



**UNITED NATIONS
SOMALIA**



TRUST FUND COORDINATION: ENABLING SERVICES

Project Document

Draft date: September 2021

Country:	Somalia
Coverage:	Countrywide
Programme Title:	Trust Fund Coordination: Enabling Services (Enablers III)
SDG:	SDG 17 – Partnerships for the Goals
NDP No	NDP 9
NDP Pillar	Crosscutting: Enabling and Coordination
Overall Strategic Objective:	To enable delivery of coordinated and interconnected international assistance through UN-administered trust funds and joint programmes that is sensitive to needs and aspirations of Somali people and contributes to the achievement of NDP-9 through the implementation of the United Nations (UN) Sustainable Development Cooperation Framework.
Joint Programme Outcome:	Coordinated, transparent, intergenerational, gender sensitive and safe delivery of international assistance throughout Somalia.
Start/End Dates:	1 October 2021 – 31 December 2024
Fund Management:	Somalia UN MPTF
Implementation Arrangements/ Agencies:	<ul style="list-style-type: none"> - UN RCO Somalia / DCO - United Nations Development Programme (UNDP) (convening agency) - Possible inclusion of other UN entities if determined essential for delivery by the Project Board and permissible by MPTF governance arrangements
Total Budget:	USD\$ 15,521,947

Names and signatures of national counterparts and Participating UN Organizations

Participating UN Organizations (PUNOs):	Head of the UN Country Team
	DSRSG/RC/HC for Somalia <i>Adam Abdelmoula</i>
UNDP Resident Representative Jocelyn Mason	

ACRONYMS

AAP	Accountability to Affected Population
AFPs	Agencies, Funds and Programmes
CCA	Common Country Analysis
CRESTA/A	Community Recovery and Extension of State Authority and Accountability
DCO	Development Coordination Office
DSRSG/RC/HC	Deputy Special Representative of the UN Secretary-General, Resident and Humanitarian Coordinator for Somalia
FBA	Folke Bernadotte Academy
FGS	Federal Government of Somalia
FMS	Federal Member States
HCT	Humanitarian Country Team
HDPN	Humanitarian, Development, Peacebuilding Nexus
HIPC	Heavily Indebted Poor Countries
IDPs	Internally Displaced People
IO	Integrated Office
MPTF	Multi-Partner Trust Fund
NDP	National Development Plan
NWOW	New Way of Working
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
PBF	Peacebuilding Fund
PCVE	Preventing and Countering Violent Extremism
PSEA	Protection against sexual exploitation and abuse
RCO	Resident Coordinators Office
RMU	Risk Management Unit
RRF	Recovery and Resilience Framework
SDGs	Sustainable Development Goals
SDRF	State Disaster Response Fund
SHF	Somalia Humanitarian Fund
UN	United Nations
UNCF	UN Sustainable Development Cooperation Framework
UNCT	UN Country Team
UNDP	United Nations Development Programme
UNDSS	United Nations Department for Safety and Security
UNEP	United Nations Environment Programme
UNOPS	United Nations Office for Project Services
UNSOM	United Nations Assistance Mission in Somalia
UNSOS	United Nations Support Office for AMISOM
WFP	World Food Programme
YPS	Youth, Peace and Security

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1. Executive Summary

The United Nations in Somalia is one of the most integrated UN presences in the world. Prior to formal integration in 2014, the UN was actively working to break down silos because the context in Somalia required the UN to operate in a more integrated manner. Early and creative solutions included system-wide services such as risk management, stabilization, gender and youth advisory and regional coordination offices. With the advent of UN reform and Agenda 2030, the UN in Somalia intensified collaboration through pooling of resources for system-wide use, stimulating cost efficiencies and improved information flow.

Looking forward, the UN in Somalia has built significant capacity for continued provision of integrated support services (enablers) through use of internal resources, in-kind contributions, secondments, and loans from within the UN and from Member States of over \$10 million in 2021. To complement this and ensure that the UN in Somalia remains at the forefront of UN reform, maximizes the use of pooled funding to facilitate UN integration and joint programming, and fully delivers on its support to national priorities, locally mobilized donor support of USD \$22 million is needed for the project Trust Fund Coordination: Enabling Services (Enablers III: 2021-2025). Flexible, multi-year funding is requested as this will allow donor contributions to be used only when they are most needed and for UN contributions to substitute in whenever possible. As a third phase of the original Enablers project, Enablers III will use lessons learnt from the previous phases to further improve the UN's collective performance and use of pooled funding in line with the 2019 Funding Compact, with a focus on the nexus between humanitarian relief, development aid and peacebuilding support.



Enablers III seeks to provide system-wide experts and services that unlock the full potential of the UN and international assistance in Somalia. Enablers III will provide the final push to improve coherence, coordination and complementarity of UN programming, political engagement, and advocacy in line with Somali priorities and Agenda 2030 commitments. They represent joint services (like risk management, training, gender and youth advisory). Enablers are the arrows in the diagram; ensuring the UN utilizes the full capacity of its peacebuilding, development, and humanitarian work to achieve the sustainable development goals (SDGs) and the ninth National Development Plan (NDP-9). In brief, Enablers III will provide the national and international experts on thematic priorities, programmatic coordination, aid coordination and risk management.

The Joint Programme has been developed based on consultations within the Federal Government of Somalia (FGS), UN and with donors, and is based on lessons learnt from the first and second phases of the Enablers programme. The main imperatives that have informed the content of this programme document are:

1. The need to **retain key common services** to the UN in Somalia and the international community.
2. The need to **ensure a coherent and coordinated international community engagement** across all of Somalia, and to operationalize the New Way of Working (NWOW).
3. The need to **ensure robust risk management** for effective and accountable assistance.
4. The need to **ensure the cross-cutting themes of gender, youth, durable solutions, environment, and peacebuilding are well represented** across all UN and national priorities in Somalia.

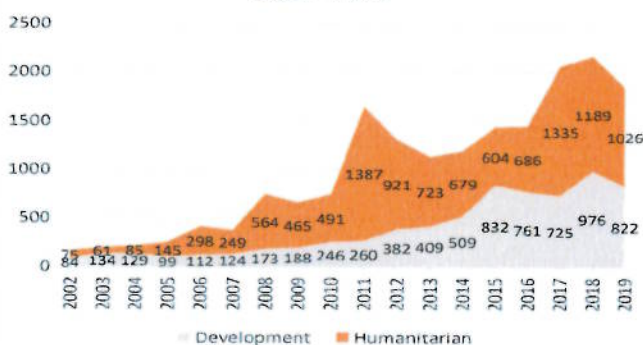
2. Situation Analysis

1.1 The Challenge

For decades, Somalia has faced multiple and interlinked challenges. Humanitarian crises, displacement, and violent conflict, exacerbated by climate -change, a weak social contract and acute poverty undermine efforts to break the cycle. Nearly 70% of the population live in poverty and, in rural areas, less than 30% of people have access to clean drinking water. Only 30% of primary-age school children are enrolled in school. Moreover, the recent and current triple threat of COVID-19, floods and desert locusts have further exacerbated the situation. The socio-economic disfranchisement of such a large portion of the population constitutes an important threat to the recovery, stability, and development of the country.

At first glance, the data is dire but the potential for positive change is significant: with a young population already contributing to the resilience of their communities, proposing innovative solutions and driving social progress; a vibrant private sector, growing digital literacy, innovative entrepreneurship, green growth and the possibilities brought by more women claiming their rightful place in economic, social and political life. Each day, millions of Somalis demonstrate their desire for peaceful, sustainable development; a desire that Somalia's many international friends are ready to support.

Financial Assistance Flows to Somalia
2002 - 2019



Billions of dollars are spent each year by the international community to assist Somalia in its quest to become a safe, prosperous place to live. Yet, many activities remain disjointed, with overlapping efforts and often wasted resources, because of the country's poor coordination and quality control capacities. Current patterns of Official Development Assistance (ODA) to Somalia are unsustainable. The historical configuration of aid in Somalia has delivered progress in many areas, but large numbers of Somalis remain dependent on humanitarian assistance. With dramatic peaks in humanitarian aid

and slower growth in development assistance, coupled with the current global economic outlook a new solution is needed. Despite these challenges, and while change can at times be slow, it is undeniable that Somalia has been on the upward trajectory during the past 10-15 years.

1.2 The Goal

The UN works closely with all national and international partners to ensure collective efforts are sustainable and focused on those most left behind. Aspects of youth empowerment, gender equality, environment, peacebuilding, stabilization, and durable solutions are at the heart of the UN's approach. Moreover, the UN and other humanitarian actors and organizations have committed to use power responsibly by taking account of, giving account to, and being held to account by the people they seek to assist. The ability for the UN to stay and deliver depends on how well it navigates insecurity, volatile politics, limited capacity, and uncertain funding.

An enabling platform, linked with the UN-administered trust funds and portfolio of joint programmes, is therefore needed where partners can agree and focus on joint initiatives, leverage comparative advantages, tap into expert advice, manage risk robustly and work on solution-oriented interventions that will help Somalia to achieve its humanitarian, development and peacebuilding goals.

The UN aims to shift investment further towards a coordinated and more sustainable programming across the humanitarian-development-peace nexus. Deepening joint analysis, planning, programming, and reporting across the nexus will contribute to strengthened resilience and ensure that collective efforts not only do no harm, but actively contribute to peace. It represents a more effective way of supporting the Somali people today and has the potential to reduce the Somali people's need for support in the future.

Working together on humanitarian, development and peacebuilding objectives will reduce dependency – especially of the 2.6 million IDPs and the most marginalized people – on humanitarian assistance; strengthen resilience to external shocks, including climate shocks such as floods and droughts; allow for the extension and strengthening of state authority and accountability; contribute to conflict prevention and peacebuilding; and facilitate the mainstreamed components of the UN's work.

1.3 The Solution

The large, diverse UN presence in Somalia includes humanitarian and development agencies, two Security Council-mandated missions (UNSOM and UNSOS) and is operated through thirteen field offices as well as a Nairobi base. It engages with and is supported by several mechanisms that at times overlap. Coordination is therefore essential to ensure that the UN's multi-faceted operations are mutually reinforcing, aligned to Somali priorities and deliver effectively.

Measures to strengthen work across the humanitarian, development and peace nexus in Somalia are already underway, including through implementation of the Common Country Analysis (CCA) findings and the new United Nations Sustainable Development Cooperation Framework (UNCF); the portfolio of Joint Programmes in the UN Multi-Partner Trust Fund (MPTF) and the Peacebuilding Fund (PBF); integration of corporate coordination mechanisms such as the UN Country Team (UNCT) and the Humanitarian Country Team (HCT) and the Recovery and Resilience Framework (RRF). The Integrated Office's (IO) thematic advisers provide support to the UN, government and partners in Somalia on key priorities across the nexus (environment; IDPs and durable solutions; gender; youth; risk management; peacebuilding; prevention of sexual exploitation and abuse etc.)

There is a clear need to ensure existing programmes work together smoothly in a mutually reinforcing manner. To achieve this, we need to invest in services that unlock the full potential of the UN and international assistance in Somalia. This 'final push' will improve coherence, coordination and effective and efficient use of funding and expertise, maximizing the impact of all funds, delivering clear results, and ensuring future international engagement benefits from the experience of today and yesterday. Somalia's unique complexity requires novel approaches.

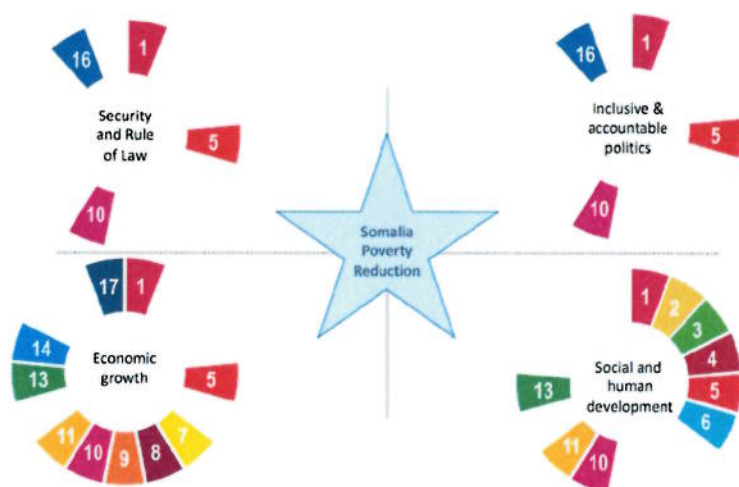
Enablers I&II yielded remarkable results in showcasing how enhanced coordination and joined-up efforts can greatly improve effectiveness and efficiency, strengthen transparency and accountability, and reduce resource waste. The previous Enablers have proven themselves to be catalytic about triggering longer-term support.

Successes from Enablers Phase I and Phase II

- The Enablers I stabilization adviser set the scene for future UNSOM work through CRESTA/A.
- The youth adviser in Enablers II delivered Somalia's first youth strategy and resulted in the secondment of a Youth, Peace and Security Officer (YPS), strengthening capacities in Somalia.
- Through Enablers, the UN supported the Somali Government to conduct 6 annual aid mapping exercises and produce analytical reports; facilitated the UN-World Bank partnership, including on use of country systems; worked with the government and UNDP on the aid coordination architecture.
- Enablers has brought together system-wide expertise from across the nexus to support specific issues. In durable solutions for example, the Integrated Office engaged advice on legal issues; urbanization; voter registration as well as support from the humanitarian protection cluster partners.
- Enablers supported Risk Management Unit contributed to reduced programmatic risk through vetting over 15,000 people including candidates, delegates, electoral staff during the 2016 Federal elections.
- UNDSS security aircraft took joint UN-government teams to hard-to-reach locations for joint monitoring missions of stabilization projects in otherwise inaccessible newly recovered areas.

The first and second phases of Enablers have gradually moved the UN's engagement from default to design in how UN's support is provided. Given the value added of the Programme's past successes, the IO plans to continue with this upward trajectory and build on the existing successes to ensure seamless, uninterrupted support.

Enablers III will strengthen the UN's collective support to national and international partners with a focus on the nexus between humanitarian relief, development aid and peacebuilding support. It will support the implementation of Somalia's ninth National Development Plan (NDP-9). Launched at the beginning of 2020, NDP9 mainstreams the Sustainable Development Goals, reflects Agenda 2030 and fulfils the purpose of an interim Poverty Reduction Strategy Paper. Anchored in the HDPN, the UNCF guides the UN's collective support to NDP-9 over the period 2021-2025. The DSRSG/RC/HC leads the implementation of the UNCF in Somalia. Enablers III will provide the UN with essential shared capacity to achieve the objectives of the UNCF - capacity that



is tailored to support Somalia achieve its new national priorities, navigate a volatile context and operationalize the nexus.

Over \$10 million annual requirements for the Integrated Office is already funded. The Integrated Office comprises personnel from the UN Assistance Mission in Somalia (UNSOM); the Development Coordination Office (DCO), Agencies, Funds and Programmes (AFPs) as well as seconded and loaned personnel. Funding includes UN Country Team cost-shared contributions, in-kind contributions, UNSOM budget, core DCO budget, trust fund running costs and donor support.

This proposal supports the core RCO personnel and resources provided by UN HQ DCO for two international and three national Somali staff (strategic planner; partnerships; economist; communications and data management). It also complements UN internal and cost-shared resources on anti-corruption, gender, PSEA, youth, stabilization and violent extremism.

A further \$5.2 million donor support through the UN MPTF is required annually over the five-year period from 2021 to 2025. This represents under 0.3% of current official development assistance to Somalia. Contributions to the Enablers III will support joint coordination and technical teams working at the nerve Centre of the UN in Somalia and at the heart of the nexus. Capacity provided through Enablers III represents a shared resource – available to support the UN, donors and government counterparts.

It is indeed crucial to retain the momentum gained thus far and continue with using innovative solutions that work towards strengthening joined up approaches and serving the most vulnerable. It is time to leave working in silos behind and embrace comprehensive answers that address the root causes of Somalia's crises. This flexible and responsive Programme requires US\$ 23 million for the third phase of the five-year Enablers Joint Programme (2021-2025) that aims to benefit millions of Somalis and provide greater value for money to donors.

3. Strategies and the proposed Enabling Services programme

Capacity provided through Enablers III represents a shared resource – available to support the UN, donors and government counterparts. As explained in more detail below, the following section presents the four units, their functions and the strategies.

1. Humanitarian development peacebuilding (HDP) nexus thematic support.
2. Partnerships and aid coordination.
3. Accountability to Affected Populations.
4. Risk management.

2.1 Humanitarian development peacebuilding (HDP) nexus thematic support

To ensure the UN's interventions maximize complementarities across the HDP nexus with a focus on reaching those furthest behind, select technical specialists (under the leadership of the DSRSG/RC/HC) within the Integrated Office provide coordination, mainstreaming, analysis and advisory support and services to the UN system, the Federal Government of Somalia (FGS), Federal Member States (FMS) and donor partners.

The priority areas were identified based on their importance as root causes of vulnerability, poverty, and conflict and because they are realistic nexus entry points where bringing all partners together will have the most impact on the lives of the most vulnerable. These areas are at the core of Somalia's NDP-9 and at the heart of the Agenda 2030 mandate and UN Reform.

Funding and support has already been secured for some of these themes through UNSOM, AFPs, and through secondments: CRESTA/A (UNSOM and bilateral donor support), PCVE (UNSOM and UNDP), youth, peace and security (secondment from Sweden's Folke Bernadotte Academy (FBA), Gender (provided by UN Women, working closed with Mission gender team); PSEA (UNCT funded) and Anti-corruption (expert support supplied by UNODC, working closely with Integrated Office staff on coordination).

Supplementary donor support is needed for specialist coordination, analysis, and advisory functions and for decentralized coordination support – essential for improved, locally-led delivery in the Federal Member States. While the specific focus and needs may shift over the five-year duration of the Enablers III project, an average of four international, eight national professional and three national administrative staff require donor funding.

a) Specialist coordination, analysis, advisory capacities

To enable the Integrated Office to provide additional coordination, analysis and advisory services, donor support is required for experts in nexus and resilience; climate and security (from mid-2021); durable solutions (from 2022) and youth.

- **Nexus and resilience:** Evidence shows that each \$1 spent on early response and resilience will save \$2.80 in humanitarian response and avoided losses. Worldwide, as in Somalia, resilience building has been under-funded and inadequately prioritized. By tracking, incorporating, and assessing best practices (global and local) for strengthening the integrated nature of work, the nexus and resilience adviser delivers more effective, sustainable programming. This progress will also feed into the design of future programmes and ensure the UN's programming is aligned to the goals and aspirations of the NDP-9. This function if available to support the Federal Government's work on pro-poor anchor investment projects, spin-off and ancillary services and will complement the DCO-supported Partnerships and Development Finance officer to promote use of blended financing and innovative partnerships.
- **Climate and Security:** Studies show that moving accessible groundwater even short distances increases communal violence incidents by over one third and that just a one standard deviation increase in drought intensity and length raises the likelihood of conflict by 62%. Land degradation – closely linked to desertification, drought and unsustainable livestock and agricultural practices, conflict, and displacement – is a key environmental issue in Somalia. Food insecurity and livelihoods, hazardous waste, lack of marine and coastal management, and the mitigation and management of natural disasters are other environmental concerns. This function ensures that environmental concerns are increasingly addressed by the full range of actors both at a policy and programmatic levels. The expert provides coordination and technical expertise to the UN and partners as work expands on climate change adaptation, water management and flood mitigation and environmental degradation. This position is currently funded by UNEP and may be introduced to Enablers in 2023 if not incorporated in the Mission mandate by that point.
- **Durable Solutions for displacement affected communities:** An estimated 2.6 million IDPs live in protracted displacement across Somalia. Forced displacement, drought, closure of refugee camps in neighbouring countries, and the impact of the COVID-19 pandemic have further exacerbated the

displacement situation. For displacement-affected communities basic services and rights are often hard to obtain, living conditions are insecure and sometimes dangerous, disproportionately affecting women and girls. The socio-economic disfranchisement of such a large portion of the population constitutes an important threat to the recovery, stability and development of the country. The durable solutions unit promotes and coordinates bottom-up practical programming work at a local level and simultaneously supports top-down policy development, bringing the necessary global expertise to the government and law makers. The RCO's Durable Solutions Advisor coordinates inter-agency efforts on Durable Solutions, hence supporting the implementation of the National Durable Solutions Strategy (2020 – 2024). It is currently covered through bilateral donor support, with a view to incorporating this work into a combination of Joint Programmes (for operational work) Enablers III (for coordination work) in 2022 when the current funding arrangement expires.

- **Youth Empowerment and Youth, Peace and Security (YPS):** Approximately 75 per cent of Somalis are younger than 35 years old. However, avenues for youth to obtain an education, gainful employment, as well opportunities to engage politically, economically, or socially remain limited. The space and opportunities are even further restricted for girls and young women due to cultural biases and traditional practices. Participation of young people in decision-making has been challenging due to issues related to clan and cultural affiliations, gender, age, illiteracy, and poverty, among other factors, including the prominence of elders in the political system. Exclusion creates frustration and demoralization among many youths. It limits capabilities and opportunities and constricts the contributions of youth to peacebuilding and development in Somalia. The COVID-19 has also had a negative impact on young people which further disenfranchises them. To ensure young people's voices are included and actively contribute to a positive trajectory in Somalia, it is important to prioritize their engagement in all areas of public life. The youth Advisor will promote the mainstreaming and inclusion of youth in all programming across the UN and leads the coordination of UN work on youth. This function will work closely with the PBF secretariat as well as the seconded YPS and the Peace building and conflict analysis officer.

b) Decentralized coordination support

The UN in Somalia has committed to strengthening decentralized operations and bottom-up programming to address the drivers of vulnerability. Enablers III will provide eight national professional officers and administration support at the FMS level.

This decentralized coordination support will complement and inform national-level specialist coordination and advisory capacities and the partnerships and aid coordination team. To ensure that NDP-9 and related FMS priorities, the UNCF and the integrated nexus approach permeate all levels of the UN in Somalia, coordination and planning will take place as close as possible to the point of delivery and consider regionally specific issues and needs. This capacity strengthens links between national level aid architecture mechanisms and aid coordination tools including data and information availability:

- In **Benadir**, South West State and Jubaland, increased capacity will be delivered by three national personnel. They will facilitate links to the NDP-9 and UNCF coordination architecture and support UNSOM-led coordination of the UN's work with an initial focus on IDPs and durable solutions.
- In **Galmudug** and **Hirshabelle**, the Integrated Office and OCHA will determine the most effective way to support links to the FGS aid architecture, FMS-led initiatives and UNSOM led coordination through two national personnel.

- In *Somaliland* and *Puntland*, three national professional officers support improved UN and partner coordination across humanitarian, development, and peacebuilding actors. In 2021, existing national staff support to the coordination role of UNSOM will be continued. The capacity, including support staff, in these locations reflects the more mature nature of the UN AFP's work and the longer history of sustained UN presence and interaction with authorities.

2.2 Partnerships and aid coordination

Support to partnerships and aid coordination with donors, the Federal Government of Somalia, Federal Member States, and programming partners is partially provided through UNSOM staff, core DCO personnel and trust funded functions (MPTF and PBF). Direct project support to the Aid Coordination Unit in the Office of the Prime Minister is provided through the donor-funded Support to Aid Management and Coordination Project, led by UNDP Somalia.

Enablers I and II capacity supported the preparation of Somali development plans and UN Strategic plans and to coordinate the monitoring and reporting. Specifically, the Integrated Office coordinated support to the development and monitoring of the New Deal Compact including monitoring of the Partnership Principles (2014-2016); the New Partnership for Somalia (2017) and its Mutual Accountability Framework; Somaliland's 2nd National Development Plan (2017) with a special acknowledgment for coordination by the Somaliland government; the 2019-2020 Mutual Accountability Framework. On the UN side it coordinated the development of the UN Somali Assistance Strategy (2011); Integrated Strategic Framework (2014-2016); UN Strategic Framework (2017-2019) and the UN Cooperation Framework (2020-2024).

Under Enablers III, additional capacities designed to improve UN coordination within the FGS-led aid architecture, closer shared analysis; stronger relationships with International Financial Institutions (IFIs) and Agenda 2030 aligned policy support is needed.

- A platform for bringing together and maintaining timely shared analysis both within the UN and across partners has been identified as a necessary component of collective work on the HDP nexus. This will allow the UN to contribute to improvements in government data management. The majority of this will be achieved through in-kind contributions (the secondment of a peace building and conflict analyst has already been confirmed). It will be substantially supported by a dedicated Integrated Office joint analysis and reporting coordination function.
- Increasingly important as the Heavily Indebted Poor Countries (HIPC) and debt relief process advances is a strong relationship between the UN, development partners and IFIs. In this regard, the Integrated has secured support from HQ for the World Bank-UN liaison officer.
- As Somalia moves towards engaging in international trade, finalizing fiscal federalism, establishing policies to attract international investment, strengthening currency regulation and increasing engagement in financial markets it will have to develop a host of sectoral policies and instruments across ministries and Federal Member States that is supportive of Agenda 2030. In order to ensure that national objectives of the NDP-9 are prioritized, it is important for partners to ensure that the technical advice and guidance at each level is complementary and contributes to stronger set of coherent national policies. The capacities in these areas are presently being delivered individually. This function provides macro-level economic support to policy development and will ensure links between the technical and sectoral UN policy support and the economic and fiscal policy formulation being undertaken at the macro-economic level in support of the NDP9, the SDGs and Agenda 2030.

Fund management – funded as separate discrete projects

MPTF: The small secretariat of the UN Multi-Partner Trust Fund (MPTF) will partially be funded through a percentage levy on all Joint Programmes, topped up where possible with interest. The MPTF Secretariat is not part of Enablers III, but rather will support all MPTF Joint Programmes. It will comprise one Senior Trust Fund manager, a Reporting Specialist, a national Programme Management Officer. The MPTF risk manager (within the Risk Management Unit) remains part of Enablers III, working across the two portfolios, since the MPTF Risk Manager performs other responsibilities as Head of the Risk Management Unit.

PBF: the two-person Secretariat of the Peacebuilding Fund will be co-located with and work closely with the MPTF Secretariat. Funding channels remain separate but coordinated through the Somali aid architecture.

SHF: the Somalia Humanitarian Fund is managed by OCHA. Going forward, the SHF secretariat will be co-located with the MPTF and PBF secretariats for improved coordination of separate funding streams across the nexus.

2.3 Accountability to Affected Populations

The Accountability to Affected Populations (AAP) Unit is being newly established in the Integrated Office and will be incorporated in the new Enablers III programme. The establishment of the Unit during January – June 2021 was supported through loaned part-time UNCT resources and bilateral funding. The Unit will immediately take on pre-agreed AAP work initiated by WFP and OCHA in 2020 such as the updating of the database. The longer-term AAP Unit Work plan will be developed in consultation with the HCT and other stakeholders. The AAP Unit will operate independently, reporting directly to the DSRSG/RC/HC with its work and analysis ringfenced from influence by the UN system. There are expected to be synergies from its location within the Integrated Office, including through external partnerships for example with Africa Voices as well as internal teams working on Prevention of Sexual Exploitation and Abuse, Durable Solutions and Risk Management. The AAP Unit Enablers III budget includes one international and one national staff based in Mogadishu.

2.4 Risk Management Unit

The UN Risk Management Unit (RMU) has been operational since 2011, supporting UN humanitarian, development and peacebuilding interventions and stakeholders in an ever-evolving high-risk environment. The RMU supports positive and effective outcomes for humanitarian-development and peacebuilding (nexus) interventions in Somalia, by providing high quality analysis, advice, tools, information, and solutions to support strategic partner risk-informed decision making.

The RMU's work has resulted in greater awareness of risks and a more open dialogue regarding risk management through the continued development of risk management tools services and innovative approaches to risk management challenges. These include but are not limited to:

- Risk management analysis, assessments, advice and information sharing
- Learning and capacity building organized in-class, online and hybrid through self-learning, forum discussions and zoom sessions
- Monitoring support on behalf of UN agencies, audits and investigations
- Web-based tools such as Contractor Information Management System (CIMS) and Capacity Injection Reporting Tool (CIRT)

- Implementation of the Joint Risk Management Strategy for SDRF funds and Collaborative Risk Management Strategy for aid stakeholders in Somalia
- Chairing and guiding UN Risk Management, Accountability and Quality Assurance Group, Collaborative Risk Management Forum and Inter-Agency Harmonised Approach to Cash Transfer Team
- Coordinated and consistent response on the Use of country systems and due diligence activities

Efforts to date have led to a much greater level of assurance in the selection of partners, and in improved programme planning and implementation, in particular for the electoral process, MPTF funded programmes and the humanitarian response. The ability to collect and share information to identify reputable and dependable partners has reduced the scope for diversion and misappropriation and has better addressed different categories of risks which may have an impact in the programme/project implementation. The RMU has contributed to strengthened agency due diligence processes; identified fraud and inflation of costs, uncovered undeclared links between partner entities, and led the development of approaches to collective risk identification and risk mitigation.

During the new 2021-2025 Enablers III, the RMU will consolidate gains, continue to develop new and innovative service lines and support replication of the RMUs knowledge, experience, tools and services in high-risk operations. Within Somalia RMU will continue explore opportunities in response to Somalia's evolving operating environment including through strengthened community partnerships. In response to the evolving global operating environment and increased demand, the RMU will increase engagement with other countries as well as with UN Headquarters including DCO, DOS and DPPA.

Building on current efforts and achievements, the RMU strategic objectives for the new phase are:

1. Undertake **strategic risk analysis and offer innovative solutions** to advance the humanitarian-development-peace building nexus by contributing to the management of risks and achievement of objectives as defined in the UN and Government strategic plans.
2. Contribute to an **efficient use of country systems** by the UN and increased accountability and risk management capability of government institutions at Federal Government of Somalia (FGS) / Federal Member State (FMS) levels.
3. Contribute to the **prevention and detection of fraud and corruption and coordinated strategic solutions** across all stakeholders in Somalia.
4. Build a **shared understanding of risk management & enhancement of relevant tools** across the aid community that improve overall risk management across the spectrum of interventions in Somalia.

RMU Service Lines

Service lines	Description
Risk assessment, analysis and tailored risk management advice & support	<p>This service line will include:</p> <ul style="list-style-type: none"> ○ Streamlined risk management approach across strategic UN and other documents – such as UNCF, SDRF pooled funds, MPTF Somalia Joint Programmes to promote support risk informed decision making ○ In collaboration with PUNOs, enhance the risk management support to MPTF Joint Programmes during the formulation/designing and implementation stage ○ Establish mechanisms to ensure risk management quality assurance for MPTF/NEXUS joint programmes ○ Undertake event / situation risk analysis

	<ul style="list-style-type: none"> ○ Undertake integrated risk assessments/analysis in coordination with IAT/PAMG/HRDDP and other units and partners as necessary ○ Development of a more flexible risk category framework / lexicon that better serves the changing nature of risk assessment support for stakeholders ○ Undertake trend and strategic analysis, designed to identify and assess the interdependence of risks. ○ Risk management partner advice on specific issues ○ Person/entity verifications through regulatory agencies ○ At the request of the UN Agencies and/or audit & investigation offices, provide monitoring support during programme/project implementation, verification and spot-checks. ○ Where required, assistance to agency-led audits & investigations, and specialist support in the prevention and deterrence of fraud and corruption.
<i>Support and advice on the expansion and oversight of programmes implemented through country systems</i>	<p>The RMU will continue to promote expansion of the National Window of the MPTF funds. In this regard the RMU will strengthen the collaboration with the WB on the use of country systems (UCS), contribute to the government institutions capacity building on risk management, public finance and procurement management, ethics, integrity and code of conduct of the government institutions.</p> <p>In collaboration with the Office of Prime Minister, will support developing the roadmap of the MPTF Joint Programmes to be delivered through the country systems besides the UN window of the fund.</p>
<i>Promote Information sharing and management</i>	<p>This service line will include:</p> <ul style="list-style-type: none"> ○ Contractor Information Management System (CIMS) development: in addition to on-going maintenance, enhancement of existing features and training for CIMS users, new features will be launched / developed, on the basis of gaps in the range of tools used by the international community; and CIMS generated trend analysis will be produced on a regular basis to inform strategic analysis ○ Capacity Injection Reporting Tool (CIRT) – enhancement and data collection in CIRT as a tool for sharing information about financial support for professional staff embedded in government on long-term (>9 month) contracts. It is used to identify capacity gaps and harmonize capacity support to the government and managed by the UN Resident Coordinator's Office (RCO) and Risk Management Unit (RMU). ○ Exploring new tools to support digital innovation in information sharing, digital learning and risk analysis. ○ The collation, management, coordination and sharing/dissemination of risk-information across stakeholders/partners.
<i>Contribute to Risk Management and Use of Country Systems (UCS) Learning and Capacity Building</i>	<p>The RMU Learning and capacity building shall remain a key service line and will be expanded to support risk management awareness and respond to immediate-, medium- and long-term needs while progressing on a path to more formal, professional and ultimately accredited vocational education programs. The RMU course on Managing Project/programme risk aims to specifically establish current benchmark levels of competency, abilities and interest in this area, while learning more about the evolving nature of risk management in the context of Somalia. A further objective of the RMU is for broader engagement and direct involvement of the FGS / FMS giving the program an additional strategic role in developing closer ties between the FGS/FMS and the indispensable role of NGO's within Somalia.</p> <p>RMU will establish an online / virtual programme to enable broad outreach across the aid community.</p>

	The RMU team will continue to enhance capacities of its team to professionally respond to rising demands on its services
<i>Support FGS/FMS to develop risk management framework and relevant resources required.</i>	Support the OPM, MOF and other government institutions at the FGS/FMS level to develop a framework, practices, tools and structures for managing risks, increase accountability and contribute to informed decision making. Currently the RMU is coordinating with ACU/OPM on capacity building, needs assessment and a roadmap on the establishment of risk management functions and framework within the OPM in collaboration with line ministries at FGS and FMS.
<i>Develop, promote and disseminate best practice and a collaborative approach on managing risks</i>	Develop the roadmap for implementation of a collaborative risk management strategy contextualized for each participating group – government, NGOs, donors and the UN and explore opportunities of engagement with the private sector. Coordinate, support and guide UN joint activities on risk management, accountability and quality assurance; HACT implementation; BOS etc. The RMU will support other countries in replicating tools of interest to UN offices in high-risk operations that may establish similar units/services for the purpose of sharing features, experiences and innovations.

The RMU functions and service lines are cost shared between the MPTF, donors and the UN Country Team. Within the service lines, the demand from UN agencies and other partners and the services within functions and service lines have increased. The RMU have been introducing new tools within CIMS and on information sharing.

The ever-evolving context in Somalia offers opportunities for the RMU to further broaden its scope of services and respond to emerging needs. Effective partnerships will offer both an ‘economy of effort’ and a ‘capability enhancement’ effect for the RMU, creating further opportunities to expand the range of services to additional Somali government and civil society actors within the existing resource capacities of the unit.

The Risk Management Unit intends to maintain the 2021 staff structure throughout Enablers III with five staff in Mogadishu and four in Nairobi. Consultants may also be hired for specific assignments. The main categories of the RMU’s budget during Enablers III, will continue to be:

1. Staffing & consultancy
2. Capacity building, workshops & seminars
3. Travel
4. ICT and communication
5. Operations/miscellaneous

4. Management Coordination and synergies across the Enablers

Under the leadership of the DSRSG/RC/HC for Somalia, the UN will work closely with national and international partners through the agreed aid coordination architecture to ensure collective efforts are sustainable. The Office of the DSRSG/RC/HC will ensure close coordination with key stakeholders, including the Government both at FGS and FMS, to promote transparency, identify new joint initiatives, leverage comparative advantages, tap into expert advice, manage risk robustly and work on solution-oriented interventions that support sustainable development, peace, and reconciliation in Somalia.

While the DSRSG/RC/HC is the overall manager of, and will assume reporting responsibility of the Joint Programme, day-to-day management of activities will be the responsibility of the Head of the Integrated Office. Financial and administrative management of Enablers III will be undertaken by UNDP for the UNDP contracted components. UNDP will only be responsible for providing management support to their respective Enablers, including, amongst other issues, recruitment of staff, procurement, travel, administrative HR management, financial management, and other general administrative support. Personnel will be managed and supervised by and report ultimately to the RC (and not UNDP).

5. Programme Board

To ensure both programmatic and financial oversight of the Enabling Services work, a Programme Board will be established, under the leadership of the DSRSG/RC/HC. The Programme Board will meet on a **biannual** basis starting in Q1 2022 to review programmatic and financial progress. Staff from the Integrated Office will act as the secretariat. The Programme Board will comprise of the following members:

- DSRSG/RC/HC (Chair)
- UNDP Country Director or his/her delegate
- Other UN entities as involved in future iterations of the project
- Head of the Integrated Office
- Contributing Donors

6. Monitoring, Evaluation and Reporting

Monitoring

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

Reporting

The RCO will assume responsibility for coordinating overall programmatic reporting of this Joint Programme. In consultation with the RCO, UNDP and UNOPS will assume responsibility for financial reporting of their respective activities.

The Programme Board will receive the following reports and the below stated frequency, in line with UN MPTF requirements:

- Bi-annual Report covering 1 January to 30 June and 1 July to 31 December respectively (Activity Report and Financial Status)
- End of Project Report (Activity Report and Financial Report)
- Any other report as may be deemed necessary by the Project Board.

Evaluation

This Joint Programme will conduct an end-of-project evaluation which will be undertaken under the leadership of the Programme Board and will also review proposals for continued sustainable financing of the Enablers.

Annex 1: Trust Fund Coordination: Enabling Services Results Framework 2021-2024

Outcomes/Outputs	Indicators	Means of verification / frequency of collection
Outcome 1: UN support to Somalia delivered in an accountable, coherent, coordinated and transparent manner, leveraging the full expertise of the UN system and complementary to the UN's political engagement	Outcome indicator 1: Perception of the UN's collective engagement in Somalia Baseline: Conduct baseline survey at end of Enablers II Target: 90% satisfactory Outcome indicator 2: UNCF delivered Baseline: Not implemented Target: 90% delivered by end of 2025	<ul style="list-style-type: none"> • SCPAG annual perception survey • Targeted questions within the perception survey • UN Somalia Annual Results Reports
Output 1.1: Increased UN joint programming to deliver the UNCF and to advance the HDP nexus List of some activities under this output: <ul style="list-style-type: none"> • Review and realign of MPPTF portfolio to the UNCF • Integrated fund secretariat for the MPPTF and PBF • Launch of a first climate security joint programme • Launch of the Saameynta joint programme 	Output indicator 1.1.1: Volume of funds channelled through the UN MPPTF Baseline: 439,000,000 USD in total contributions Target: 650,000,000 USD in total contributions Output indicator 1.1.2: Percentage of UNCF budget delivered through joint programmes Baseline: From funding framework (due Feb 2021) Target: Gradual increase year-on-year Output indicator 1.1.3:	<ul style="list-style-type: none"> • Yearly increase in contributions to the MPPTF • Proportion unearmarked compared with total amounts • Share of pooled funding compared to bilateral support • Monitoring of aid information management system and aid flows reports • Number of joint programmes approved and funds mobilized • Programme documents • Project steering committee participation

<p>Output 1.2: Evidence-based joint analysis produced and maintained to inform programming and advocacy by the UN, government and international partners</p> <p>List of some activities under this Output:</p> <ul style="list-style-type: none"> • Regular updating of the Common Country Analysis • Annual UNCF results reports • Mapping of youth organizations, programmes and initiatives • Strengthen knowledge production and management systems on youth development and engagement. • Harness data generated by joint programmes 	<p>UNSOM participating in the design and implementation of UN joint programmes as a partner</p> <p>Baseline: 13 programmes under the MPTF / 6 under the PBF</p> <p>Target: 50 percent increase</p>	<ul style="list-style-type: none"> • Reflection of UN programme activities in SG reports
	<p>Output indicator 1.1.4: Portfolio of nexus programmes under the MPTF and PBF</p> <p>Baseline: None</p> <p>Target: Four flagship nexus programmes</p>	<ul style="list-style-type: none"> • SDRF programme approvals • Project documents
	<p>Output indicator 1.2.1: UN system wide analysis and annual reporting produced in a timely manner and serves as engagement platform with partners</p> <p>Baseline: N/A</p> <p>Target: Annual review process and partner dialogue chaired by DSRSG/RC/HC</p>	<ul style="list-style-type: none"> • Minuted donor discussions • Analytical products
	<p>Output indicator 1.2.2: Youth and women groups serve actively engaged in the annual review of the CCA and the production of the results report</p> <p>Baseline: N/A</p> <p>Target: Targeted youth and women engagement feeding into drafting process</p>	<ul style="list-style-type: none"> • Meeting minutes • Youth and women specific sections in analysis
	<p>Output indicator 1.2.3: UN Somalia Youth Advisory Board engaged as review body for UN joint programming under the Somalia MPTF and PBF</p>	<ul style="list-style-type: none"> • Review documentation • Youth specific analysis included in programme documents

	<p>Baseline: N/A</p> <p>Target: Applied to all MPTF and PBF programmes</p>	
<p>Output 1.3: Joint planning and coordination activities between the UNCT and UNSOM decentralized to FMS-level</p> <p>List of some activities under this Output:</p> <ul style="list-style-type: none"> • Coordination of the United Nations integrated response on youth in Somalia to ensure the UN is calibrated to meet the needs and priorities of the FGS and FMS. • FMS-level UNCT meetings 	<p>Output indicator 1.3.1: UNSOM Head of Area Offices chairs FMS-level UNCT meetings on monthly basis</p> <p>Baseline: N/A</p> <p>Target: Implemented in all FMS</p> <p>Output indicator 1.3.2: UNCF prioritized at FMS-level in consultation with FMS counterparts</p> <p>Baseline: N/A</p> <p>Target: Applied in all FMS</p> <p>Output indicator 1.3.3: Aid coordination capacity of FMS administrations strengthened</p> <p>Baseline: N/A</p> <p>Target: TBC</p>	<ul style="list-style-type: none"> • Meeting minutes • Priority lists
<p>Output 1.4: Independent mid-term review of Enablers III with recommendations for remaining implementation period and exit strategy</p> <p>List of some activities under this output:</p> <ul style="list-style-type: none"> • Independent mid-term review and presentation of findings to donors • Review of Enablers III for the remaining period 	<p>Output indicator 1.4.1: Enablers III implementation strategy revised based on mid-term review recommendations</p> <p>Baseline: N/A</p> <p>Target: Done</p>	<ul style="list-style-type: none"> • Mid-term review report • Revised Enablers III project document • Project board minutes

<ul style="list-style-type: none"> Drafting of exit strategy and vision of Integrated Office post-Enablers III 	
<p>Output 1.5: Joint, targeted, and strategic communication on the UN's collective engagement in Somalia</p> <p>List of some activities under this output:</p> <ul style="list-style-type: none"> Youth-specific communications that highlight the positive contributions made by Somali youth to peace and stability and advocate for further investments on youth empowerment Annual UN results reports MPTF reports and newsletters Cost of Doing Business factsheet regularly updated 	<p>Output indicator 1.5.1: Improved understanding of the width of the UN's engagement in Somalia cross the HDP nexus</p> <p>Baseline: N/A</p> <p>Target: X number of targeted communication products produced and disseminated to all stakeholders</p>
	<ul style="list-style-type: none"> Annual perception survey results

Indicators	Means of verification / frequency of collection
<p>Outcome 2: UN assistance delivered through strengthened, sustainable and coordinated partnerships</p>	<p>Outcome indicator 2.1: Diversity of UN joint programmes and inclusion of non-UN partners</p> <p>Baseline: TBC</p> <p>Target: TBC</p>
	<ul style="list-style-type: none"> Programme documents PWG and SDRF discussions
	<p>Outcome indicator 2.1: Funding through MPTF and PBF to civil society organisations increased</p> <p>Baseline: 1 million USD</p> <p>Target: 5 million USD</p>
	<ul style="list-style-type: none"> MPTF and PBF annual reports Aid flow data
<p>Output 2.1: External specialists temporarily engaged to facilitate inclusive processes, improve</p>	<p>Output indicator 2.1.1: Needs-based external support engaged in a timely manner to support critical integration processes</p>
	<ul style="list-style-type: none"> End of assignment reports Process documentation

<p>coordination and stimulate the preparation of joint initiatives</p> <p>List of some activities under this output:</p> <ul style="list-style-type: none"> • Programme design workshops • Learning and reflection sessions 	<p>Baseline: N/A</p> <p>Target: TBC</p>	
<p>Output 2.2: Integrated Office facilitates joint analysis and conflict sensitive joint programmes that mainstream leave no one behind, climate security, peacebuilding, gender, youth, durable solutions, and risk management</p>	<p>Output indicator 2.2.1: Standardised indicators database for joint programmes</p> <p>Baseline: No database</p> <p>Target: Database established, populated and applied</p>	
<p>List of some activities under this output:</p> <ul style="list-style-type: none"> • Production of regular analytical products • Feedback loop between UNSOM advisory and analysis and programme-generated information 	<p>Output indicator 2.2.2: Best practices and lessons learned documentation developed</p> <p>Baseline: N/A</p> <p>Target: Handbook on analysis and programming developed</p>	

Outcome 3:	Indicators	Means of verification / frequency of collection
<p>Outcome 3: The Integrated Office of the DSRSG/RC/HC facilitates greater collective relevance, quality and impact of operations, through greater accountability to affected populations (AAP) delivered by supporting the active citizenship of the Somali population.</p>	<p>Outcome indicator 3.1: Populations perceive greater relevance, quality and impact of UN operations across Humanitarian, Development and Peace Building interventions, through greater accountability and engagement.</p> <p>Baseline: Conduct third party perception studies and evaluations of existing levels of engagement, participation and effectiveness of feedback channels.</p> <p>Target All populations (including field workers) receiving UN services and resources.</p> <p>Outcome indicator 3.1: Effectiveness of national communications and engagement channels with involvement of communities centralized for decision-making.</p> <p>Baseline Core Humanitarian Standard (CHS) active citizenship tool. self-assessment tool.</p> <p>Target 90% of AAP targets achieved</p>	<p>Perception survey</p> <p>Existing desk reviews / Community Engagement and accountability Working Group (CEA WG) member review</p> <p>Measure of resources delivered and managed by local organizations groups.</p> <p>Core Humanitarian Standard CHS active citizenship self-assessment tool.</p>
<p>Output 3.1: Strategic quality information and technical advice and solutions for national and local decision-making.</p> <p>List of some activities under this Output:</p>	<p>Output indicator 3.1.1: Strategic advice and support delivered to organizations on AAP to strengthen the quality of engagement, including from marginalized groups.</p> <p>Baseline: Assessments</p>	

<ul style="list-style-type: none"> • Develop AAP strategy and work-plan consulted and agreed with UNCT and HCT. • Establish and get technical buy-in for AAP unit with recruitment of AAP team offering organizational and field level support • support. • Roll out Core Humanitarian AAP self-assessment organizational and field level AAP support and tools. • Build AAP communications products offering high quality analysis for decision makers. • Strengthening at least 2 national communication and engagement tools (e.g., hotline, radio etc.,) to support AAP solutions and deliver information for decision makers, and to ensure trusted answers and responses delivered to communities. 	<p>Target: 90% of AAP targets achieved</p>	
<p>Output 3.2: Delivery of effective frontline (field worker and community level) technical support on supporting active citizenship.</p> <p>List of some activities under this output:</p> <ul style="list-style-type: none"> • Piloting a collective AAP system in on sector or location (e.g., X% of all IDP settlements) that can be scaled up iteratively across all other areas of operation. • Capacity building for decision makers, IPs and frontline workers to deliver measured improvements in community 	<p>Output indicator 3.2.1: Community reports greater ownership in decision making and empowerment in seeking redress in interventions</p> <p>Baseline: Community perception survey</p> <p>Target: 90% of all targets delivered.</p>	<p>Community perception survey</p> <p>Adoption and effective use of CHS Active Citizenship tool.</p> <p>Evaluations</p>

<p>engagement with adoption of CHS Active Citizenship tool.</p> <ul style="list-style-type: none"> • Establishment of a minimum standard of engagement by UN and all IPs. • Development of field based digital tool for frontline workers to measure their levels of engagement over time. 		
<p>Output 3.3 Promote greater understanding and acceptance of the AAP agenda across partners and IPs through practical solutions.</p> <ul style="list-style-type: none"> • Strengthen greater partnerships with Somali stakeholders to implement the AAP collective strategy and tools. • Deliver AAP courses and tools customized for different audiences and areas of operation. • Offer an AAP technical help-desk facility. • Support establishment of AAP best practices and tools in other UN Operations 	<p>Output indicator 3.2.1: Organisations across the UN and IPs report greater understanding and use of practical AAP tools.</p> <p>Baseline: Survey</p> <p>Target: X% of all targets delivered.</p>	<p>CEAWG membership size and quality of involvement.</p>

Indicators	Means of verification / frequency of collection
<p>Outcome 4: International support to Somalia is informed by national and international risk management systems that are strengthened and operationalized</p>	<p>Outcome Indicator 4.1: Risk informed decision making for reaching UN targets and objectives Baseline: RM assessments and verifications conducted; CIMS; Strategy/programme/partner risk assessment and management Target: Risk management capacities realigned with international standards and national legal framework</p> <p>Outcome indicator 4.2: Risk Management and accountability across aid stakeholders Baseline: CRM Strategy developed, MPR learning programme Target: 90% of the CRM recommendations implemented</p>
<p>Output 4.1: Strategic risk analysis and provision of advice and solutions</p> <p>List of some activities under this output:</p> <ul style="list-style-type: none"> • Undertake strategic risk assessments • Undertake IAT/HRDDP/PAMG/UNDSS joint assessments • Undertake thematic risk assessments • Undertake partner risk assessments • Establish RM assurance mechanisms for joint programmes • Guide programme risk analysis and management processes 	<p>Output Indicator 4.1.1: Advice and support by the RMU in risk assessments and management Baseline: Risk assessments and verifications reports Target: 90% of requests for RM support accomplished satisfactorily</p>
	<p>Risk assessment plans Strategy/programme/partner risk assessment and management documents</p> <p>CRM Strategy progress reports CIMS & CIRT enhancement and data</p> <p><u>Conduct client surveys regarding risk assessments completed and advice / support provided. This should be done as close to completion as possible (while memory is fresh)</u> Risk assessment reports Verification reports RMAQA (Risk Management, Accountability and Quality Assurance) meeting group minutes CIMS bi-annual reports HACT BOS implementation plan</p>

<p>Output 4.2: Enable consistent and efficient use of country systems</p> <p>List of some activities under this output:</p> <ul style="list-style-type: none"> • Assist and Guide UN Agencies on realignment with the PFM when transferring funds to the Government Institutions • Undertake <i>oversight, quality assurance and verification</i> activities to UN funded programmes implemented through country systems • Support establishment of RM standards and structures within Government institutions in partnership with OPM • Enhance quality assurance mechanisms to support programme development and implementation through the country systems • Partner with Somali Universities to deliver RM courses in Somali language 	<p>Output Indicator 4.2.1: Deliver on UNCF commitment on the use of country systems in an efficient and accountable way.</p> <p>Baseline: MPTF National Window funds</p> <p>Target: UN AFP's Compliance with FGS PFM 2019 UN funds transferred to FGS public institutions.</p>	<p>Yearly increased funding disbursed through country systems. Capacity Building activities Oversight & monitoring reports</p>
<p>Output 4.3: Prevention and detection of fraud and corruption and coordinated strategic solutions</p> <p>List of some activities under this output:</p> <ul style="list-style-type: none"> • Coordinate fraud prevention, deterrence and reporting through the Risk Management, Accountability and Quality Assurance Working Group • Contribute to UN coordinated efforts & joint programme on advancing the national agenda against fraud & corruption and within the UN • Assist UN agencies with fraud examination activities and verifications • Undertake fiduciary risk analysis and develop partnership with external partners that 	<p>Output Indicator 4.3.1: Coordinating, supporting, and guiding UN AFPs in prevention, detection and reporting fraud and corruption</p> <p>Baseline: RMAQA (Risk Management, Accountability and Quality Assurance) Group Fiduciary risk analysis reports CIRT</p> <p>Target: 90%-100% of the received and accepted requests completed Operationalization & implementation of the JP on Strengthening Integrity & Transparency in Somalia</p>	<p>Regular progress reports RMU fraud examination reports RMAQA group meeting minutes CIRT Analysis</p>

<p>contribute to sharing information on fraud & corruption</p> <ul style="list-style-type: none"> • RMU provides intelligence information as and when required 		
<p>Output 4.4: Promote understanding of risk management & enhancement of relevant tools among national and international partners</p> <p>List of some activities under this output:</p> <ul style="list-style-type: none"> • Strengthen UN collaboration and info sharing through enhancing common systems (CIMS/CIRT) and developing innovative digital solutions • Strengthen partnership with Somali stakeholders to implement the Collaborative Risk Management Strategy • Enhance and deliver risk management & due diligence courses customized to different groups • Support establishment of RM best practices and tools in other UN Operations 	<p>Outcome Indicator 4.4.1: Collaborative Risk Management (CRM) Strategy for aid stakeholders in Somalia Implemented</p> <p>Baseline: CRM Forum, Capacity building on MPR across aid community.</p> <p>Target: CRM recommendations met 80-90% CIMS contract value - \$9B CIRT – No of participating organisations 15, over 3000 entries by the end of 2024.</p>	<p>CIMS & CIRT reports CRM Forum minutes Progress reports/reviews of CRM strategy</p>