **Baseline:** 0 **Gender Marker**: 20% women membership in Committees.	**Indicator:** Functional HOPT Committee exercising oversight. **Baseline:** 0 **Target:** Enhanced functionality of the HOPT Committee.	3.1.2 Provision of essential office resources to support HOPT Committee work.	Procurement reports	Quarterly	Quarterly	Desk review and analysis against the ID&CB Plan and reports	HOTP Defence Committee UN I-SSR
	Indicator: # parliamentary network events attended by HOTP Defence Committee. **Baseline:** 0 **Target**: At least 3.	3.1.3 Defence Committee study visit and participation in parliamentary networks by: • Fact finding visits to national parliaments of countries to be defined (within AU). • Participation in parliamentary regional events, international organizations and fora. • Membership of and support from international parliamentary	Post-activity reports	Quarterly	Quarterly	Desk review and analysis against the ID&CB Plan and reports	HOTP Defence Committee UN I-SSR

		organizations (i.e. Inter-Parliamentary Union[13] (IPU) and the Geneva Centre for the Democratic Control of Armed Forces (DCAF)).						
	Indicator: #Meeting minutes, reports and correspondence. **Baseline: 0** **Target:** The **House of the People (HOTP) Security Committee** gains the knowledge to hold the security sector accountable through implementation of its approved ID&CB Plan.	3.1.4 Support to the HOPT Security Committee by workshops on: • MPs' roles and responsibilities. • Legislative review, political decisions and evaluate policies in the security sector. • Effective committee oversight. • Outreach and citizen engagement.	Workshop reports; Reports on progress against ID&CB Plan	Quarterly	Quarterly	Desk review and analysis against the ID&CB Plan and reports	HOTP Security Committee UN I-SSR
	Indicator: Functional HOPT Committee exercising oversight. **Baseline:** 0 **Target:** Enhanced functionality of the HOPT Committee.	3.1.5 Provision of essential office resources to support HOPT Committee work.	Procurement reports	Quarterly	Quarterly	Desk review and analysis against the ID&CB Plan and reports	HOPT Security Committee UN I-SSR
	Indicator: # parliamentary network events attended by HOTP Security Committee **Baseline: 0** **Target:** At least 3.	3.1.6 HOPT Security Committee study visit and participation in parliamentary networks by: • Fact finding visits to national parliaments of countries to be defined (within AU). • Participation in parliamentary regional events, international organizations and fora. • Membership of and support from international parliamentary organizations (i.e. Inter-Parliamentary Union (IPU) and	Post-activity reports	Quarterly	Quarterly	Desk review and analysis against the ID&CB Plan and reports	HOTP Security Committee UN I-SSR

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[13] https://www.ipu.org/

			the Geneva Centre for the Democratic Control of Armed Forces (DCAF)).					
		Indicator: # of participants with increase in knowledge to hold the security sector accountable through implementation of its approved ID&CB Plan. **Baseline: 0** **Target:** The **Upper House (UH) Security Committee** gains the knowledge to hold the defence and security sector accountable through implementation of its approved ID&CB Plan.	3.1.7 Support to the UH Security Committee by workshops on: • MPs' roles and responsibilities. • Legislative review, political decisions and evaluate policies in the defence and security sector. • Effective committee oversight. • Outreach and citizen engagement.	Workshop reports; Reports on progress against ID&CB Plan	Quarterly	Quarterly	Desk review and analysis against the ID&CB Plan and reports	UH Security Committee UN I-SSR
		Indicator: Functional UH Committee exercising oversight. **Baseline:** 0 **Target:** Enhanced functionality of the UH Committee.	3.1.8 Provision of essential office resources to support Committee work.	Procurement reports	Quarterly	Quarterly	Desk review and analysis against the ID&CB Plan and reports	UH Security Committee UN I-SSR
		Indicator: # parliamentary network events attended by UH Security Committee. **Baseline:** 0 **Target**: At least 3.	3.1.9 Security Committee study visit and participation in parliamentary networks by: • Fact finding visits to national parliaments of countries to be defined (within AU). • Participation in parliamentary regional events, international organizations and fora. • Membership of and support from international parliamentary organizations (i.e. Inter-Parliamentary Union (IPU) and the Geneva Centre for the Democratic Control of Armed Forces (DCAF)).	Post-activity reports	Quarterly	Quarterly	Desk review and analysis against the ID&CB Plan and reports	UH Security Committee UN I-SSR

	Indicator / Baseline / Target	Activity	Means of Verification			Method	Responsible
	Indicator: # of participants in capacity building activities with increase in knowledge to hold the security sector accountable through implementation of its approved ID&CB Plan. **Baseline**: 0 **Target**: All FMS Parliamentary Security Committees gain the knowledge to hold the security sector accountable through implementation of its approved ID&CB Plan.	3.1.10 Support to the FMSs Security Committees by combined workshops on: • MPs' roles and responsibilities. • Legislative review, political decisions and evaluate policies in the security sector. • Effective committee oversight. • Outreach and citizen engagement.	Workshop reports; Reports on progress against ID&CB Plan	Quarterly	Quarterly	Desk review and analysis against the ID&CB Plans and reports	Each FMS Regional Assembly Security Committee UN I-SSR
	Indicator: Functional Regional Assembly Committees exercising oversight. **Baseline:** 0 **Target:** Enhanced functionality of the Regional Assembly Committees.	3.1.11 Provision of essential office resources to support Committee work.	Procurement reports	Quarterly	Quarterly	Desk review and analysis against the ID&CB Plans and reports	Each FMS Regional Assembly Security Committee UN I-SSR
Sub-output 3.2 Strengthen civil society engagement in security sector governance. **Target:** security sector policy that is more inclusive of the impacts on civil society. **Indicator**: Reports with recommendations to FGS & FMS. # meetings and reports. **Baseline**: 0 **Gender marker**: 30% female participants	**Indicators:** # focus Groups at FGS and FMS level, 1 national Conference , 1 report to Federal Parliament & Regional Assemblies **Baseline** 0 **Target:** Functioning civilian oversight mechanisms include women and contribute to law-abiding, accountable and transparent security sector institutions.	3.2.1 Civil society, including women groups, are more engaged in the security sector governance, as an overseer and monitor of the security sector institutions: • Focus groups to identify security key concerns • Awareness raising conference with civil society organizations and MPs • Report submitted to Federal Parliament and FMSs Regional Assemblies during Conference	Focus group reports and conference report	Quarterly	Quarterly	Desk review and analysis against the engagement plan (for the focus groups), conference report	NGO UN I-SSR
	Indicators: # focus Groups at FGS and FMS level, 1 national Conference , 1 report to Federal Parliament & Regional Assemblies	3.2.2 Youth is more engaged in the security sector governance, as an overseer and monitor of the security sector institutions:	Focus group reports and conference report	Quarterly	Quarterly	Desk review and analysis against the engagement plan (for the focus	NGO UN I-SSR

	Baseline 0 **Target:** Functioning civilian oversight mechanisms include youth and contribute to law-abiding, accountable and transparent security sector institutions. **Gender marker:** 30% of focus group and conference participants are female	• Focus groups to identify security key concerns • Awareness raising conference with civil society organizations and MPs • Report submitted to Federal Parliament and FMSs Regional Assemblies during Conference				groups), conference report
	Indicator: Quality and quantity of reports and papers **Baseline** 0 **Target** Enhanced analysis capacity for FGS Parliament	3.2.3 Support to academic research and analysis in security in Somalia in support of FGS. Focus on impacts on women and children.	Research reports	Quarterly	Quarterly	Desk review and analysis of number, type and effect of research	Research entity UN I-SSR

7. MULTI YEAR WORK PLAN

Expected Outputs	Planned Activities	Activities in Each Quarter								Planned Budget by Each Year		Responsible Party	Planned Budget		
		Year 1-2019				Year 2-2020				Year 1-2019	Year 2-2020				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				Funding Source	Budget Description[14]	Amount USD
Output 1: Federal security institutions have increased professional capacity to exercise oversight, deliver security services and coordinate the federal approach to security in accordance with their mandates, and in compliance with human rights standards.															
Sub-output 1.1: Support Ministry of Internal Security (MOIS) to implement its Institutional Development & Capacity Building Plan (ID&CB Plan) to improve administrative capacity and to exercise oversight of its services, agencies and departments through increased professionalization. **Target**: MOIS ID&CB Plan drafted. **Baseline**: 0	1.1.1 ID&CB Plan prescribes MOIS structure, and forecasts personnel, training and equipment requirements for 2018-2020. **Indicator**: Draft MOIS ID&CB Plan **Baseline**: 0 **Target**: MOIS ID&CB Plan finalised.											MOIS 0010126 UN I-SSR UNDP 001981		71800 61300 71400 71500 71600 72200 73100	Completed
	1.1.2 Advertise, select, recruit and pay 13 x expert advisors and civil servants and FMS coordinators aligned to MOIS priorities in ID&CB Plan. **Indicator**: # staff appointed **Baseline**: 5 **Target**: Key departments within MOIS staffed with qualified and competent personnel. **Gender Marker**: 30% of professional staff recruited are female. Gender Focal Point assigned.	X	X	X	X	X	X	X	X	1,130,000	1,130,000	MOIS 0010126 UN I-SSR UNDP 001981	EU MPTF 12269 30000	71800 61300 71400 71500 71600 72200 73100	2,260,000
	1.1.3 Generic and specialist civil service training on:	X	X	X	X	X	X	X	X	16,950	16,950	MOIS	EU	75700	33,900

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[14] Budget Codes: 61300-International Professional Staff | 71400-Service Contracts | 71500-UN Volunteers | 71600-Travel | 71800-Service Contracts IP | 72200-Equipment and Furniture | 72600-Grants | 73100-Common Services-Premises | 75700-Training, Workshops, Conferences | 71800 Contractual Services-Imp Partn | 73100 Rental & Maintenance-Premises | 72100 Contractual Services-Companies | 71300 Local Consultants | 72600 Grants

		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8						
Gender marker: women's recruitment addressed in ID&CB Plan.	• Finance • Procurement and asset management • Human resources **Indicator:** # people trained (M/F) in civilian administration in line with other ministries as per MOIS Training Plan with increase in knowledge. **Baseline:** Limited training to date. **Target:** # Staff using SOPs and manuals from trainings. **Gender Marker**: Ensure all SOP's and training plans have gender mainstreaming.											0010126 12269 30000 UN I-SSR UNDP 001981	MPTF	61300 71400 71500 71600 72200 73100	
	1.1.4 Leadership and management training for senior MOIS staff, as outlined in MOIS Training Plan. • Series of workshops • Attendance by selected personnel on external courses **Indicator**: MOIS policies, reports, meeting outcomes, inter- and intra-ministerial engagement, staff retention **Baseline: 0** **Target:** Enhanced leadership and management capacity within MOIS **Gender Marker**: Ensure all SOP's and policies have gender mainstreaming.		X	X	X	X	X	X	X	20,340	15,820	MOIS 0010126 UN I-SSR UNDP 001981		75700 61300 71400 71500 71600 72200 73100	36,160
	1.1.5 Support to ministerial functions by: • Provision of operational support	X	X	X	X	X	X	X	X	20,340	20,340	MOIS 0010126 12269 30000 UN I-SSR UNDP 001981	EU MPTF	73100 72200 72100	40,680
	• Procure vehicles				X					46,330					46,330
	• Refurbish old building designated for MOIS. **Indicator**: Functional MOIS leads it public administration. **Baseline:** Limited operational support. **Target:** Enhanced functionality within the MOIS. **Gender marker**: Ensure balanced approach to rightsizing and protection of 30% of women in the workforce.	X	X	X	X	X	X	X	X	141,250	141,250			71300 61300 71400 71500 71600	282,500

	1.1.6 Provide support to the MOIS to host and facilitate key meetings with FMS security ministries and related committees. **Indicator:** # of meetings led by MOIS with FMS security ministries and related committees. **Baseline:** 2017, 18 meetings **Target:** At least 2 in second half of 2018. **Gender marker:** Policies in security have special reference towards women employees in SPF, police and other security institutions.	X	X	X	X	X	X	X	X	33,900	33,900	MOIS 0010126 UN I-SSR UNDP 001981	EU MPTF 12269 30000	75700 61300 71400 71500 71600 72200 73100	67,800
Sub-output 1.2: Somali police payroll and personnel administration is reformed, led by MOIS. **Target:** Reforms of the Police Force payroll and personnel management in accordance with the project ToRs implemented (2019 B: No/ T: Yes). **Baseline:** Draft Plan for *Implementing Police Force Payroll.* **Gender Marker:** Pay equity for women.	1.2.1 Develop ToR to reform FGS Police Force payroll and personnel management in accordance with the draft Plan for *Implementing Police Force Payroll.*											MOIS 0010126 UN I-SSR UNDP 001981			Completed
	1.2.3. Implement reforms of the Police Force payroll and personnel management in accordance with the project ToRs.	X	X	X	X	X	X	X	X	140,425	140,419	MOIS 0010126 UN I-SSR UNDP 001981 SPF	EU MPTF 12269 30000	75700 71600 72200 61300 71400 71500 72200 73100	280,845
Sub-output 1.3 Strengthen oversight and coordination between FGS and FMS on the handling and treatment of disengaged combatants **Target:** Improved implementation,	1.3.1 Enhance effectiveness of current DRP National Plan Working group through: • National Conference to review implementation of National Programme for the Handling & Treatment of Disengaged Combatants.			X	X					14,690		MOIS 0010126 DRP Nat. Plan, DDR WG, UN I-SSR and DDR	EU MPTF 12269 30000	75700 61300 71400 71500 71600 72200 73100	14,690
	• Support 8 Working Group meetings per year **Indicators:** # National report the Handling & Treatment of Disengaged Combatants. **Baseline** 0	X	X	X	X	X	X	X	X	12,430	12,430				24,860

oversight and coordination of current National Plan. **Indicator**: Report with recommendations to FGS & FMS. # meetings and reports. **Baseline**: National Plan for Handling & Treatment of Disengaged Combatants. **Gender marker**: 30% female participants	**Target:** Enhanced National Plan.												UNDP 001981			
Sub-output 1.4: Ministry of Defence (MoD) exercises oversight of its services, agencies and departments through increased professionalization.	1.4.1 ID&CB Plan prescribes MoD structure, and forecasts personnel, training and equipment requirements for 2019-2021. **Indicator**: Draft MoD ID&CB Plan **Baseline**: 0 **Target**: MoD ID&CB Plan finalised.	X								1,130		MoD UN I-SSR UNDP 001981	EU MPTF 12269 30000	75700 61300 71400 71500 71600 72200 73100	1,130
Target: MoD ID&CB Plan finalised. Key departments within MoD staffed with qualified and competent personnel with trainings received. **Indicator**: MoD ID&CB Plan exists. Fully functional MoD. **Baseline**: Approved MoD structure. **Gender Marker**: 30% women professional staff. Gender Focal Point assigned.	1.4.2 Advertise, select, recruit expert and pay 13 x advisors and civil servants aligned to MoD priorities in ID&CB Plan. **Indicator**: # staff appointed **Baseline**: # staff paid by UNDP **Target**: Key departments within MoD staffed with qualified and competent personnel. **Gender Marker**: 30% of professional staff recruited are female. Gender Focal Point assigned.	X	X	X	X	X	X	X	X	904,000	904,000	MoD UN I-SSR UNDP 001981	EU MPTF 12269 30000	71800 61300 71400 71500 71600 72200 73100	1,808,000
	1.4.3 Provide support to the MoD to host and facilitate key meetings with FMS security ministries and related committees. **Indicator**: # senior level meetings **Baseline**: 2017-18 meetings **Target**: Effective FGS-FMS security (coordination) meetings	X	X	X	X	X	X	X	X	33,900	33,900	MoD UN I-SSR UNDP 001981	EU MPTF 12269 30000	75700 61300 71400 71500 71600 72200 73100	67,800

	1.4.4 Generic and specialist civil service training on: • Finance • Procurement and asset management • Human resources				X	X					16,950		MoD UN I-SSR UNDP 001981	EU MPTF 12269 30000	75700 61300 71400 71500 71600 72200 73100	16,950
	• Generic Staff training **Indicator:** # people trained (M/F) in civilian administration in line with other ministries as per MoD Training Plan with increase in knowledge. **Baseline:** Limited training to date. **Target:** # Staff using SOPs and manuals from trainings. **Gender Marker**: Ensure all SOP's and training plans have gender mainstreaming.	X	X	X	X	X	X	X	X	54,805	54,805		EU MPTF 12269 30000		109,610
	1.4.5 Leadership and management training for senior MoD staff, as outlined in MoD Training plan. Series of workshops. Attendance by selected personnel on external courses. **Indicator**: MoD policies, reports, meeting outcomes, inter- and intra-ministerial engagement, staff retention. **Baseline: 0** **Target:** Enhanced leadership and management capacity within MoD. **Gender marker:** Ensure gender mainstreaming in leadership training and mentoring/coaching.	X	X	X	X	X	X	X	X	12,430	12,430	MoD UN I-SSR UNDP 001981	EU MPTF 12269 30000	75700 71600 61300 71400 71500 71600 72200 73100	24,860
	1.4.6 Support to ministerial functions by: • Provision of operational support **Indicator**: Safe and productive office environment. **Baseline: 0** **Target:** Enhanced functionality with MoD. **Gender marker:** Separate washrooms and prayer rooms for women employees.	X	X	X	X	X	X	X	X	40,680	40,680	MoD UN I-SSR UNDP 001981	EU MPTF 12269 30000	73100 61300 71400 71500 71600 72200 73100	81,360

Sub-output 1.5	Activities											Responsible party	Donor	Account code	Amount
Sub-output 1.5: The Office for National Security (ONS) develops and implements the ONS Institutional Development & Capacity Building Plan (ID&CB Plan) with a clearly	1.5.1: Support workshop for the mapping of the roles and responsibilities as part of the process to develop the ONS ID&CB Plan. **Indicator:** # ONS staff participate **Baseline:** 0 **Target:** Knowledge of mandate of ONS	X								1,130		ONS UN I-SSR UNDP 001981	EU MPTF 12269 30000	71800 61300 71400 71500 71600 72200 73100	1,130
defined mandate and relationships to the OOP, OPM and other FGS security institutions.	1.5.2 ID&CB Plan prescribes ONS structure, roles and responsibilities and forecasts personnel, training and equipment requirements for 2018-2020 **Indicator:** ID&CB plan **Baseline** 0 **Target:** ONS ID&CB Plan finalised.											ONS UN I-SSR UNDP 001981	EU MPTF 12269 30000		-
Target: ONS ID&CB Plan finalised. ONS staffed with qualified and competent personnel. **Indicator**: ONS ID&CB Plan drafted. **#** staff appointed. **Baseline 0** **Gender marker:** Gender mainstreaming is	1.5.3 Advertise, select, recruit and pay 7 x expert advisors/civil servants aligned to ONS priorities in ID&CB Plan. Advertise, select, recruit and pay civil servants for OPM. Top up salaries of 10 x OPM staff. **Indicator:** # staff appointed and paid **Baseline:** 0 **Target:** ONS staffed with qualified and competent personnel.	X	X	X	X	X	X	X	X	305,100 121,800 30,000	305,100 121,800 30,000	ONS UN I-SSR UNDP 001981		71800 61300 71400 71500 71600 72200 73100	610,200 275,268 67,800
addressed in the ID&CB plan. 30% of women recruited as professional staff.	1.5.4 Generic civil service training on: • Duties and responsibilities within ONS • Administration and coordination of meetings and conferences • Presentation skills • Other training **Indicator:** # people trained with improved knowledge as measured by pre- and post-tests (M/F). **Baseline:** 0 **Target:** Key staff have received training in line with other ministries as per ONS Training Plan. **Gender marker:** Training Plan has gender issues addressed.	X	X	X	X	X	X	X	X	11,300	11,300	ONS UN I-SSR UNDP 001981	EU MPTF 12269 30000	75700 61300 71400 71500 71600 72200 73100	22,600

Planned Activities	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Planned Budget by Each Year		Responsible Party			Planned Budget
1.5.5 Establish a Research & Analysis Unit (RAU) within ONS; • Advertise, select, recruit and pay 4 x analysts	X	X	X	X	X	X	X	X	106,220	106,220	ONS UN I-SSR UNDP 001981	EU MPTF 12269 30000	71800 61300 71400 71500 71600 72200 73100	212,440
• Deliver training to RAU personnel **Indicator**: Quality and quantity of reports and papers. **Baseline:** 0 **Target:** Enhanced analysis capacity for ONS. **Gender marker:** Gender issues addressed in the reports		X	X						113,000			EU MPTF 12269 30000	75700 61300 71400 71500 71600 72200 73100	113,000
1.5.6 Support to ONS functions by: • Provision of essential office resources. **Indicator:** Safe and productive office environment **Baseline:** Already procured **Target:** Enhanced functionality within ONS.											ONS UN I-SSR UNDP 001981	EU MPTF 12269 30000		In kind
1.5.7 Support to ONS to host and facilitate NSC Technical Committee meetings. Support for travel and DSA for FMS representatives for 8 meetings per year **Indicator:** # meetings and events; reports from meetings and events **Baseline:** meetings 2017-18 **Target:** ONS facilitates key security events on behalf of FGS	X	X	X	X	X	X	X	X	25,990	25,990	ONS UN I-SSR UNDP 001981	EU MPTF 12269 30000	75700 71600 61300 71400 71500 72200 73100	51,980

Sub Total	Programmble Amount									3,372,564	3,179,328				6,551,893
	GMS														485,325.41
	DPC														697,923.71

Expected Outputs	Planned Activities	Activities in Each Quarter	Planned Budget by Each Year	Responsible Party	Planned Budget

		Year 1-2019				Year 1-2020				Year 1 2019	Year 2-2020		Funding Source	Budget Description	Amount in USD
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
Output 2: Federal Member State security institutions have increased professional capacity to exercise oversight and deliver security services in accordance with their mandates, and in compliance with human rights standards.															
<u>**Sub-Output 2.1:**</u> Ministry of Security (MoS) in each FMS to implement its Institutional Development & Capacity Building Plan (ID&CB Plan) to improve administrative capacity and to exercise oversight of its services, agencies and departments through increased professionalization.	2.1.1 With support of experts, development of FMSs MoS ID&CB Plan through a series of workshops. Each FMS MoS ID&CB Plan prescribes MoS structure, and forecasts personnel, training and resource requirements for 2018-2020. **Indicator**: Draft MoS ID&CB Plan for each FMS **Baseline:** 0 **Target**: MoS ID&CB Plan for each FMS finalised.	X	X							44,183	44,183		FMS MoS UN I-SSR UNDP 001981	EU MPTF 12269 30000	75700 71300 61300 71400 71500 71600 72200 73100	88,366
improve administrative capacity and to exercise oversight of its services, agencies and departments through increased professionalization.	2.1.2 Advertise, select, recruit and pay 6 x civil servants aligned to FMSs MoS' priorities in ID&CB Plan. Also 3 x staff for BRA. **Indicator**: # staff appointed. **Baseline 0** **Target**: Key departments within each FMS MoS staffed with qualified and competent peronnel. **Gender Marker**: 30% of staff are female. Gender Focal Point assigned.			X	X	X	X	X	X	213,570	213,570		FMS MoS UN I-SSR UNDP 001981	EU MPTF 12269 30000	71800 61300 71400 71500 71600 72200 73100	427,140
Target: FMSs MoS ID&CB Plan finalised. **Baseline 0** **Gender marker:** Women's recruitment addressed in the ID&CB Plan	2.1.3 Generic Civil Service training on: • Finance • Procurement and Asset management • Human Resources. **Indicator:** # people trained (M/F) in civilian administration in line with other ministries as per MoS Training Plan with increas in knowledge **Baseline 0** **Target:** # key MoS staff trained and using SOPs & manuals from training **Gender Marker**: Ensure all SOP's and training plans have gender mainstreaming.			X	X					219,220			FMS MoS UN I-SSR UNDP 001981	EU MPTF 12269 30000	75700 61300 71400 71500 71600 72200 73100	219,220

Activity	1	2	3	4	5	6	7	8	9	10	11	12			Implementers	Donor	Codes	Total
2.1.4 Leadership and Management training for senior MoS staff, as outlined in MoS Training Plan. • Series of workshops • Attendance by selected personnel on central and external courses. **Indicator**: MoS policies, reports, meeting outcomes, inter- and intra-ministerial engagement, staff retention **Baseline 0** **Target:** Enhanced leadership and managment capacity within MoS. **Gender Marker**: Ensure all SOP's and policies have gender mainstreaming.		X	X	X	X	X	X						45,200	33,900	FMS MoS UN I-SSR UNDP 001981	EU MPTF 12269 30000	75700 61300 71400 71500 71600 72200 73100	79,100
2.1.5 Support to ministerial functions by: • Provision of operational support. • Provision of agreed technologies for financial, asset and HR management. • Provision of other support identified in FMS MoS ID&CB Plan. **Indicator:** Safe and productive office environment. **Baseline: 0** **Target:** Enhanced functionality of FMS MoS. **Gender marker:** Separate washrooms and prayer rooms for women employees.	X	X	X	X	X	X	X	X					31,640	31,640	FMS MoS UN I-SSR UNDP 001981	EU MPTF 12269 30000	72200 61300 71400 71500 71600 73100	63,280
2.1.6 Establish a Research and Analysis Unit (RAU) within each MoS; deliver training to RAU personnel; • pay 3 RAU personnel per FMS MoS to sustain capability.		X	X	X	X	X	X	X					35,188	26,397	FMS MoS UN I-SSR UNDP 001981	EU MPTF 12269 30000	71800 61300 71400 71500 71600 72200 73100	61,585
• Deliver central training to all RAU personnel **Indicator**: Quality and quantity of reports and papers **Baseline** Puntland RAU **Target** Enhanced analysis capacity for FMSs MoS.	X	X											62,150	62,150		EU MPTF 12269 30000	61300 75700	124,300

Sub-output 2.2 FMSs & BRA RSO each develops and implements the RSO Institutional Development & Capacity Building Plan (ID&CB Plan) with a clearly defined mandate. Target: FMSs & BRA RSO ID&CB Plan finalised. Indicator: FMS RSO ID&CB plans drafted. Baseline 0 Gender marker: Women's recruitment and policies addressed in the ID&CB Plan	2.2.1: Support to expert-led workshop for the mapping of the roles and responsibilities as part of the process to develop the RSOs' ID&CB Plans. Indicator: # RSOs staff participate Baseline: 0 Target: Knowledge of mandate of RSOs	X	X							44,183	44,183	FMS BRA UN I-SSR UNDP 001981	EU MPTF 12269 30000	75700 61300 71400 71500 71600 72200 73100	88,366
	2.2.2 ID&CB Plan prescribes RSO structure, roles and responsibilities and forecasts personnel, training and equipment requirements for 2018-2020. Indicator: ID&CB plan Baseline 0 Target: RSOs' ID&CB Plan finalised.											FMS BRA UN I-SSR UNDP 001981	EU MPTF 12269 30000	71800 61300 71400 71500 71600 72200 73100	-
	2.2.3 Advertise, select, recruit and pay 6 x advisors and/or civil servants aligned to RSO priorities in ID&CB Plans. Indicator: # staff appointed and paid Baseline: 0 Target: RSOs staffed with qualified and competent personnel.	X	X	X	X	X	X	X	X	227,695	227,695	FMS BRA UN I-SSR UNDP 001981		71800 61300 71400 71500 71600 72200 73100	455,390
	2.2.4 Support to the RSOs functions by: • Provision of essential office resources. • Provision of certain technical advice by regional ROLSIG staff Indicator: Safe and productive office environment. Baseline: 0 Target: Functional RSOs with qualified personnel.	X	X	X	X	X	X	X	X	28,250	28,250	FMS BRA UN I-SSR UNDP 001981	EU MPTF 12269 30000	72200 61300 71400 71500 71600 73100	56,500
Sub Total	Programmable Amount									951,279	711,968				1,163,247
	GMS														86,166.44
	DPC														123,911.92

Expected Outputs	Indicative Activities	Activities in Each Quarter	Planned Budget by Each Year	Responsible Party	Planned Budget

		Year 1: 2019				Year 2: 2020				Year 2-2019	Year 3-2020		Funding Source	Budget Description	Amount in USD
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
Output 3: Somali Federal and Member State legislatures have increased professional capacity to exercise oversight in accordance with their mandates.															
Sub-output 3.1 FGS and FMS Parliaments exercise oversight over the security sector. **Indicator:** ID&CB Plan for each Committee. # Committee members participating in capacity building activities. # Committees' meetings, minutes, reports & submissions. # Draft & reviewed laws tabled in Parliaments. **Targets**: Signed off ID&CB Plan for all Committees. 80% participation in capacity building activities. # Hearings, Committee meetings, and public meetings.	3.1.1 Support to the Defence Committee by workshops on: • MPs' roles and responsibilities. • Legislative review, political decisions and evaluate policies in the defence sector. • Effective committee oversight. • Outreach and citizen engagement. **Indicator:** # of participants in capacity building activities with increase in knowledge to hold the security sector accountable through implementation of its approved ID&CB Plan. **Baseline: 0** **Target:** The House of the People (HOTP) **Defence Committee** gains the knowledge to hold the defence sector accountable through implementation of its approved ID&CB Plan.											Defence Committee UN I-SSR UNDP 001981	EU MPTF 12269 30000	75700 61300 71400 71500 71600 72200 73100	Completed
	3.1.2 Provision of essential office resources to support HOPT Committee work. **Indicator:** Functional HOPT Committee exercising oversight. **Baseline: 0** **Target:** Enhanced functionality of the HOPT Committee.											Defence Committee UN I-SSR UNDP 001981	EU MPTF 12269 30000	72200 61300 71400 71500 71600 72200 73100	-
	3.1.3 Defence Committee study visit and participation in parliamentary networks by: • Fact finding visits to national parliaments of countries to be defined (within AU). • Participation in parliamentary regional events, international organizations and fora. • Membership of and support from international parliamentary organizations (i.e. Inter-Parliamentary	X	X	X	X	X	X	X	X	5,650	5,650		Defence Committee UN I-SSR UNDP 001981	EU MPTF 12269 30000	71600 61300 71400 71500 71600 72200 73100	11,300

		Q	Q	Q	Q	Q	Q	Q							
Security related law drafted and/or reviewed by Committees. **Baseline**: 0 **Gender Marker**: 20% women membership in Committees.	Union[15] (IPU) and the Geneva Centre for the Democratic Control of Armed Forces (DCAF)). **Indicator:** # parliamentary network events attended by HOTP Defence Committee. **Baseline**: 0 **Target**: At least 3.														
	3.1.4 Support to the HOPT Security Committee by workshops on: • MPs' roles and responsibilities. • Legislative review, political decisions and evaluate policies in the security sector. • Effective committee oversight. • Outreach and citizen engagement. **Indicator:** #Meeting minutes, reports and correspondence. **Baseline: 0** **Target:** The House of the People (HOTP) **Security Committee** gains the knowledge to hold the security sector accountable through implementation of its approved ID&CB Plan.	X	X	X	X				36,160		Defence Committee UN I-SSR UNDP 001981	EU MPTF 12269 30000	75700 61300 71400 71500 71600 72200 73100	36,160
	3.1.5 Provision of essential office resources to support HOPT Committee work. **Indicator:** Functional HOPT Committee exercising oversight. **Baseline:** 0 **Target:** Enhanced functionality of the HOPT Committee.	X	X	X	X	X	X	X	6,780	4,520	Defence Committee UN I-SSR UNDP 001981	EU MPTF 12269 30000	72200 61300 71400 71500 71600 73100	11,300
	3.1.6 HOPT Security Committee study visit and participation in parliamentary networks by: • Fact finding visits to national parliaments of countries to be defined (within AU). • Participation in parliamentary regional events, international organizations and fora.			X	X				27,120		Defence Committee UN I-SSR UNDP 001981	EU MPTF 12269 30000	71600 61300 71400 71500 72200 73100	27,120

[15] https://www.ipu.org/

	Activity	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Cost		Responsible Party	Funding Source	Budget Code	Amount
	• Membership of and support from international parliamentary organizations (i.e. Inter-Parliamentary Union (IPU) and the Geneva Centre for the Democratic Control of Armed Forces (DCAF)). **Indicator:** # parliamentary network events attended by HOTP Security Committee **Baseline: 0** **Target:** At least 3.														
	3.1.7 Support to the UH Security Committee by workshops on: • MPs' roles and responsibilities. • Legislative review, political decisions and evaluate policies in the defence and security sector. • Effective committee oversight. • Outreach and citizen engagement. **Indicator:** # of participants with increase in knowledge to hold the security sector accountable through implementation of its approved ID&CB Plan. **Baseline: 0** **Target:** The **Upper House (UH) Security Committee** gains the knowledge to hold the defence and security sector accountable through implementation of its approved ID&CB Plan.											UH Security Committee UN I-SSR UNDP 001981	EU MPTF 12269 30000		-
	3.1.8 Provision of essential office resources to support Committee work. **Indicator:** Functional UH Committee exercising oversight. **Baseline:** 0 **Target:** Enhanced functionality of the UH Committee.	X	X							5,650		UH Security Committee UN I-SSR UNDP 001981	EU MPTF 12269 30000	72200 61300 71400 71500 71600 72200 73100	5,650
	3.1.9 Security Committee study visit and participation in parliamentary networks by: • Fact finding visits to national parliaments of countries to be defined (within AU). • Participation in parliamentary regional events, international organizations and fora.		X	X						6,780		UH Security Committee UN I-SSR UNDP 001981	EU MPTF 12269 30000	71600 61300 71400 71500 72200 73100	6,780

	Activity	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Budget	Budget	Responsible Party	Source	Budget Codes	Total
	• Membership of and support from international parliamentary organizations (i.e. Inter-Parliamentary Union (IPU) and the Geneva Centre for the Democratic Control of Armed Forces (DCAF)). **Indicator:** # parliamentary network events attended by UH Security Committee. **Baseline:** 0 **Target**: At least 3.														
	3.1.10 Support to the FMSs Security Committees by combined workshops on: • MPs' roles and responsibilities. • Legislative review, political decisions and evaluate policies in the security sector. • Effective committee oversight. • Outreach and citizen engagement. **Indicator:** # of participants in capacity building activities with increase in knowledge to hold the security sector accountable through implementation of its approved ID&CB Plan. **Baseline**: 0 **Target**: All FMS Parliamentary Security Committees gain the knowledge to hold the security sector accountable through implementation of its approved ID&CB Plan.	X	X	X	X	X	X	X		54,240	40,680	Each FMS Regional Assembly Security Committee UN I-SSR UNDP 001981	EU MPTF 12269 30000	75700 61300 71400 71500 71600 72200 73100	94,920
	3.1.11 Provision of essential office resources to support Committee work. **Indicator:** Functional Regional Assembly Committees exercising oversight. **Baseline:** 0 **Target:** Enhanced functionality of the Regional Assembly Committees.			X	X					28,250		Each FMS Regional Assembly Security Committee UN I-SSR UNDP 001981	EU MPTF 12269 30000	72200 61300 71400 71500 71600 72200 73100	28,250
Sub-output 3.2 Strengthen civil society engagement in security sector governance.	3.2.1 Civil society, including women groups, are more engaged in the security sector governance, as an overseer and monitor of the security sector institutions: • Focus groups to identify security key concerns			X	X					30,510		NGO UN I-SSR UNDP 001981	EU MPTF 12269 30000	72600 61300 71400 71500 71600	30,510 + 162,953 = 193,463

															72200 73100	
Target: security sector policy that is more inclusive of the impacts on civil society. **Indicator**: Reports with recommendations to FGS & FMS. # meetings and reports. **Baseline**: 0 **Gender marker**: 30% female participants	• Awareness raising conference with civil society organizations and MPs • Report submitted to Federal Parliament and FMSs Regional Assemblies during Conference **Indicators:** # focus Groups at FGS and FMS level, 1 national Conference , 1 report to Federal Parliament & Regional Assemblies **Baseline** 0 **Target:** Functioning civilian oversight mechanisms include women and contribute to law-abiding, accountable and transparent security sector institutions.															
	3.2.2 Youth is more engaged in the security sector governance, as an overseer and monitor of the security sector institutions: • Focus groups to identify security key concerns • Awareness raising conference with civil society organizations and MPs • Report submitted to Federal Parliament and FMSs Regional Assemblies during Conference **Indicators:** # focus Groups at FGS and FMS level, 1 national Conference , 1 report to Federal Parliament & Regional Assemblies **Baseline** 0 **Target:** Functioning civilian oversight mechanisms include youth and contribute to law-abiding, accountable and transparent security sector institutions. **Gender marker:** 30% of focus group and conference participants are female			X	X					30,510		NGO UN I-SSR UNDP 001981	EU MPTF 12269 30000	75700 72600 61300 71400 71500 71600 72200 73100	30,510 + 162,953 = 193,463
	3.1.14 Support to academic research and analysis in security in Somalia in support of FGS. Focus on impacts on women and children. **Indicator**: Quality and quantity of reports and papers **Baseline** 0 **Target** Enhanced analysis capacity for FGS Parliament	X	X	X	X	X	X	X	80,000	60,000	Research entity UN I-SSR UNDP 001981	EU MPTF 12269 30000	71300 72600 61300 71400 71500 71600 72200 73100	158,200

Sub Total	Programmable amount									322,050	118,650				440,700
	GMS														32,644.44
	DPC														46,944.44
Total programme cost										4,808,846	4,172,899				8,981,746
Direct Programme costs DPC										625,150	542,477				1,167,627
GMS										434,720	377,230				811,950
Total										5,868,716	5,092,606				10,961,323

8. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the programme will be monitored through the following monitoring and evaluation plans:
The Monitoring and Evaluation (M&E) plan shall be finalized within the three (3) months of the implementation and harmonized with the M&E project on Goal 16.]

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost USD
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the programme in achieving the agreed outputs.	Monthly	Slower than expected progress will be addressed by programme management.	UNDP, MOIS, MOD, ONS, FMS MOS	
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 programme management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP, MOIS, MOD, ONS, FMS MOS	
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 programme.	At least annually	Relevant lessons are captured by the programme team, reported to the PSC meetings, and used to inform management decisions.	UNDP, MOIS, MOD, ONS, FMS MOS	
Annual Programme Quality Assurance	The quality of the programme will be assessed against UNDP's quality standards to identify programme strengths and weaknesses and to inform management decision making to improve the programme.	Annually	Areas of strength and weakness will be reviewed by programme management and used to inform decisions to improve programme performance.	UNDP, MOIS, MOD, ONS, FMS MOS	
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	PSC	

			programme board and used to make course corrections.	
Programme 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 programme 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 programme (final report)	To be undertaken by the programme team and the MoIS.	UNDP, MOIS, MOD, ONS, FMS MOS

9. RISK AND MITIGATION STRATEGY

Risk	Risk Category	Impact	Probability	Mitigation Measures
		Low 1 / 5 High		
Risk of unstable security and rule of law situation	Security/Contextual Risk rating 16 (High)	4 (major)	4 (likely)	▪ On-going assessment of security situation will be undertaken linked to progress reports on the implementation of the programme. In the case of serious worsening of the national context, activities will be contained to safer areas / issues in agreement with all major stakeholders. ▪ In coordination with UNDSS and security specialist, security mitigation measures will be put in place in accordance to the security assessments. ▪ The programme activities to be well planned in advance (especially the ones outside the secured locations) to allow timely assessment of the situation and allocation of resources (security) ▪ Identify monitoring tools to be used by UNDP and UNSOM
Possible delay of the constitutional review process – renders the consultations within FGS and FMS unnecessary.	Political/contextual Risk rating 8 (medium)	4 (major)	2 (unlikely)	▪ Should the prevailing political situation on the ground render certain activities difficult to implement, the scope of the programme will be revised and the activities will be directed toward sensitizing the Security Select committees or Parliament on the security aspects of the new constitution.
Political context – delay in or a lack of political decisions required to progress activities.	Political/contextual Risk rating 8 (medium)	4 (major)	2 (unlikely)	▪ Programme will encourage parties at the technical and governance levels to take decisions and actions to progress the activities. Some The activities affected may be accorded lesser priority and the programme reporting will reflect that.
Lack of clarity on division of responsibilities amongst stakeholders	Programme/Operations Risk rating 4 (low)	2 (minor)	2 (unlikely)	▪ The programme will encourage close communication between different implementing partners, and endeavour to establish a clear division of labour through integrated frameworks and formal and ad hoc work plans.
Funding shortfalls and delays	Programme/Operations Risk rating 8 (Medium)	4 (major)	2 (unlikely)	▪ A SSR resource mobilization strategy will be developed and close consultations and engagement with the donor community will be conducted to ensure sufficient funding for the SSR Programme.

Risk	Risk Category	Impact	Probability	Mitigation Measures
		Low 1 / 5 High		
Risk of the dependency of the SSG Joint Programme from other programmes/or developments such as slow implementation of JPP, CRESTA/A, Parliament, constitution etc.	Programme/Operations Risk rating 9 (High)	3 (moderate)	3 (possible)	▪ Close coordination and monitoring with other programmes/projects which may have a potential impact on the SSR programme to adjust the action/workplans and mitigation measures in accordance to the issues encountered; ▪ Regular meetings/discussions on common or dependency matters to be undertaken, to address the issues at an early stage
Lack of coordination among different stakeholders	Programme/Operations Risk rating 6 (Low)	3 (moderate)	2 (unlikely	▪ Regular coordination meetings and communications between different stakeholders and cross programmes
Lack of Organizational Structure and Staffing impacts programme implementation	Programme/Operations Risk rating 6 (Low)	2 Minor	2 (unlikely)	▪ Some technical staff and advisors are included as part of the resource for the
Limited Monitoring and evaluating tools available for programme implementation	Programme/Operations Risk rating 8 (medium)	3 (moderate)	3 (possible)	▪ The Monitoring within the programme shall be complemented with monitoring tools of the M&E project of Goal 16 for Somalia

ANNEX A

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

	3	2
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):		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		

	3	2
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):		1
• **3:** The project responds to one of the three areas of development work[16] as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas[17]; 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 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)*		

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

[17] 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

• **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.		

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	
• **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*)	**Evidence**	
• **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*)	**3**	
• **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
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):	1	
• **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.	**Evidence**	
• **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.	**2**	
• **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
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):	1	
• **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*)	**Evidence**	
• **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*)	**2**	
• **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
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):	1	
• **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*)	**Evidence**	
• **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.	**3**	

• **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

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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:** 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.

*Note: Management action or strong management justification must be given for a score of 1
</td><td>3</td><td>2</td></tr>
<tr><td colspan="2" align="center">1</td></tr>
<tr><td colspan="2" align="center">**Evidence**</td></tr>
<tr><td colspan="2" align="center">**2**</td></tr>

<tr><td rowspan="4">

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:** 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.

*Note: Management action or strong management justification must be given for a score of 1
</td><td>3</td><td>2</td></tr>
<tr><td colspan="2" align="center">1</td></tr>
<tr><td colspan="2" align="center">**Evidence**</td></tr>
<tr><td colspan="2" align="center">**2**</td></tr>

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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.]
</td><td>Yes</td><td>No</td></tr>
<tr><td colspan="2" align="center">SESP Not Required</td></tr>
</table>

MANAGEMENT & MONITORING

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10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):

- **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.

*Note: Management Action or strong management justification must be given for a score of 1
</td><td>3</td><td>2</td></tr>
<tr><td colspan="2" align="center">1</td></tr>
<tr><td colspan="2" align="center">**Evidence**</td></tr>
<tr><td colspan="2" align="center">**3**</td></tr>

<tr><td rowspan="2">

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?
</td><td>Yes (3)</td><td>No (1)</td></tr>
<tr><td colspan="2" align="right">1</td></tr>
</table>

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): • **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	**Evidence** **3**	

	3	2
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:** 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	1	
	Evidence **3**	

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.	Ye s (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?)	Ye s (3)	

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

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

- **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

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

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? • 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.	3	2
	1	
	Evidence 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"	Yes (3)	No (1)
	Evidence	
	GEN2	

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): • **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.	3	2
	1	
	Evidence 3	

SUSTAINABILITY & NATIONAL OWNERSHIP

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

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):	3	2.5
	2	1.5
	1	

• **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.	**Evidence 2.5**	
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?	Yes (3) **3**	No (1)
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)?	Yes (3) **3**	No (1)

ANNEX B

SOCIAL AND ENVIRONMENTAL SCREENING

Project Information	
1. **Project Title**	**Joint Security Sector Governance Programme**
2. **Award/Project Number**	00115587
3. **Location**	**Somalia - Mogadishu (Federal level); FMS (Puntland, Galmudug, Jubaland, South West State and HirShabelle)**

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
The programme will promote human rights through the FGS and FMS Institutional Development & Capacity Building Plans for each the beneficiary institutions.
Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment
The programme will promote gender through the FGS and FMS Institutional Development & Capacity Building Plans for each the beneficiary institutions.
Briefly describe in the space below how the Project mainstreams environmental sustainability
N/A

Part B. Identifying and Managing Social and Environmental **Risks**

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.*				QUESTION 3: What is the level of significance of the potential social and environmental risks? *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*	QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?

Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
Risk 1: Duty-bearers do not have the capacity to meet their obligations in the Project	I=1 P=2	Moderate	The project will enhance and strengthen operational and technical capacity of the duty bearers.	The project will provide capacity development activities to all duty bearers as they are the core of the project activities and goals.
Risk 2: Rights-holders do not have the capacity to claim their rights	I=2 P=1	Low	This will be done through capacity building of the right holders on key principles, strategies, mechanisms and to claim their rights.	The project will include capacity building activities in promoting the right holders to have the skills and knowledge to advocate for their rights and carry out awareness campaigns and outreach activities.
Risk 3: The proposed Project would have adverse impacts on gender equality and/or the situation of women and girls	I=2 P=1	Low	The project will mainstream gender into all activities.	Project will ensure that gender is mainstreamed across all of its activities.
[add additional rows as needed]				

	QUESTION 4: What is the overall Project risk categorization?		
	Select one (see SESP for guidance)		**Comments**
	Low Risk	X	
	Moderate Risk	☐	
	High Risk	☐	
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		**Comments**
	Principle 1: Human Rights	X	The project will closely work with its stakeholders to promote protection of human rights. The project will support capacity building training activities in the areas of human rights and gender awareness.
	Principle 2: Gender Equality and Women's Empowerment	X	The project will pay special attention to identifying women's groups for engagement. These groups can be supported though programmed activities to enable them to more effectively discuss and lobby the lawmakers on the impacts that insecurity has on women and children.
	1. *Biodiversity Conservation and Natural Resource Management*	☐	
	2. *Climate Change Mitigation and Adaptation*	☐	
	3. *Community Health, Safety and Working Conditions*	☐	
	4. *Cultural Heritage*	☐	
	5. *Displacement and Resettlement*	☐	
	6. *Indigenous Peoples*	☐	
	7. *Pollution Prevention and Resource Efficiency*	☐	

Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	**Answer (Yes/No)**
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [18]	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4 Would Project activities pose risks to endangered species?	No

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[18] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant[19] greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No

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[19] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

	Standard 4: Cultural Heritage	
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
	Standard 5: Displacement and Resettlement	
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?[20]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
	Standard 6: Indigenous Peoples	
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.*	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
	Standard 7: Pollution Prevention and Resource Efficiency	
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No

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[20] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No