



IEO | INDEPENDENT
Evaluation Office
United Nations Development Programme

ANNEXES

INDEPENDENT COUNTRY PROGRAMME EVALUATION - SOMALIA

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Annex 1. TERMS OF REFERENCE

1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts country evaluations called “Independent Country Programme Evaluations (ICPEs)” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national efforts for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership.

Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

UNDP Somalia has been selected for an ICPE since its country programme will end in 2020. This is the third independent country evaluation of UNDP programmes in Somalia conducted by IEO, with the last one dating 2015. The ICPE will be conducted in 2019 to feed into the development of the new country programme. The ICPE will be conducted in close collaboration with the Government of Somalia, Federal Member States and Somaliland, based on the UNDP programmatic delivery, UNDP Somalia country office, and UNDP Regional Bureau for the Arab States.

2. NATIONAL CONTEXT

The Federal Republic of Somalia is located in the horn of Africa. It is bordered by Ethiopia to the west, Djibouti to the northwest, Kenya to the southwest, the Gulf of Aden to the north, the Guardafui Channel and the Indian Ocean to the east. Somalia is a country from the Least Developed Country (LDC) and fragile state category, with a population estimated at 14.7 million in 2017², with more than half of the population (52 percent) estimated to be living below the \$1.9 per day poverty line. The highest incidence of poverty is found among the households located in internally displaced persons (IDP) settlements (75.6 percent) and the country’s capital Mogadishu (73.7 percent)³. More than half of Somali households are headed by women, while 2 out of 3 households in Mogadishu and IDP Settlements are headed by men.

¹ See UNDP Evaluation Policy: www.undp.org/eo/documents/Evaluation-Policy.pdf. The ICPE is conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group (www.uneval.org).

² World Development Indicators, World Bank data 2018

³ World Bank data, Somalia Poverty and Vulnerability report 2018: <http://microdata.worldbank.org/index.php/catalog/3181>

From 1991, the country experienced about two decades of civil war with a devastating impact on its socio-economic infrastructure and institutions, leaving Somalia without a stable central government. This period was marked by the secession of two of the countries' region⁴; and the return to customary and religious law in most regions. Between 2000-2012, the country underwent a long transition period where several transitional governments succeeded one after another in attempting to federalize the country. However, the absence of a central authority in the country for about a decade have led to the emergence of important factions and groups challenging the authority of the transitional authorities and posing extreme security threats hindering state building progress, and regional security. Since 2007, a regional peacekeeping mission operated by the African Union (AMISOM)⁵ has been deployed to support the security, peace and state-building process.

In 2012 the country ended its transition through the approval of provisional constitution and the election of parliament. In 2012, a Federal Government was re-established. The Puntland state was joined by Jubbaland, South-West, Galmudug, and Hirshabelle to form the federal member states. However, the issue of Somaliland's status remains unresolved⁶. In 2013, with the implementation of the New Deal Compact, a partnership framework between the federal government and the international community was signed, paving the way for a new state building process. For the first time in two decades, the 9th Parliament successfully served a full-term and in 2016 indirect elections were held⁷. In December 2016 the Federal government presented, for the first time in over 30 years (since 1986), a 'national owned – nationally led' National Development Plan (NDP) covering the fiscal period of 2017 to 2019.

Built on the foundations laid by the New Deal Compact, the NDP aims at accelerating socio-economic transformation to achieve the objectives of reducing poverty, strengthening governance and political inclusion, addressing environmental vulnerability (cyclical droughts and natural disasters), promoting economic and societal transformation including gender equality. The Plan emphasises reviving Somalia's traditional economic sectors, such as agriculture, livestock, and fishing utilizing the strengths of the private sector⁸. In parallel to the development path drawn by the NDP for the member states, Somaliland runs its own national development strategy, the second since 2007⁹ focusing on easing poverty, creating labour opportunities, especially for young people, promoting trade and international investments, bolstering productive sectors, countering droughts and adapting to climate change, developing infrastructure and public amenities, stepping up accountability, ensuring good governance and respecting human rights.

Notwithstanding progress achieved in the area of statebuilding, the two decades of conflicts have had significant effects on human development. The humanitarian crisis in Somalia is among the most complex and longstanding emergencies. Continued conflict and subsequent displacement have continuously disrupted livelihoods and access to key sources of food and income. While there are reports indicating that food security continues to improve and livestock production has increased substantially, large populations are still suffering Crisis (IPC Phase 3) and Emergency (IPC Phase 4) levels of food insecurity across the country.

Development indicators in Somalia remain among the lowest in the world. Life expectancy at birth in Somalia (56 years in 2016) is below the average in Sub-Saharan Africa (60 years in 2016)¹⁰. Under-five mortality rate

⁴ Somaliland in 1991 followed by Puntland in 1998

⁵ <https://amisom-au.org/amisom-mandate/>

⁶ <http://www.so.undp.org/content/somalia/en/home/countryinfo.html>

⁷ <http://www.so.undp.org/content/somalia/en/home/countryinfo.html>

⁸ The Somalia National Development Plan 2017-2019, Federal Government of Somalia, Final version, October 2016

⁹ Somaliland National Development Plan II 2017-2021.

¹⁰ World Development Indicators, World Bank Data 2018

remains high (131.5 per 1,000 live births)¹¹, and malnutrition is the underlying cause in over a third of child deaths under the age of five. Over 47 percent of the population does not have access to safe drinking water, and more than half of the children are out of school. Inequality is also high, with the top 20 percent consuming six times more than the bottom 20 percent¹². Employment rate remains very low (only 26% of working adults are employed in urban area and 32.7 percent in rural area)¹³ and vulnerable (72% of vulnerable employment) with a significant gender disparity (only 19% of female ages 15 -64 participates in the labour force in 2017 with 87.5% of vulnerable employment)¹⁴. The country remains disproportionately dependent on remittances which represented five times foreign direct investment in Somalia in 2016¹⁵. The economic sector relies on agriculture and livestock which remain underdeveloped and highly vulnerable to the persistent external shocks.

Due to the El Nino phenomenon, the country experienced a prolonged drought period that brought it to the brink of famine in 2017; followed by record level of rainfalls between late March and June 2018 of rain over much of the country, all of which had a devastating humanitarian impact in most regions of the country and aggravated the needs of an already highly vulnerable population and productive capacities.

To respond to the economic slowdown and the humanitarian and food crisis following the 2016 drought, the government has strengthened the implementation of national policies including fiscal policy and large-scale famine program with remarkable support of the donors (donor grants almost doubled between 2016 and 2017 going from 55.3 million to 103.6 million)¹⁶. However, the real Gross Domestic Product (GDP) growth in Somalia has decreased by 2.1 percent in 2017 from 4.4 percent in 2016¹⁷. It was estimated that natural disasters caused 800,000 new displacements¹⁸ in 2017. As of February 2018, the number of displaced populations estimated to be 3.45 million, with about 75 % of them being internally displaced persons, and about 800 thousand being refugees and asylum seekers in neighbouring countries.

Other challenges facing the country include marginalization, forced evictions, discrimination against vulnerable groups and minorities, gender-based violence (GBV), and insecurity and armed violence which continue to exacerbate vulnerabilities within Somalia. Between January 2016 to October 2017, UNSOM documented a total of 2,078 civilian deaths and 2,507 injuries; with more than half the casualties (60 per cent) attributed to Al Shabaab militants¹⁹. Recruitment by armed groups and forces is sometimes considered by children and youth and their families to be a source of income and a means of escaping poverty. Child forced marriage is also noted to be a source of economic gains for the families, depriving young girls of the opportunity to develop their potential and contribute to wider society.

The federal government continues to face a number of major challenges, such as the political crisis resulting from a no-confidence motion against the Speaker of the House of the People (lower house).

¹¹ Ibid

¹² Consumption Quintiles per capita based on total imputed consumption is 0.469 for the first quintile (bottom 20 percent) while it is 2.674 for the fifth quintile (top 20 percent) according to the World Bank data.

¹³ Data from the National Development Plan II 2017-2020

¹⁴ World Development Indicators, World Bank data 2018

¹⁵ 19.6 million for remittances and 4.9 million for FDI. See <https://www.imf.org/en/News/Articles/2018/02/23/pr1866-imf-executive-board-concludes-2017-article-iv-consultation-with-somalia>

¹⁶ <https://www.worldbank.org/en/country/somalia/overview>

¹⁷ <https://www.worldbank.org/en/country/somalia/overview>

¹⁸ <http://www.internal-displacement.org/countries/somalia>

¹⁹ Protection of Civilians: Building the Foundation for Peace, Security and Human Rights in Somalia," the report by the UN Human Rights Office and the UN Assistance Mission in Somalia (UNSOM)

3. UNDP PROGRAMME STRATEGY IN SOMALIA

The first cooperation agreement between the Government of Somalia and UNDP was signed in 1977²⁰. In the last decade, UNDP's partnership with the Federal Government of Somalia has been formalized through 3 country programme documents²¹. The UNDP Somalia programme has been developed within the broader framework of UN system wide country plans for Somalia, which have progressively evolved to include establishing a structurally integrated presence since 2014 and developing a number of integrated teams and joint programming among UN entities in areas of common work.

Following the endorsement of Somalia's first national development plan in 30 years, the expiry of the New Deal Compact and the UN's Integrated Strategic Framework for Somalia 2014-2016, the UN system in Somalia developed a strategic framework for the period 2017-2020 to continue to guide and articulate its collective strategy and contribution in support of the Somali Government's development priorities and in achieving the Sustainable Development Goals. The UNSF 2017-2020 is focused on five interlinked and mutually reinforcing Strategic Priorities:

1. 'Deepening federalism and state-building, supporting conflict resolution and reconciliation, and preparing for universal elections'
2. 'Supporting institutions to improve Peace, Security, Justice, the Rule of Law and safety of Somalis'
3. 'Strengthening accountability and supporting institutions that protect'
4. 'Strengthening resilience of Somali institutions, society and population'
5. 'Supporting socio-economic opportunities for Somalis, leading to meaningful poverty reduction, access to basic social services and sustainable, inclusive and equitable development'

The implementation strategy of the UNSF puts emphasis on a one UN approach with joint programming modalities as a preferred means of implementation, including through joint funding mechanisms operated under the Somalia Development and Reconstruction Facility (SDRF)²². UNDP is identified among the UN implementing agencies in all five strategic priorities of UNSF but is expected to play a lead role in rule of law, resilience, inclusive politics and institutional strengthening. Accordingly, UNDP programmes for the period 2018-2020 is focused on three development priorities:

1. Inclusive and responsive political processes
2. Extending accountable and transparent service delivery in a secure environment
3. Progress from protracted socioeconomic and environmental fragility and recurrent humanitarian crises

²⁰ Agreement between the Government of the Somali Democratic Republic and the United Nations Development Programme', 31 May 1977.

²¹ Previous CPD covered the periods (i) 2008-2010; and (ii) 2011-2015; (iii) and the current CPD for the period- 2018-2020. Gaps between the different CPD timeframes correspond to CPD extension approved by UNDP Executive Board

²² The Somalia Development and Reconstruction Facility (SDRF) serves as both a coordination framework and a financing architecture for implementing the Somalia National Development Plan (NDP), in line with the principles of the New Partnership for Somalia for Peace, Stability and Prosperity (NPS). This aid architecture builds on and reinforces the mechanisms that were set up for the implementation of the Somali Compact, with minor changes aimed at improving its effectiveness

Table 1. UNSF goals and UNDP outcomes (2015-2018)

UNSF goals (2017-2020)	UNDP outcome	UNDP Outputs (Areas of Contribution)	Budget* (US\$ million)	Utilization* (US\$ million)
Goal 1: Deepening federalism and state-building, supporting conflict resolution and reconciliation, and preparing for universal elections/ UNDP development priority 1	Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance (outcome 5)	1.1: National agreement reached on a Somali-led process to deepen federalism and state building 1.2: Somali government institutions enabled to carry out their legislative functions in a transparent and inclusive manner 1.3: Somali institutions are enabled to run independent, impartial, transparent and inclusive elections 1.4: Somali women's representation and participation in politics and public-sector institutions enhanced	88.5	74.2
Goal 2: Supporting institutions to improve peace, security, justice, the rule of law and safety of Somalis; and strategic plan, Goal 3: Strengthening accountability and supporting institutions that protect	Countries have strengthened institutions to progressively deliver universal access to basic services (outcome 6)	2.1: Core functions of government ensure effective, efficient, transparent and accountable government management. 2.2: National and subnational governments have the capacity to manage service delivery arrangements in an inclusive and transparent manner, building on Wadajir framework ²³ 2.3: Rule of law institutions enabled and communities empowered for increased security and improved access to justice. 2.4: Legal and policy frameworks in place to promote gender equality.	126.6	98.1
Goal 4: Strengthening resilience of Somali institutions, society and population; and UNSF Goal 5: Supporting socioeconomic opportunities for Somalis, leading to meaningful poverty reduction, access to basic social services and sustainable, inclusive and equitable development.	Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings (outcome 7)	3.1: Access to affordable energy and sustainable jobs increased especially for women and vulnerable groups. 3.2: Improved measures in place for environmental governance, resilience to climatic shocks and the management of natural resources. 3.3: 'Durable solutions' implemented for the reintegration of refugees and IDPs, especially for women and other vulnerable groups in urban and rural areas 3.4: Structural barriers to women's economic empowerment reduced.	52.5	39.1
Total			267.6	211.4

Source: UNDP Somalia Country Programme Document 2018-2020 (DP/DCP/SOM/3)

*Financial figures extracted from UNDP Atlas/PowerBi tool as of April 2019

²³ Wadajir National Framework for Local Governance to support community recovery and grassroots reconciliation processes, launched in 2016

4. SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing the new country programme. The last independent country programme evaluation was conducted in 2015 covering the last CPD for the period 2011-2015. In this regard, the ICPE will cover the period 2015-2018, covering the extended programme implementation of the last CPD and the current programme cycle 2018-2020. The ICPE will focus on the results UNDP intended to achieve in support of the implementation of the UNSF, as approved by the Executive Board. The evaluation will also include a follow up on the implementation of the recommendations from last country programme evaluation conducted by IEO in 2015.

As the country-level evaluation of UNDP, this ICPE will focus on the formal UNDP country programmes. The country programme is defined in the Country Programme Document (CPD). The scope of the ICPE includes the entirety of UNDP's activities in the country and therefore covers interventions funded by all sources, including core UNDP resources, donor funds, government funds. This evaluation will cover the period 2015-2018 as several interventions span over more than one CPD cycle. As several interventions in Somalia run over a different time frame and in several cases are a follow up to older phases, this ICPE will consider the entire programmatic portfolio which overlaps, even if partially, with the period 2015-2020.²⁴ Initiatives stemming from regional and global programmes as relevant will also be included in the scope of the ICPE.

Special efforts will be made to capture the role and contribution of UNV and UNCDF through undertaking joint work with UNDP, for example through the implementation of the Joint UN Programme on Local Governance and Decentralized Service Delivery (JP-LGDSD). This information will be used for synthesis in order to provide corporate level evaluative evidence of performance of the associated fund and programme.

5. METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.²⁵ The ICPE will address the following three key evaluation questions.²⁶ These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

The ICPE is conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's evolution, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at. The effectiveness of UNDP's country programme will be analysed under evaluation question 2. This will include an assessment of the

²⁴ Based on an initial data extraction from Atlas, out of the 124 outputs with a budget forming the Somalia portfolio over the period 2015 (last Assessment of Development Results Report)-2023 (based on active projects end dates), only four are scheduled to run from 2018 to 2020 (current CPD cycle), of these, one is a report preparation output.

²⁵ <http://www.uneval.org/document/detail/1914>

²⁶ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

achieved outputs and the extent to which these outputs have contributed to the intended CPD outcomes. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

To better understand UNDP's performance, the specific factors that influenced - positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined under evaluation question 3. The utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (including through south-south and triangular cooperation), and the integration of gender equality and women's empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

Given that 80% of the Somalia Country Programme is jointly implemented with other agencies, the evaluation will pay attention to the effectiveness of this structure and the extent to which it is delivering results in line with the UNSF. The evaluation will also focus on innovative practices implemented by the Programme and assess their contribution to the delivery of results.

6. DATA COLLECTION

Assessment of data collection constraints and existing data. An assessment was carried for each outcome to ascertain the available information, identify data constraints, to determine the data collection needs and method. The assessment outlined the level of evaluable data that is available.

The assessment indicates that a total of six decentralized evaluations of projects were carried out by the country office since the last Assessment of Development Results was conducted in 2015, four of which were conducted in 2018 during the current program cycle under review. These evaluations include five final project evaluations (in the areas of youth employment, rule of law, Gender equality and women empowerment, state institutional capacity development, support to parliament; and a mid-term review in climate change resilience) covering about 60% of programmatic expenditure across the three outcome areas of the CPD between 2015-2018. Coverage of programmatic expenditures by decentralized evaluations has been higher in the areas of inclusive and responsive political processes and extending accountable (outcome1-35% of programmatic expenditure) and transparent service delivery in a secure environment (outcome2-49% of programmatic expenditure), than in the area of early recovery (outcome 3- 17% of programmatic expenditure covered). While the quality of final project evaluations was assessed in most cases as moderately satisfactory by IEO quality assessment of decentralized evaluations, they provide a good basis of evaluative information that the ICPE will be able to draw from.

With respect to indicators, the CPD, UNDP Results-Oriented Annual Report (ROAR) and the corporate planning system associated with it also provide baselines, indicators, targets, as well as annual data on the status of the indicators.

The prevailing volatile security situation in Somalia will constitute an important challenge to the data collection for this evaluation. As of April 2019, UNDSS rates 11 of the 12 security areas in the country with security levels ranging from high to substantial with important risks (extreme, high, substantial) particularly in terms of armed conflict, terrorism, and crimes. The areas of Awdal, Woqooyi Galbeed and Togdheer region (security Area 1) is rated with a moderate security level but with substantial risks of crimes, civil unrest, and hazards. Most notably, security threats levels are among the highest in the capital Mogadishu. Thus, the security situation will pose an important constraint for the ability of the evaluation team to reach key stakeholders and project sites. In addition, all inter-city travels within the country, and some intra city travels, require to be accompanied by security escorts, which will have financial resource implication for the conduct of the evaluation. The evaluation team will maintain continuous consultations with the country office and UNDSS for the preparation of the in-

country mission and monitor the evolving security situation to determine the feasibility of accessing project sites and meetings key stakeholders during the data collection phase in Somalia.

Data collection methods. The evaluation will use data from primary and secondary sources, including desk review of documentation, and interviews with key stakeholders, including beneficiaries, partners and managers. The data collection phase of the evaluation will include an in-country mission to Somalia, and a mission to Nairobi, Kenya, where many of the agencies and donors operating in Somalia have established their main presence and support offices. The evaluation questions mentioned above and the data collection method will be further detailed and outlined in the outcome analysis. A multi-stakeholder approach will be followed and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus groups will be used to consult some groups of beneficiaries as appropriate.

The criteria for selecting projects for field visits include:

- Programme coverage (projects covering the various components and cross-cutting areas, new and long-standing projects);
- Financial expenditure (projects of all sizes, both large and smaller pilot projects);
- Geographic coverage (not only national level and urban-based ones, but also in the various regions);
- Maturity (covering both completed and active projects);
- Programme cycle (coverage of projects/activities from the past and mainly the current cycles);
- Degree of “success” (coverage of successful projects, projects where lessons can be learned, etc.).
- Coverage of new partnerships and established cooperation mechanisms.
- Ability to access projects based on security situation in the country and regions of projects implementations

The IEO and the CO will identify an initial list of background and programme-related documents and post it on an ICPE SharePoint website. The following secondary data and others will be reviewed: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the country office and partners, including the quality assurance reports.

All information and data collected from multiple sources will be triangulated to ensure its validity. The evaluation matrix will be used to organize the available evidence by key evaluation question. This will also facilitate the analysis process and will support the evaluation team in drawing well substantiated conclusions and recommendations.

In line with UNDP’s gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP Somalia programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes. This information will be used to provide corporate level evidence on the performance of the associated fund and programme.

Stakeholder involvement: a participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP’s contribution to the country.

7. MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Somalia country office, the Regional Bureau for Arab States and the Federal Government of Somalia, as well as the Federal Member States and stakeholders in Somaliland, as appropriate, based on UNDP programmatic engagement in the different regions. The IEO lead evaluator will lead the evaluation and coordinate the evaluation team. The IEO will meet all costs directly related to the conduct of the ICPE.

UNDP Country Office in Somalia: The country office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects and activities in the country, and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team support in kind in the preparation and conduct of country level data collection missions (e.g. arranging meetings with project staff, stakeholders and beneficiaries; and assistance for the project site visits, including providing all necessary security related information in liaison with local UNDSS officers). To ensure the anonymity of the views expressed in interviews with stakeholders for data collection purposes, CO staff will not participate. The country office will jointly organize the final stakeholder debriefing, ensuring participation of key government counterparts, through a video conference with the IEO, where findings and results of the evaluation will be presented. Additionally, the country office will prepare a management response in consultation with the regional bureau and will support the use and dissemination of the final outputs of the ICPE process.

UNDP Regional Bureau for Arab States: The UNDP Regional Bureau will support the evaluation through information sharing and participate in discussing emerging conclusions and recommendations.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO will ensure gender balance in the team which will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder workshop, as appropriate, with the country office.
- **Associate Lead Evaluator (ALE):** IEO staff member with the general responsibility to support the LE, including in the preparation of terms of reference, data collection and analysis and the final report. Together with the LE, he will help backstop the work of other team members.
- **Consultants:** 1 or 2 external thematic consultants (preferably national/regional but international consultants will also be considered, as needed) will be recruited to collect data and help assess the programme and/or the specific outcome areas 5 and 6. Under the guidance of LE, they will conduct preliminary research and data collection activities, prepare outcome analysis, and contribute to the preparation of the final ICPE report. The consultants will support the data collection process in Mogadishu and the Northern Regions of the country (Somaliland and Puntland).
- **Research Assistant (RA):** A research assistant based in the IEO will support the background research.

The roles of the different members of the evaluation team can be summarised in Table 2.

Table 2: Data collection responsibilities by outcome		
Outcome	Report	Data collection
Outcome 5	LE	LE and governance consultant
Outcome 6	ALE	ALE and governance consultant
Outcome 7	Consultant	LE and ALE
Gender mainstreaming and women's empowerment	All	All
Strategic positioning issues	LE	LE, ALE and governance consultant
Operations and management issues	LE	LE and ALE

8. EVALUATION PROCESS

The ICPE will be conducted according to the approved IEO process²⁷. The following represents a summary of the five key phases of the process, which constitute framework for conducting the evaluation.

Phase 1: Preparatory work. The IEO prepares the TOR, evaluation design and recruits external evaluation team members, comprising international and/or national development professionals. They are recruited once the TOR is approved. The IEO start collecting data and documentation internally first and then filling data gaps with help from the UNDP country office, and external resources through various methods.

Phase 2: Desk analysis. Further in-depth data collection is conducted, by administering an “advance questionnaire” and interviews (via phone, Skype etc.) with key stakeholders, including country office staff. Based on these the key evaluation questions will guide the evaluation matrix containing detailed questions and means of data collection and verification to guide data collection based on an overall evaluation matrix for the ICPEs. Evaluation team members conduct desk reviews of reference material, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, gaps and issues that will require validation during the field-based phase of data collection.

Phase 3: Field data collection. The data collection will be divided in two phases. The first phase of data collection will be conducted during the weeks of 13-27 May 2019 in Nairobi, Kenya, where most of the donors and management of UN agencies and partners operating in Somalia are based. This will be followed by an in-country mission in Somalia in July 2019 to engage in data collection activities. The estimated duration of the in-country mission is up to 2-3 calendar weeks. Data will be collected according to the approach outlined in Section 6 with responsibilities outlined in Section 8. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries. At the end of the mission, the evaluation team holds a formal debrief presentation of the key preliminary findings at the country office.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The first draft (“zero draft”) of the ICPE report will be subject to peer review by IEO and the Evaluation Advisory Panel (EAP). Once the first draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for Arab States for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made and the UNDP Somalia country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau. The report will then be shared at a final debriefing where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national

²⁷ The evaluation will be conducted according to the [ICPE Process Manual](#) and the [ICPE Methodology Manual](#)

accountability of UNDP. Taking into account the discussion at the stakeholder event, the evaluation report will be finalized.

Phase 5: Publication and dissemination. The ICPE report and brief summary will be widely distributed in hard and electronic versions. The evaluation report will be made available to UNDP Executive Board by the time of approving a new Country Programme Document. It will be distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Somalia country office and the Government of Somalia will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website²⁸ as well as in the Evaluation Resource Centre (ERC). The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.²⁹

9. TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively³⁰ as follows in Table 3:

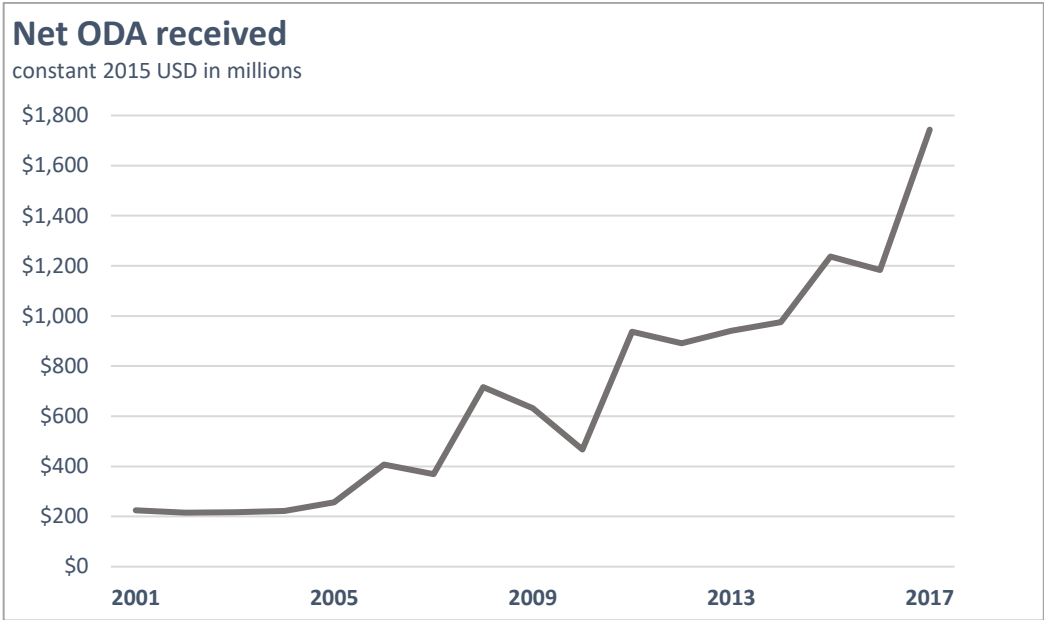
Table 3: Timeframe for the ICPE process going to the Board in September 2020		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	LE	April 2019
Selection of other evaluation team members	LE	May-June 2019
Phase 2: Desk analysis		
Preliminary analysis of available data and context analysis	Evaluation team	April-June 2019
Phase 3: Data Collection		
Data collection - Kenya	Evaluation team	May 2019
Data collection and preliminary findings - Somalia	Evaluation team	July 2019
Phase 4: Analysis, report writing, quality review and debrief		
Analysis and Synthesis	LE	August-September 2019
Zero draft ICPE for clearance by IEO and EAP	LE	September 2019
First draft ICPE for CO/RB review	CO/RB	October 2019
Second draft ICPE shared with GOV	CO/GOV	November 2019
Draft management response	CO/RB	December 2019
Final debriefing with national stakeholders	CO/LE	December 2019- January 2020
Phase 5: Production and Follow-up		
Editing and formatting	IEO	January 2020
Final report and Evaluation Brief	IEO	February 2020
Dissemination of the final report	IEO/CO	March 2020

²⁸ web.undp.org/evaluation

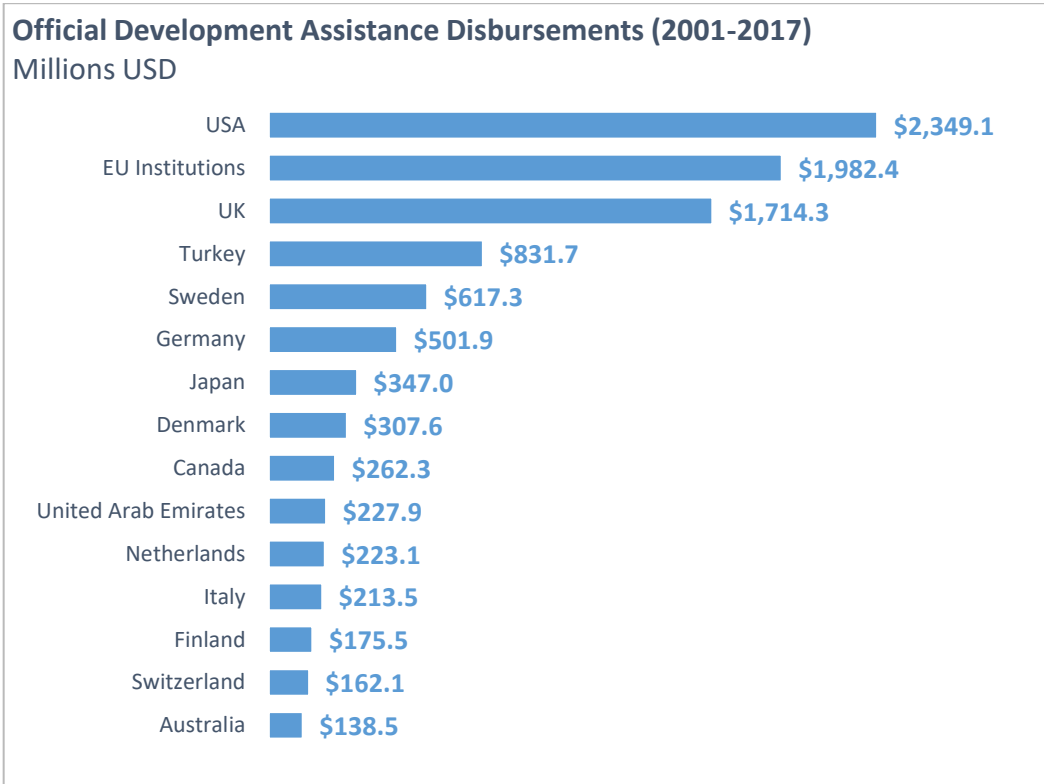
²⁹ erc.undp.org

³⁰ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

Annex 2. COUNTRY AT A GLANCE

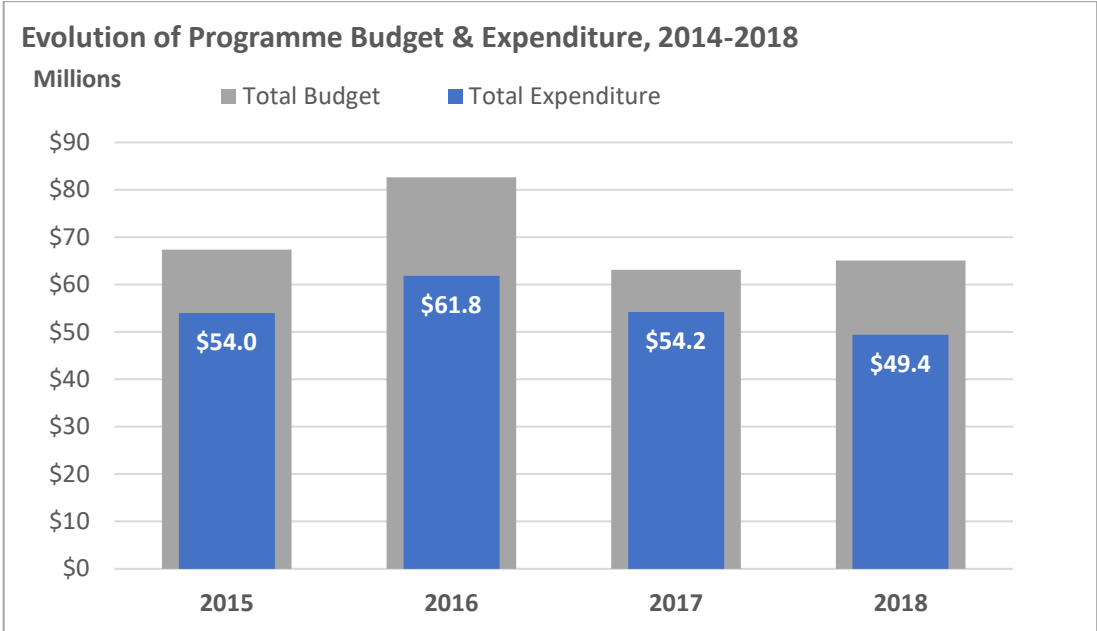


Source: World Development Indicators, World Bank, 2019

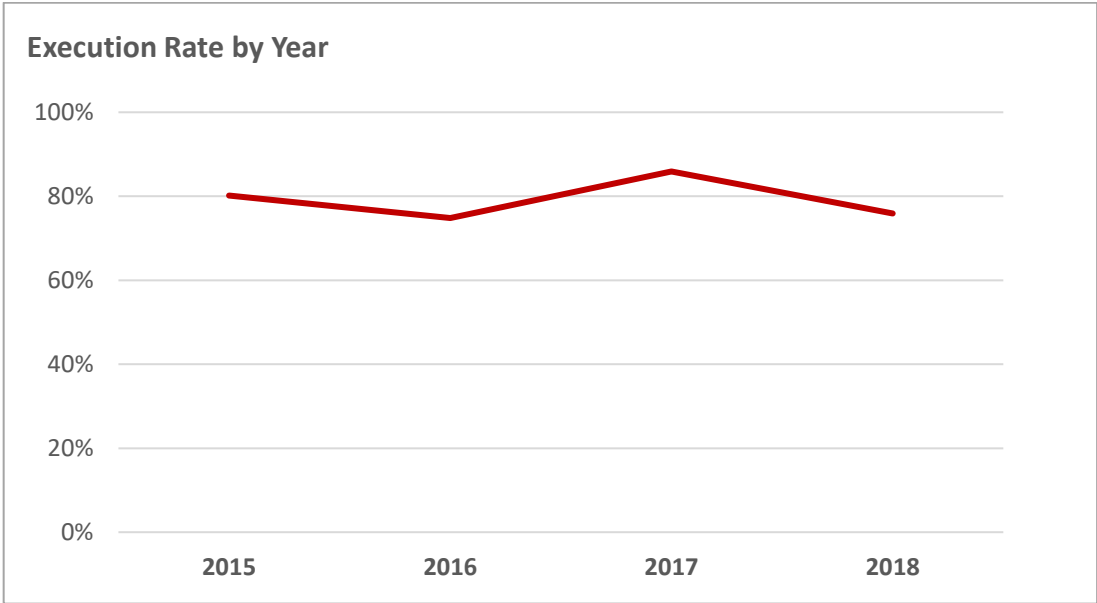


Source: OECD QWIDS, September 2019

Annex 3. COUNTRY OFFICE AT A GLANCE

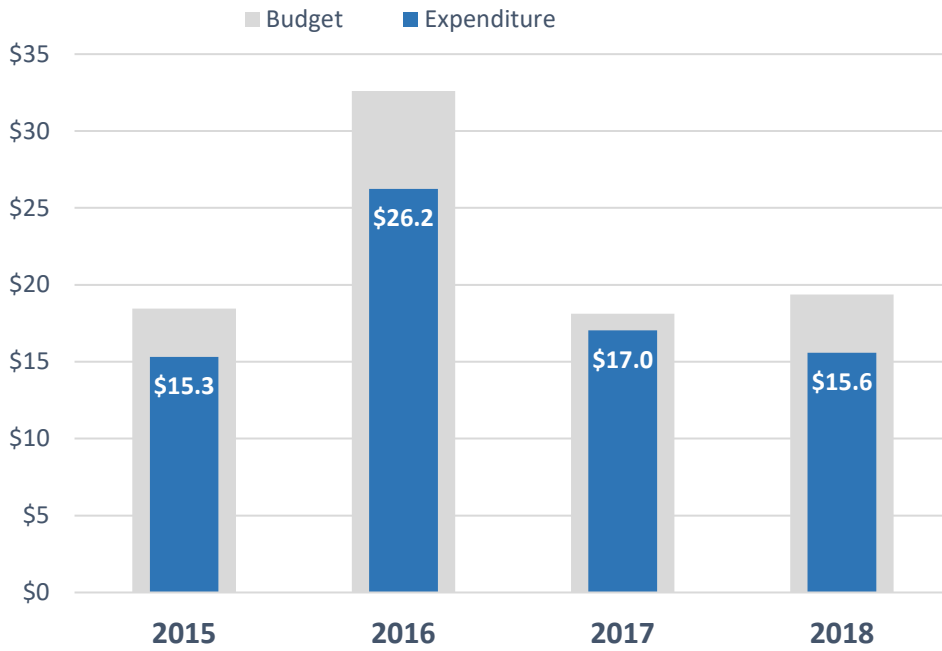


Source: Atlas Project data, Power Bi, March 2019



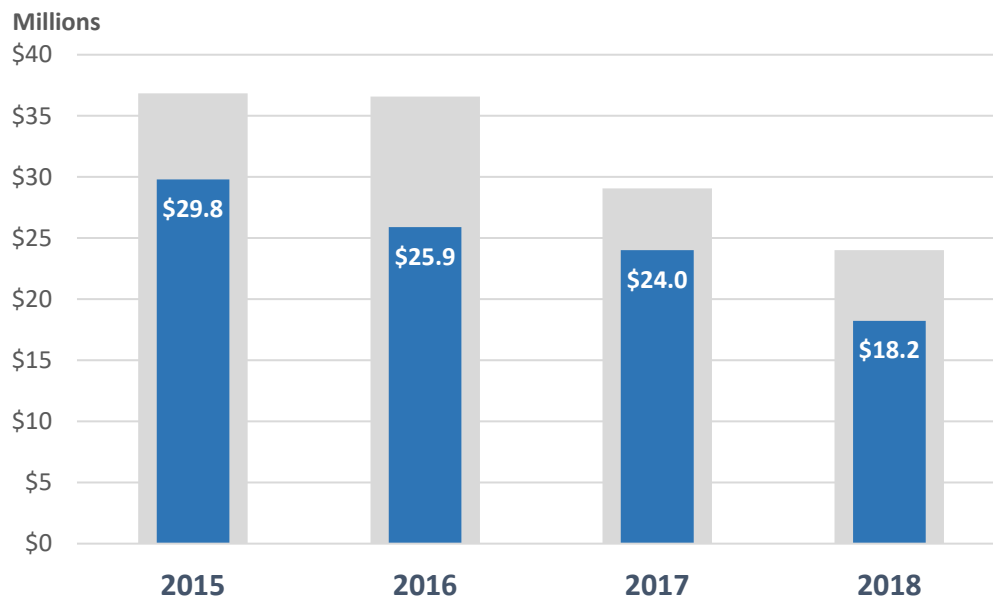
Source: Atlas Project data, Power Bi, March 2019

Outcome 5: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. (Goals 5, 11 and 16)



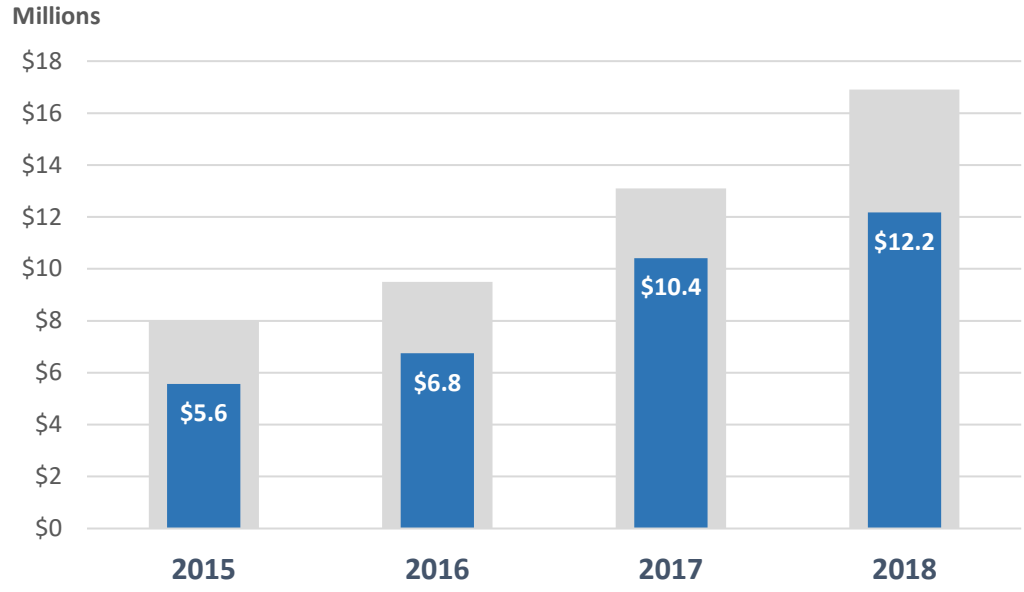
Source: Atlas Project data, Power Bi, March 2019

Outcome 6: Countries have strengthened institutions to progressively deliver universal access to basic services (Goals 1, 16 and 17)



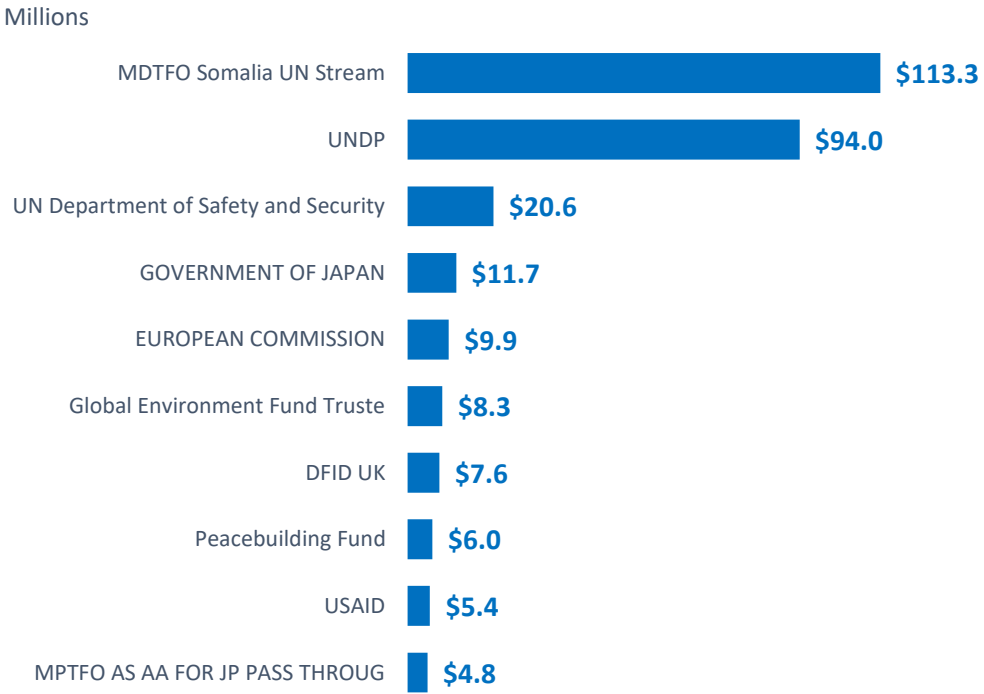
Source: Atlas Project data, Power Bi, March 2019

Outcome 7: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings (Goals 1, 5, 6, 7, 8, 11 and 15)

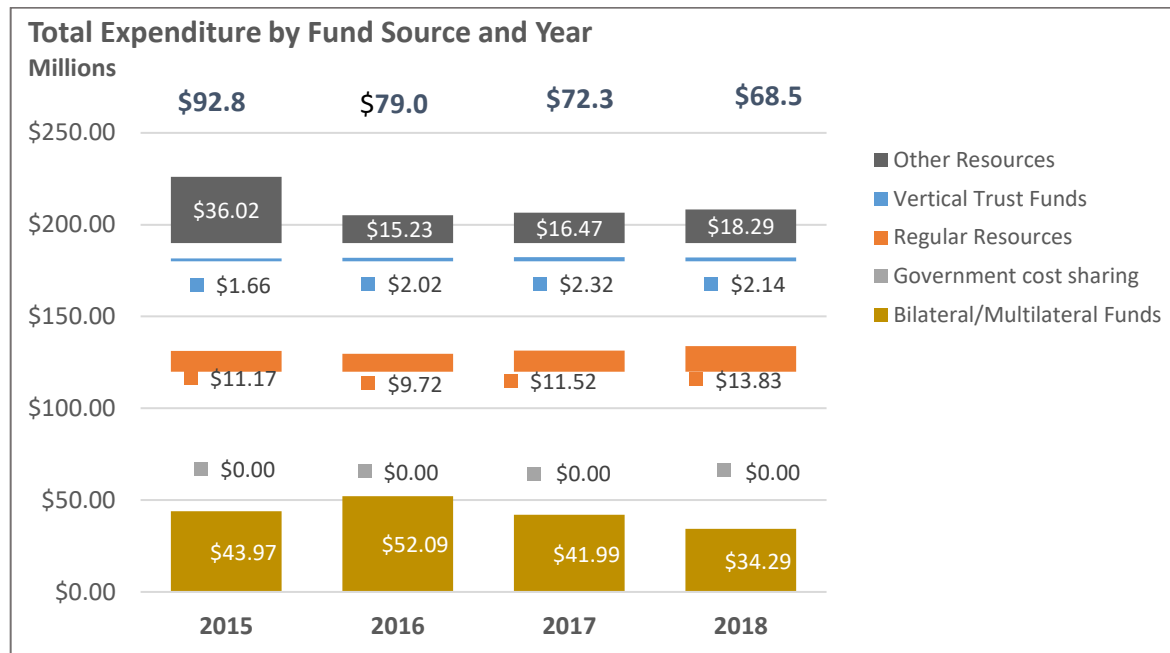


Source: Atlas Project data, Power Bi, March 2019

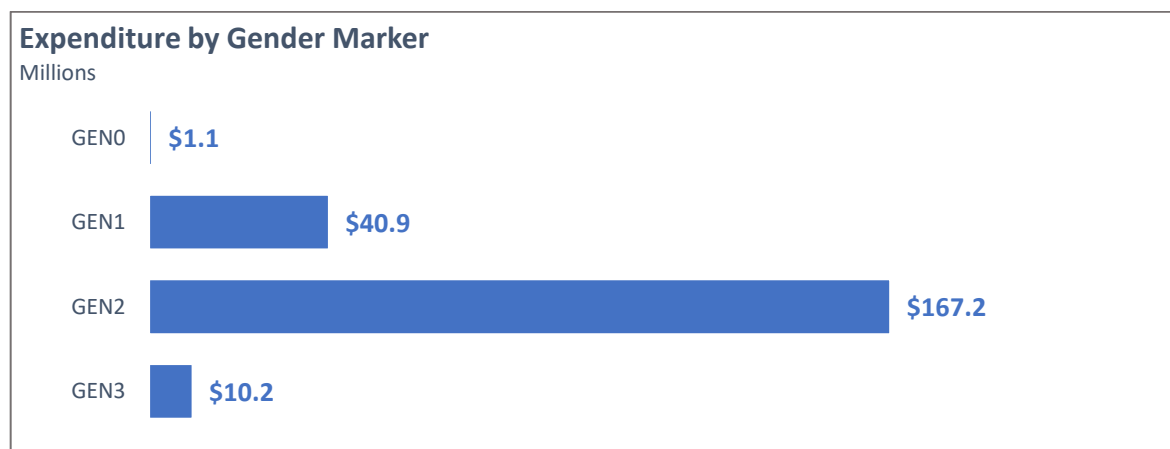
Top 10 Donors in Somalia, 2015-2018



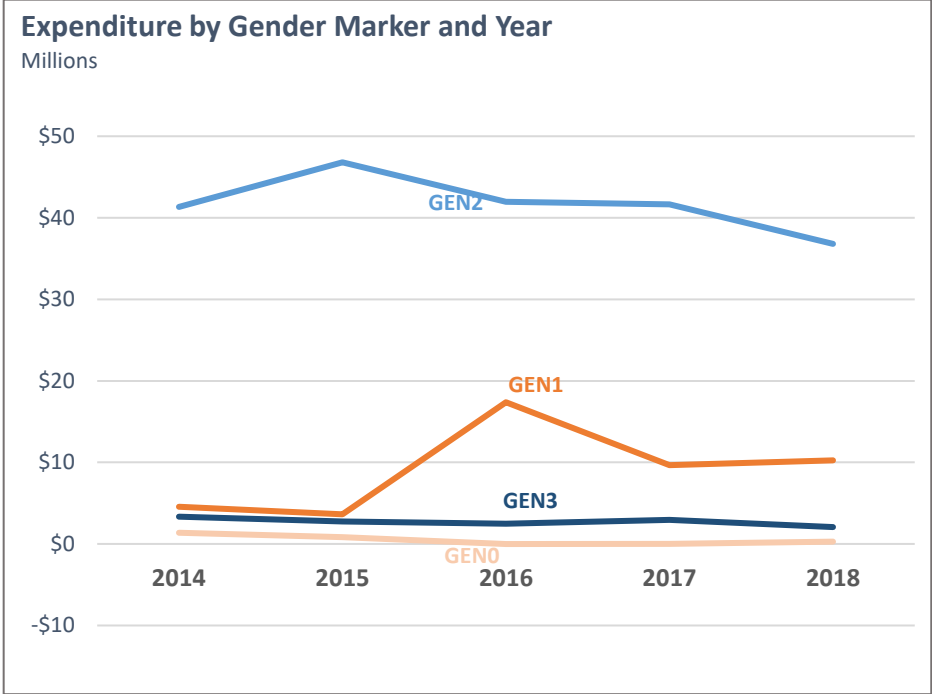
Source: Atlas Project data, Power Bi, March 2019



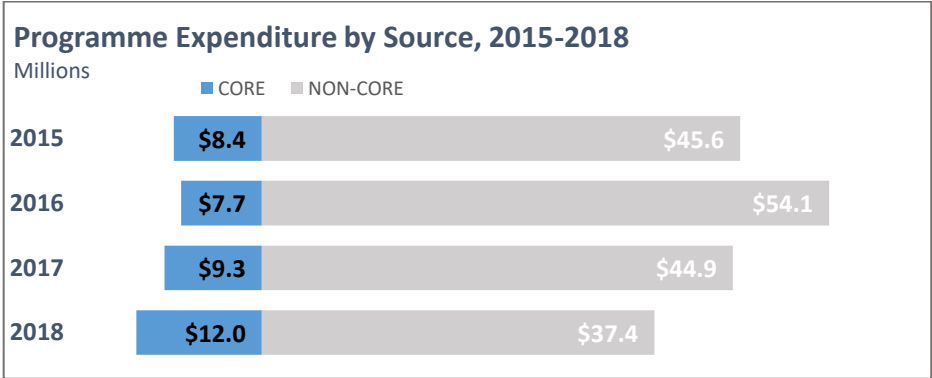
Source: Atlas Project data, Power Bi, March 2019



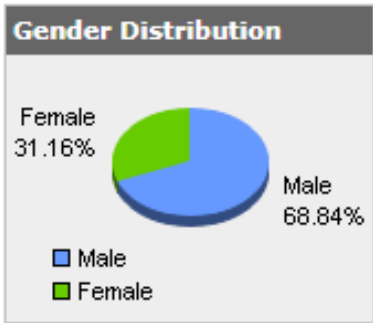
Source: Atlas Project data, Power Bi, March 2019



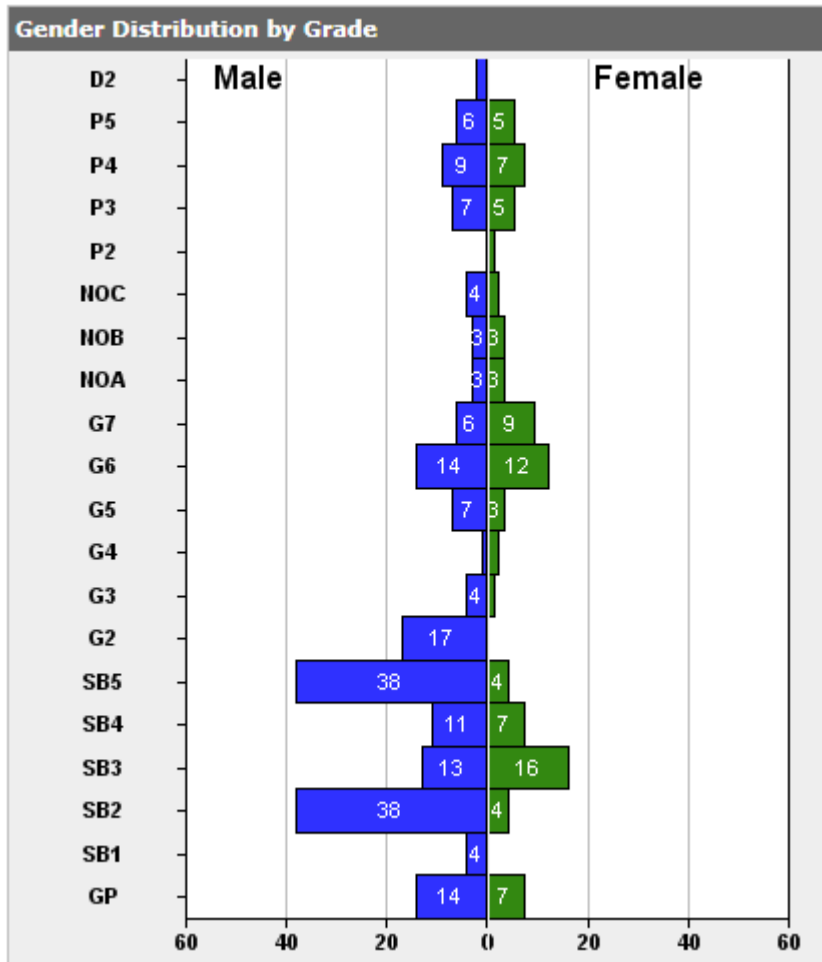
Source: Atlas Project data, Power Bi, March 2019



Source: Atlas Project data, Power Bi, March 2019



Source: Data from Executive Snapshot



Source: Data from Executive Snapshot

Annex 4. LIST OF PROJECTS

Project	Project Title	Output	Output Title	Portfolio	Start Year	End Year	Impl. Modality	Gender Marker	2015 BUDGET	2015 EXPENDITURE	2016 BUDGET	2016 EXPENDITURE	2017 BUDGET	2017 EXPENDITURE	2018 BUDGET	2018 EXPENDITURE	Total BUDGET	Total EXPENDITURE
Outcome 5: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. (Goals 5, 11 and 16)																		
00014781	RULE OF LAW AND SECURITY PROGRAMME	00014781	ROLS PROG COORDINATION	Rule of Law	1901	2015	DIM	GEN0	\$165,109.90	\$96,823.32	\$0.00	\$0.00	\$109,069.00	-\$2,696.09	\$4.00	\$0.00	\$274,182.90	\$94,127.23
00058651	Somalia Governance Capacity Building Programme	00072953	Support to Constitution Making	Effective institutions	2009	2016	DIM	GEN1	\$0.00	\$0.00	\$1.00	-\$845.35					\$1.00	-\$845.35
00081449	Support to the electoral process in Somalia	00090709	Establishment of NIEC	Inclusive Politics	2014	2016	DIM	GEN2	\$145,851.85	\$124,426.49	\$0.00	\$0.00	\$0.00	-\$4.89			\$145,851.85	\$124,421.60
00085367	Support to the Federal State Formation Process/StEFS	00093034	Support to the Federal State F	Effective institutions	2015	2019	DIM	GEN2	\$1,474,036.99	\$1,489,801.17	\$2.00	-\$17,936.08	\$0.00	\$0.00			\$1,474,038.99	\$1,471,865.09
00085367		00096586	State Formation/StEFS	Effective institutions	2015	2019	DIM	GEN2	\$3,523,428.35	\$2,305,683.19	\$4,892,078.42	\$3,008,385.83	\$1,234,702.21	\$1,142,977.12	\$81,672.97	\$83,195.61	\$9,731,881.95	\$6,540,241.75
00085367		00101049	Support-Emerging Fed States	Effective institutions	2016	2018	DIM	GEN2	\$0.00	\$0.00	\$5,573,126.98	\$2,784,492.54	\$4,531,240.97	\$4,477,106.71	\$4,256,123.35	\$3,810,543.16	\$14,360,491.30	\$11,072,142.41
00085367		00105702	JSB - StEFS	Effective institutions	2017	2018	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$757,522.12	\$755,583.13	\$342,814.54	\$191,319.52	\$1,100,336.66	\$946,902.65
00085367		00110375	State Formation/StEFS	Effective institutions	2015	2019	DIM	GEN0			\$0.00	\$0.00	\$0.00	\$0.00	\$128,023.81	\$127,438.62	\$128,023.81	\$127,438.62
00085369	Constitutional Review and Parliamentary Support	00093036	PIP_Constitution Review Suppt	Inclusive Politics	2015	2018	DIM	GEN2	\$1,640,902.27	\$1,215,994.20	\$2,805,433.75	\$2,223,998.57	\$1,711.00	\$1,525.00			\$4,448,047.02	\$3,441,517.77
00085369		00094911	Constitution Support	Inclusive Politics	2015	2019	DIM	GEN2	\$6,148,607.68	\$4,858,675.92	\$4,103,512.33	\$4,011,736.44	\$3,587,422.69	\$3,506,090.04	\$2.00	-\$24,629.07	\$13,839,544.70	\$12,351,873.33
00085370	Electoral Assistance	00093037	Electoral Assistance	Inclusive Politics	2015	2017	DIM	GEN2	\$3,260,855.47	\$3,201,232.01	\$0.00	-\$1,763.32					\$3,260,855.47	\$3,199,468.69
00085370		00097672	Joint Programme on Elections	Inclusive Politics	2016	2018	DIM	GEN1	\$0.00	\$0.00	\$12,698,453.06	\$11,960,725.83	\$4,850,954.12	\$4,660,255.90	\$462,927.34	\$41,436.96	\$18,012,334.52	\$16,662,418.69
00085370		00107207	Somali National Identification	Inclusive Politics	2017	2018	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$60,000.00	\$6,902.65	\$53,097.35	\$34,667.42	\$113,097.35	\$41,570.07
00085380	Strengthening Gender Equality and Women's Empowerment	00093050	Gender Equality & Women's Empo	Effective institutions	2015	2019	DIM	GEN3	\$2,087,714.00	\$2,014,238.62	\$2,481,712.58	\$2,231,200.05	\$1,884,109.38	\$1,473,999.96	\$1,023,915.93	\$928,451.96	\$7,477,451.89	\$6,647,890.59
00085380		00102855	GENDER MPTF	Effective institutions	2016	2020	DIM	GEN3	\$0.00	\$0.00	\$0.00	\$0.00	\$663,581.99	\$626,133.76	\$671,374.77	\$535,542.81	\$1,334,956.76	\$1,161,676.57
00086982	Strengthening African Engagement in Global Development	00096654	Africa-Kazakhstan Partnership	Effective institutions	2015	2018	DIM	GEN1	\$0.00	\$0.00	\$45,000.00	\$44,894.08					\$45,000.00	\$44,894.08
00099031	Parliamentary Support Project (PSP-II)	00102267	Parliamentary Support (PSP-II)	Inclusive Politics	2017	2021	DIM	GEN1			\$0.00	\$0.00	\$0.00	\$0.00	\$2,460,698.02	\$1,585,188.90	\$2,460,698.02	\$1,585,188.90
00099032	Constitutional Review Support Project	00102268	PIP II-Constitution Review Sup	Inclusive Politics	2017	2019	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$442,819.00	\$406,564.23			\$442,819.00	\$406,564.23
00099032		00108659	Constitution Review Support	Inclusive Politics	2018	2019	DIM	GEN2			\$0.00	\$0.00	\$0.00	\$0.00	\$5,154,025.04	\$4,440,288.66	\$5,154,025.04	\$4,440,288.66

00107518	Electoral Support Project	00107800	Electoral Support Project II	Inclusive Politics	2018	2019	DIM	GEN2			\$0.00	\$0.00	\$0.00	\$0.00	\$4,220,807.00	\$3,500,150.08	\$4,220,807.00	\$3,500,150.08	
00113400	JP Human Rights	00111566	JP Human Rights	Rule of Law	2018	2020	DIM	GEN3			\$0.00	\$0.00	\$0.00	\$0.00	\$507,000.00	\$337,811.98	\$507,000.00	\$337,811.98	
Outcome 5 Sub Total									\$18,446,506.5	\$15,306,874.9	\$32,599,320.12	\$26,244,888.59	\$18,123,132.4	\$17,054,437.52	\$19,362,486.12	\$15,591,406.61	\$88,531,445.23	\$74,197,607.64	
Outcome 6: Countries have strengthened institutions to progressively deliver universal access to basic services (Goals 1, 16 and 17)																			
00045781	Local Governance & Decentralized Service Delivery Support	00071888	UN JPLG&DSD - EC	Effective institutions	2009	2015	DIM	GEN2	\$0.00	-\$8.33							\$0.00	-\$8.33	
00045781		00054166	Local Governance & Decentraliz	Effective institutions	2006	2018	DIM	GEN2			\$0.00	\$0.00	\$2.00	\$0.00	\$96,441.82	\$0.00	\$96,443.82	\$0.00	
00045781		00070021	JPLG PCU	Effective institutions	2009	2017	DIM	GEN2	\$1,421,449.00	\$1,121,971.81							\$1,421,449.00	\$1,121,971.81	
00045781		00070021	JPLG PCU	Effective institutions	2009	2018	DIM	GEN2			\$352,001.00	\$244,998.12	\$1.00	-\$18,241.46	\$1.00	\$315.29	\$352,003.00	\$227,071.95	
00051402	Somali Institutional Development Project	00085765	Parliament & Pol.Transitions	Effective institutions	2013	2017	DIM	GEN2	\$308,614.52	-\$16,354.80	\$0.00	\$0.00	\$5.00	-\$5,801.29			\$308,619.52	-\$22,156.09	
00051402		00063985	Somali Institutional Developme	Effective institutions	2009	2018	DIM	GEN2	\$297,828.26	\$515,988.10	\$175,769.78	-\$137,881.78	\$2.00	-\$0.32	\$1.00	\$0.00	\$473,601.04	\$378,106.00	
00051402		00083241	Inclusive & Participative Poli	Effective institutions	2012	2017	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$1.00	-\$35,069.47	\$26,724.00	\$0.00	\$26,725.00	-\$35,069.47	
00051402		00091939	Good governance & social cohes	Effective institutions	2014	2017	DIM	GEN2	\$571,046.26	\$243,822.42							\$571,046.26	\$243,822.42	
00058607	CIVILIAN POLICE PROJECT IN SOMALIA	00089925	SPF-Enhanced Civilian Security	Rule of Law	2014	2015	DIM	GEN2	\$10,032.57	\$9,952.47							\$10,032.57	\$9,952.47	
00058607		00053319	Civilian Police - Somaliland	Rule of Law	2006	2017	DIM	GEN2	\$2.00	\$0.37	\$0.00	\$0.00	\$62,538.00	\$53,744.31	\$0.00	-\$623.48	\$62,540.00	\$53,121.20	
00058607		00060247	Civilian Police - Puntland	Rule of Law	2008	2017	DIM	GEN2	\$1.00	-\$5.35	\$0.00	\$0.00	\$6.00	\$1.70	\$0.00	-\$771.58	\$7.00	-\$775.23	
00058607		00072852	CIVILIAN POLICE PROJECT MANAGE	Rule of Law	2009	2017	DIM	GEN2	\$136,059.62	\$75,039.55			\$0.00	-\$2.94	\$0.00	-\$45.56	\$136,059.62	\$74,991.05	
00058607		00073316	Civilian Police - S.Central{2}	Rule of Law	2010	2017	DIM	GEN2	\$194,396.60	\$184,177.55	\$0.00	\$0.00	\$44,001.00	-\$683.69	\$25,904.34	\$1,230.99	\$264,301.94	\$184,724.85	
00058607		00073323	SPU Puntland	Rule of Law	2010	2017	DIM	GEN2	\$0.00	\$0.00					\$0.00	\$200.84	\$0.00	\$200.84	
00058607		00073552	Civilian Police - SPF Stipends	Rule of Law	2010	2016	DIM	GEN2	\$200,777.68	\$174,112.40	\$2.00	-\$518,252.44	\$1.00	-\$0.01			\$200,780.68	-\$344,140.05	
00058607		00087378	MPTF Counter Piracy Civ Police	Rule of Law	2013	2018	DIM	GEN2	\$309,578.82	\$295,563.59	\$1.00	-\$3,173.99	\$124,822.14	\$105,658.98			\$434,401.96	\$398,048.58	
00058614	ACCESS TO JUSTICE IN SOMALIA	00053320	Access to Justice; Somaliland	Rule of Law	2006	2017	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$1.00	-\$702.84	\$0.00	-\$133.98	\$1.00	-\$836.82	
00058614		00060258	Access to Justice - Puntland	Rule of Law	2008	2017	DIM	GEN2	\$2.00	-\$105.38	\$0.00	-\$2.52	\$39,003.00	\$38,082.58	\$0.00	-\$1,369.68	\$39,005.00	\$36,605.00	
00058614		00072868	A2J Project Management	Rule of Law	2009	2017	DIM	GEN2	\$3.00	\$31,253.04	\$0.00	\$0.00	\$1.00	\$0.00	\$0.00	\$168.20	\$4.00	\$31,421.24	
00058614		00073553	Access2Justice - S.Central{2}	Rule of Law	2010	2017	DIM	GEN2	\$1.00	-\$12.21	\$0.00	\$0.00	\$38,312.00	\$37,859.28	\$0.00	-\$408.68	\$38,313.00	\$37,438.39	
00058614		00087338	MPTF Counter Piracy A2J	Rule of Law	2013	2018	DIM	GEN2	\$496,537.00	\$408,898.74	\$0.00	\$0.00	\$116,504.00	\$108,052.99	\$0.00	-\$1,168.49	\$613,041.00	\$515,783.24	
00058616	DDR/ARMED VIOLENCE REDUCTION PROJECT IN SOMALIA	00072870	COMMUNITY SECURITY PROJECT	Rule of Law	2009	2017	DIM	GEN2	\$1,664,677.17	\$1,502,520.52	\$1,037,124.21	\$552,901.71	\$345,407.14	\$295,248.68	\$3,950.00	\$5,571.86	\$3,051,158.52	\$2,356,242.77	
00058616		00089926	Youth for Change Phase II	Rule of Law	2014	2015	DIM	GEN2	\$754,954.74	\$748,358.18	\$6,596.00	-\$5,241.43	\$11,837.00	-\$0.01			\$773,387.74	\$743,116.74	

00058616		00094814	Y4C Social & Econ alternatives	Rule of Law	2015	2017	DIM	GEN2	\$2,400,000.00	\$1,750,810.06	\$642,936.77	\$108,232.28	\$540,597.66	\$537,616.88			\$3,583,534.43	\$2,396,659.22
00060507	BCPR Partnership PIP	00076211	CO Gender Support		2010	2017	DIM	GEN3	\$38,955.00	\$22,539.64	\$1.00	-\$21,891.38	\$200.00	\$112.35			\$39,156.00	\$760.61
00061224	Joint Programme on Local Governance	00077485	PL Joint Prog on Local Gov	Effective Institutions	2011	2017	DIM	GEN2	\$1,185,954.63	\$1,207,440.95	\$1.00	-\$27,687.70	\$0.00	-\$191.47			\$1,185,955.63	\$1,179,561.78
00061224		00077495	Nairobi JPLG Project	Effective institutions	2011	2017	DIM	GEN2	\$363,433.91	\$349,264.06	\$2,355.00	\$0.00	\$2,844.00	\$0.00			\$368,632.91	\$349,264.06
00061224		00077496	SL JPLG Project	Effective institutions	2011	2015	DIM	GEN2	\$975,144.92	\$915,843.34	\$0.00	\$0.00	\$0.00	-\$16.06	\$0.00	\$0.00	\$975,144.92	\$915,827.28
00061224		00077497	SC JPLG Project	Effective institutions	2011	2017	DIM	GEN2	\$1,186,338.77	\$1,098,771.54	\$1.00	-\$10,873.37	\$6,091.00	-\$134.43			\$1,192,430.77	\$1,087,763.74
00085372	Joint Programme on Rule of Law	00108574	PCVE	Rule of Law	2018	2018	DIM	GEN2							\$0.00	\$19,354.59	\$0.00	\$19,354.59
00085372		00109727	JROLP Justice	Rule of Law	2018	2018	DIM	GEN1			\$0.00	\$0.00	\$0.00	\$0.00	\$2,456,044.02	\$2,452,576.23	\$2,456,044.02	\$2,452,576.23
00085372		00110576	M & E Project	Rule of Law	2018	2018	DIM	GEN0			\$0.00	\$0.00	\$0.00	\$0.00	\$254,113.21	\$138,771.31	\$254,113.21	\$138,771.31
00085372		00093042	Rule of Law - Justice and Corr	Rule of Law	2015	2019	DIM	GEN2	\$6,080,076.98	\$4,797,856.96	\$5,260,426.04	\$5,087,427.72	\$3,836,388.13	\$3,656,981.07	\$1,886,289.30	\$1,485,843.12	\$17,063,180.45	\$15,028,108.87
00085372		00093856	Rule of Law - Civilian Police	Rule of Law	2015	2019	DIM	GEN2	\$5,981,878.99	\$5,964,143.98	\$2,757,055.56	\$2,276,940.62	\$1,710,115.83	\$1,511,539.05	\$1,042,641.62	\$923,065.11	\$11,491,692.00	\$10,675,688.76
00085372		00094812	One Uniform/Community Oriented	Rule of Law	2015	2017	DIM	GEN2	\$3,650,000.00	\$1,327,767.03	\$2,200,000.00	\$1,450,239.58	\$843,676.12	\$627,062.10			\$6,693,676.12	\$3,405,068.71
00085372		00096899	Rule of Law Police Somaliland	Rule of Law	2015	2018	DIM	GEN1	\$0.00	\$0.00	\$550,000.00	\$323,840.60	\$540,409.00	\$540,247.31	\$78,804.09	\$68,873.94	\$1,169,213.09	\$932,961.85
00085372		00096900	Rule of Law Justice Somaliland	Rule of Law	2015	2018	DIM	GEN2	\$0.00	\$0.00	\$744,709.00	\$714,232.40	\$320,855.00	\$293,579.59	\$397,547.25	\$347,203.97	\$1,463,111.25	\$1,355,015.96
00085372		00099788	Support to Somali Police Force	Rule of Law	2016	2018	DIM	GEN2	\$0.00	\$0.00	\$3,500,000.00	\$1,078,206.40	\$2,363,861.00	\$2,477,478.60	\$1.00	-\$55,700.52	\$5,863,862.00	\$3,499,984.48
00085372		00101566	Sexual Violence in Conflict	Rule of Law	2016	2018	DIM	GEN2	\$0.00	\$0.00	\$761,299.00	\$472,324.07	\$578,488.00	\$581,842.19	\$146,795.60	\$98,538.72	\$1,486,582.60	\$1,152,704.98
00085372		00103358	Security Sector Reform	Rule of Law	2016	2019	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$498,000.00	\$62,449.55	\$1,739,867.19	\$1,199,314.24	\$2,237,867.19	\$1,261,763.79
00085372		00104100	Daldhis - PBF RoLS	Rule of Law	2016	2018	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$621,213.00	\$568,545.37	\$92,610.28	\$52,564.81	\$713,823.28	\$621,110.18
00085372		00107201	Human Rights	Rule of Law	2017	2018	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$245,349.00	\$225,585.47	\$0.00	\$0.00	\$245,349.00	\$225,585.47
00085372		00107243	National Window	Rule of Law	2017	2018	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$160,500.00	\$0.00			\$160,500.00	\$0.00
00085375	Local Economic Development Somalia	00093045	Local Economic Development SOM	Early Recovery	2015	2019	DIM	GEN2	\$57,573.00	\$42,356.10	\$157,999.15	\$49,928.51	\$66,762.37	\$59,950.32	\$11,531.13	\$11,223.61	\$293,865.65	\$163,458.54
00085379	Institutional Capacity Development	00112448	PIP Support NDP II 2018	Effective institutions	2018	2018	DIM	GEN2			\$0.00	\$0.00	\$0.00	\$0.00	\$221,141.00	\$0.00	\$221,141.00	\$0.00
00085379		00093049	Strengthening Inst Performance	Effective institutions	2015	2019	DIM	GEN2	\$3,827,327.56	\$3,349,378.11	\$802,364.53	\$584,049.17	\$0.00	\$0.00	\$0.00	\$0.00	\$4,629,692.09	\$3,933,427.28
00085379		00096643	SOM Capacity Development (SIP)	Effective institutions	2015	2018	DIM	GEN2	\$2,344,377.34	\$2,046,911.80	\$6,006,801.67	\$5,111,466.52	\$6,619,560.31	\$5,240,563.51	\$4,964,449.63	\$4,586,331.64	\$19,935,188.95	\$16,985,273.47
00085379		00101226	MOPIC-NAO & NDP Support Projec	Effective institutions	2016	2018	DIM	GEN2	\$0.00	\$0.00	\$1,233,803.00	\$1,011,453.93	\$306,170.21	\$46,925.14	\$15,772.64	-\$1,031.72	\$1,555,745.85	\$1,057,347.35
00085379		00101780	CD-SIP (complementary)	Effective institutions	2015	2018	DIM	GEN2	\$0.00	\$0.00	\$265,456.32	\$260,784.74	\$670,120.58	\$296,166.61	\$85,429.10	\$85,429.10	\$1,021,006.00	\$642,380.45
00085379		00108731	Innovate for Somalia	Effective institutions	2018	2019	DIM	GEN2			\$0.00	\$0.00	\$0.00	\$0.00	\$1,017,279.09	\$778,739.46	\$1,017,279.09	\$778,739.46
00087998	Support to FG in Somalia in Stabilization of new areas	00094844	Support to Stabilization	Rule of Law	2015	2018	DIM	GEN1	\$303,513.18	\$226,628.85	\$2,144,354.22	\$687,812.93	\$837,127.95	\$485,475.44	\$297,121.00	\$165,461.34	\$3,582,116.35	\$1,565,378.56

00087998		00095539	Stabilization National Window	Rule of Law	2015	2017	DIM	GEN2	\$1,096,200.00	\$453,121.49	\$1,566,503.00	\$918,974.72	\$0.00	\$0.00			\$2,662,703.00	\$1,372,096.21
00091140	Joint Prog on Local Governance & Decentralized Service	00096532	Output 1.	Effective institutions	2015	2018	DIM	GEN1	\$0.00	\$0.00	\$957,096.32	\$875,917.51	\$1,260,652.60	\$1,259,563.74	\$339,755.87	\$549,493.37	\$2,557,504.79	\$2,684,974.62
00091140		00096533	Puntland Somalia MPTF Project	Effective institutions	2015	2018	DIM	GEN1	\$210,138.34	\$228,666.53	\$0.00	-\$22.47	\$22.00	-\$85.26			\$210,160.34	\$228,558.80
00091140		00096534	(JPLG) – Local Governance	Effective institutions	2015	2018	DIM	GEN2	\$0.00	\$0.00	\$4,618,905.01	\$4,568,382.64	\$4,118,073.57	\$3,909,084.07	\$1,848,573.29	\$1,254,756.93	\$10,585,551.87	\$9,732,223.64
00091140		00096535	Somaliiland Somalia MPTF Project	Effective institutions	2015	2018	DIM	GEN1	\$210,138.54	\$210,010.36	\$0.00	\$1.39					\$210,138.54	\$210,011.75
00091140		00096536	SC Somalia MPTF Project	Effective institutions	2015	2018	DIM	GEN1	\$622,902.70	\$549,540.85	\$0.00	-\$602.84	\$14.00	-\$36,038.54			\$622,916.70	\$512,899.47
00091140		00103927	Daldhis (Build Your Country)	Effective institutions	2017	2018	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$961,385.00	\$264,271.60	\$0.00	-\$42.63	\$961,385.00	\$264,228.97
00097061	UN National Window Service Delivery Support Pilot Project	00100914	Output 1.1	Environment	2016	2018	DIM	GEN2	\$0.00	\$0.00	\$139,408.00	\$12,517.47	\$126,891.00	\$0.00	\$126,890.53	\$117,820.53	\$393,189.53	\$130,338.00
00097297	HIV Prevention Project	00101080	HIV Prevention Project	Early Recovery	2016	2018	DIM	GEN3	\$0.00	\$0.00	\$723,861.30	\$224,567.96	\$863,722.24	\$837,311.89	\$307,586.77	\$269,716.40	\$1,895,170.31	\$1,331,596.25
00107527	Support to the Somali Police Force	00107809	Support to Somali Police Force	Rule of Law	2018	2019	DIM	GEN1	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000,000.00	\$354,784.80	\$1,000,000.00	\$354,784.80
00107529	JPLG III	00107811	JPLG III	Effective institutions	2018	2023	DIM	GEN1	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,745,428.12	\$1,248,360.79	\$1,745,428.12	\$1,248,360.79
00107529		00112378	JPLG III - PMU	Effective institutions	2018	2023	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$453,033.75	\$265,822.07	\$453,033.75	\$265,822.07
00113322	Somalia Justice Programme	00111520	Joint Justice Programme	Rule of Law	2018	2020	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,887,838.30	\$1,513,818.25	\$1,887,838.30	\$1,513,818.25
00113322		00113478	National Window for Justice	Rule of Law	2018	2020	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
00113322		00113479	Dhulka Nabaada	Rule of Law	2018	2020	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
00114199	PCVE - Somali Strategy and Action Plan	00112325	PCVE - Strategy and Action	Rule of Law	2018	2019	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$440,394.98	\$240,381.45	\$440,394.98	\$240,381.45
00115071	SUPPORT NDP II 2018	00112832	SUPPORT NDP II 2018	Effective institutions	2018	2022	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$226,421.00	\$26,922.41	\$226,421.00	\$26,922.41
00116011	Security Sector Reform	00113347	Security Sector Reform	Rule of Law	2018	2019	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,030,861.40	\$84,245.00	\$1,030,861.40	\$84,245.00
00116133	EFFICIENT AND EFFECTIVE INSTITUTIONS	00113392	TOWARDS SOMALI INTEGRITY SYSTEMS	Effective institutions	2018	2022	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
00116244	Joint Police Programme	00113481	Joint Police Programme	Rule of Law	2018	2021	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Outcome 6 Sub Total									\$36,899,915.10	\$29,836,224.32	\$36,606,830.88	\$25,889,571.07	\$28,881,533.85	\$24,024,032.58	\$24,267,243.32	\$18,285,604.05	\$126,655,523.15	\$98,035,432.02
Outcome 7: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings (Goals 1, 5, 6, 7, 8, 11 and 15).																		
00041801	Drought Mitigation and Sustainable Livelihoods	00047813	Drought Mitigation and Sustain		2005	2017	DIM	GEN0					\$0.00				\$0.00	
00044966	Responding to HIV and AIDS in Somalia	00054009	HIV/AIDS Response Management	Early Recovery	2006	2016	DIM	GEN3	\$336,195.69	\$333,010.68	\$9,939.00	\$7,191.41	\$2.00	\$0.00			\$346,136.69	\$340,202.09
00044966		00074735	GF Round 8	Early Recovery	2010	2018	DIM	GEN3	\$411,846.26	\$382,469.91	\$0.00	\$23,618.92	\$28,340.37	\$264.78	\$1.00	-\$4,576.44	\$440,187.63	\$401,777.17
00045930	Livelihoods	00054919	Disaster Preparedness		2007	2018	DIM	GEN1	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7,887.00	\$0.00	\$7,887.00	\$0.00
00048958	CPR Policy and Planning	00089590	New Deal	Effective institutions	2014	2018	DIM	GEN1	\$548,000.00	\$9,000.92	\$1,010,784.12	\$719,443.59	\$83,670.00	\$83,819.25	\$151,367.00	\$41,040.00	\$1,793,821.12	\$853,303.76

00056487	Employment Generation for Early Recovery Project	00069148	Employment Generation for Early		2009	2015	DIM	GEN1			\$0.00	\$0.00		\$0.00	-\$0.02	\$0.00	-\$0.02	
00060645	Poverty Reduction and Environment Protection (PREP)	00054395	Povert Reduc & Env Protec-PREP	Environmen t	2007	2015	DIM	GEN2	\$0.00	-\$0.19	\$0.00	\$0.00				\$0.00	-\$0.19	
00060645		00076927	Private Sector Development	Early Recovery	2010	2015	DIM	GEN1	\$1.00	-\$21,589.17	\$9,063.00	\$0.00	\$615.00	-\$42.94		\$9,679.00	-\$21,632.11	
00060645		00059716	Economic Policy & Human Develo	Early Recovery	2008	2017	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	
00060645		00076445	Local Economic Development	Early Recovery	2010	2017	DIM	GEN2	\$1,358,752.28	\$1,262,478.08	\$97,249.42	\$33,254.28	\$37,338.00	\$36,303.35		\$1,493,339.70	\$1,332,035.71	
00060645		00076933	Environ& Natural Resources Mng	Environmen t	2010	2018	DIM	GEN2	\$171,952.97	\$132,643.05	\$335,798.99	\$165,641.27	\$828,145.53	\$787,964.69	\$171,363.33	\$165,516.48	\$1,507,260.82	\$1,251,765.49
00064555	Facilitating evidence base&open dialogue on post-2015 DA	00088656	Implementation Consultations		2013	2015	DIM	GEN1	\$20,000.00	\$0.00						\$20,000.00	\$0.00	
00081451	Innovation Facility	00090714	Country & Regional Initiatives	Early Recovery	2014	2018	DIM	GEN1			\$0.00	\$0.00	\$0.00	\$0.00	\$5,773.00	\$5,772.38	\$5,773.00	\$5,772.38
00084974	Enhancing Climate Resilience of Vulnerable Communities	00092743	Enhancing Climate Resilience	Environmen t	2015	2018	DIM	GEN2	\$2,791,702.00	\$1,962,972.14						\$2,791,702.00	\$1,962,972.14	
00084974		00092743	Enhancing Climate Resilience	Environmen t	2015	2019	DIM	GEN2			\$3,885,516.61	\$2,783,331.01	\$3,701,967.62	\$3,723,093.70	\$3,261,139.96	\$3,019,698.61	\$10,848,624.19	\$9,526,123.32
00084974		00104633	Drought Response (Coordination	Environmen t	2017	2018	DIM	GEN2	\$0.00	\$0.00						\$0.00	\$0.00	
00084974		00104633	Drought Response (Coordination	Environmen t	2017	2019	DIM	GEN2			\$0.00	\$0.00	\$2,775,742.00	\$1,777,063.53	\$340,410.00	\$340,101.67	\$3,116,152.00	\$2,117,165.20
00085373	Trade and Private Sector Development	00093043	Trade and Private Sector Devel	Early Recovery	2015	2019	DIM	GEN2	\$310,549.37	\$218,928.94	\$21,195.06	\$21,190.28	\$2.00	\$0.00		\$331,746.43	\$240,119.22	
00085374	Alternative Livelihoods to Piracy	00093044	Alternative Livelihoods to Pir	Early Recovery	2015	2019	DIM	GEN2	\$1,091,659.63	\$521,645.74	\$1,014,529.25	\$996,319.42	\$11,187.00	\$3,853.29		\$2,117,375.88	\$1,521,818.45	
00085376	Joint Programme on Youth Employment	00093046	Joint Programme on Youth Emplo	Early Recovery	2015	2019	DIM	GEN2	\$323,576.34	\$214,230.79	\$1,034,972.40	\$849,150.47	\$1,995,100.53	\$1,882,091.79	\$3,265,844.51	\$3,167,582.79	\$6,619,493.78	\$6,113,055.84
00085376		00094782	Mogadishu Clean Up Project	Early Recovery	2015	2019	DIM	GEN2	\$594,150.00	\$515,760.22	\$90,000.00	\$83,978.78				\$684,150.00	\$599,739.00	
00085376		00104171	Daldhis-YES	Early Recovery	2017	2018	DIM	GEN2	\$0.00	\$0.00						\$0.00	\$0.00	
00085376		00104171	Daldhis-YES	Early Recovery	2017	2019	DIM	GEN2			\$0.00	\$0.00	\$462,378.00	\$154,627.71	\$949,750.00	\$586,110.35	\$1,412,128.00	\$740,738.06
00085377	Joint Programme on Charcoal	00093047	Joint Programme on Charcoal	Environmen t	2015	2020	DIM	GEN2	\$0.00	\$0.00	\$684,000.00	\$322,368.12	\$1,979,236.12	\$1,011,128.24	\$1,428,692.89	\$1,186,690.01	\$4,091,929.01	\$2,520,186.37
00086548	NCSA Global Environmental Management Project	00093775	NCSA Global Environmental Mana	Environmen t	2015	2016	DIM	GEN2	\$23,144.00	\$23,144.00	\$236,038.00	\$181,834.20				\$259,182.00	\$204,978.20	
00094968	Displacement Programme Somalia	00099023	Displacement Programme Somalia	Early Recovery	2016	2017	DIM	GEN2	\$0.00	\$0.00	\$373,000.00	\$241,487.28	\$60,456.50	\$53,720.09		\$433,456.50	\$295,207.37	
00095679	Community Stabilization &Integration of Vulnerable Youth	00099720	Community Stabilization &Integ	Early Recovery	2016	2018	DIM	GEN2	\$0.00	\$0.00	\$684,440.40	\$315,714.22	\$469,511.15	\$332,377.68	\$749,000.00	\$673,703.58	\$1,902,951.55	\$1,321,795.48
00102859	Environmental Governance - Cross Cutting Capacity Dev	00104760	Environmental Governance -CCCD	Environmen t	2017	2018	DIM	GEN1	\$0.00	\$0.00	\$0.00	\$0.00	\$50,000.00	\$45,815.30	\$3,706.00	\$3,706.00	\$53,706.00	\$49,521.30
00104196	Innovative durable	00105886	Innovative durable solutions f	Early Recovery	2017	2020	DIM	GEN2	\$0.00	\$0.00	\$0.00	\$0.00	\$428,326.73	\$371,240.78	\$4,010,900.32	\$1,297,389.03	\$4,439,227.05	\$1,668,629.81

	solutions for IDPs and returnees																	
00104889	Renewable Energy	00106244	Output 1: Clean Energy Project	Environment	2017	2017	DIM	GEN1		\$0.00	\$0.00	\$191,300.00	\$152,443.87			\$191,300.00	\$152,443.87	
00104889		00106244	Output 1: Clean Energy Project	Environment	2017	2018	DIM	GEN1	\$0.00	\$0.00						\$0.00	\$0.00	
00106605	Integrated Water Resources Management	00107263	Integrated Water Resources Man	Environment	2018	2018	DIM	GEN2		\$0.00	\$0.00	\$0.00	\$0.00	\$200,000.00	\$183,848.16	\$200,000.00	\$183,848.16	
00108027	Shifting the Energy Paradigm in Somalia (STEPS)	00108053	Shifting the Energy Paradigm i	Environment	2018	2018	DIM	GEN1		\$0.00	\$0.00	\$0.00	\$0.00	\$291,250.00	\$265,807.28	\$291,250.00	\$265,807.28	
00109639	Capacity for Investment Promotion and Economic Devt	00108944	Capacity for Investment Promot	Early Recovery	2018	2018	DIM	GEN2		\$0.00	\$0.00	\$0.00	\$0.00	\$703,388.00	\$404,523.13	\$703,388.00	\$404,523.13	
00110099	Recovery and Resilience Framework (RRF)	00109195	Recovery and Resilience Framew	Environment	2018	2018	DIM	GEN1		\$0.00	\$0.00	\$0.00	\$0.00	\$400,500.00	\$366,298.88	\$400,500.00	\$366,298.88	
00110333	Second Generation Durable Solutions - 2G DS	00109310	Second Generation Durable Solu	Early Recovery	2018	2019	DIM	GEN2		\$0.00	\$0.00	\$0.00	\$0.00	\$462,266.00	\$182,175.08	\$462,266.00	\$182,175.08	
00111073	Environmental Governance - Cross Cutting Capacity Dev	00110208	Environmental Governance - Cro	Environment	2018	2022	DIM	GEN2		\$0.00	\$0.00	\$0.00	\$0.00	\$76,907.50	\$31,944.60	\$76,907.50	\$31,944.60	
00113189	HUMANITARIAN SECURITY MANAGEMENT	00111471	Humanitarian Security Manageme		2018	2019	DIM	GEN0		\$0.00	\$0.00	\$0.00	\$0.00	\$1,300,000.00	\$485,176.51	\$1,300,000.00	\$485,176.51	
00092213		00097026	Humanitarian Security Manageme		2015	2016	DIM	GEN0	\$200,000.00	\$28,326.18	\$871,615.82	\$849,427.74	\$0.00	\$1,471.86		\$1,071,615.82	\$879,225.78	
00096683		00100624	Humanitarian Security Manageme		2016	2017	DIM	GEN1	\$0.00	\$0.00	\$900,000.00	\$901,492.50	\$298,508.00	\$312,510.23		\$1,198,508.00	\$1,214,002.73	
00105417		00106699	Dedicated Security Aircraft		2017	2018	DIM	GEN0	\$0.00	\$0.00	\$0.00	\$0.00	\$1,354,320.00	\$1,269,781.57	\$100,321.00	\$101,582.53	\$1,454,641.00	\$1,371,364.10
00114198	Delivering for Results – Support the SDG Implementation	00112324	Delivering for Results –Suppor		2018	2020	DIM	GEN2		\$0.00	\$0.00	\$0.00	\$0.00	\$430,910.26	\$256,966.08	\$430,910.26	\$256,966.08	
00116243	ATTAINMENT OF DURABLE SOLUTIONS	00113477	ATTAINMENT OF DURABLE SOLUTION	Early Recovery	2019	2020	DIM	GEN2		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
00116333	Durable Solutions Initiative	00113544	Durable Solutions Initiative	Early Recovery	2018	2020	DIM	GEN2		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
00116524	Reconciliation and Federalism Support Project Somalia	00113636	Reconciliation and Federalism	Effective institutions	2018	2020	DIM	GEN2						\$0.00	\$0.00	\$0.00	\$0.00	
00116525	SUPPORT TO STABILIZATION PHASE 2	00113637	SUPPORT TO STABILIZATION PHASE	Rule of Law	2018	2020	DIM	GEN2		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Outcome 7 Sub Total									\$8,181,529.54	\$5,583,021.29	\$11,258,142.07	\$8,495,443.49	\$14,756,146.55	\$11,999,527.77	\$18,311,377.77	\$12,761,056.69	\$52,507,195.93	\$38,839,049.24
GRAND TOTAL									\$63,527,951.15	\$50,726,120.53	\$80,464,293.07	\$60,629,903.15	\$61,760,812.88	\$53,077,997.87	\$61,941,107.21	\$46,638,067.35	\$267,694,164.31	\$211,072,088.90

Source: Atlas Project data, Power Bi, March 2019

Annex 5. PEOPLE CONSULTED

Federal Government of Somalia, Federal Member States and institutional counterparts

1. Abdi Ahmed Nour, Director General, Ministry of Interior Somaliland
2. Abdi Hashi Abdullahi, Speaker of the Senate, The Upper House Somalia Federal Parliament
3. Abdifatah Sultan Adem, Director of Coordination & Registrar General of NGOs, Ministry of Planning and National Development, Republic of Somaliland
4. Abdifatar Hassan Elmi, Director Policy and Planning, Ministry of Humanitarian Affairs and Disaster Management
5. Abdihakim Abdi Ahmed, ADR Coordinator, Jubbaland
6. Abdihamid Mohamed Ali, Ministry of planning and international cooperation, Hirshabelle State
7. Abdikadir Abdinor Mohamed, Permanent Secretary of Baidoa District Council, SWS
8. Abdikadir Osman Abdisalam, Minister of Justice, Hirshabelle
9. Abdikadir Sharif Sheekhua, Speaker, South West State Parliament
10. Abdikani Mohamed Ali, Communication Officer, Ministry of Environment, Agriculture and Climate Change
11. Abdikarim Aden, Ministry of Environment, Puntland
12. Abdiqafar Yakub Abubakar, Senior Technical Advisor, Ministry of Humanitarian Affairs and Disaster Management
13. Abdilkadir Muhidin Ahmed, JPLG Program Coordinator, Benadir Regional Administration and Mogadishu Municipality
14. Abdinor Sheikh Mires, Director General, Civil Service Commission, Federal Government of Somalia
15. Abdiqani Nur Farah, Puntland Highway Authority
16. Abdiraham Abdullahi Moallim, Deputy Minister of Planning, Hirshabelle
17. Abdirahman Hussein Mohamed, ADR Project Coordinator, ADR Centre Garowe
18. Abdirahman Isse Hussein, Deputy Department of Community Policing, Police Headquarters, Puntland
19. Abdirahman M. Muse, M&E Expert, Ministry of Employment Social Affairs and Family, Somaliland
20. Abdirahman Mohmaed Ahmed, Administration and Finance, Office of the Chief Justice, Puntland
21. Abdirahman Omar Osman, Mayor of Mogadishu
22. Abdirahman Sheikh Hassan, Director General MOJ, Somaliland
23. Abdirashid Adeed Geelle, Head of Community-Police Department, Puntland Central Police Station
24. Abdirashid Ibrahim Abdirahman, Director General, Ministry of Employment Social Affairs and Family, Somaliland

25. Abdirizak Jama Nuur, Director General, Ministry of Environment, Puntland
26. Abdisalam Abdullahi, Head, Energy Coordination Unit, Ministry of Energy and Water Resources
27. Abdishakur Mohamed Hassan, Mayor, Berbera City Council
28. Abdishakur Sheikh Mohamed, Chief Justice Jubbaland
29. Abdiweli Hassan, Senior Advisor, Civil Service Commission, Federal Government of Somalia
30. Abdiweli Yusuf, Chief Engineer, Ministry of Environment, Agriculture and Climate Change
31. Abdulaahi Mohamed Abdulaahi, Coordinator, Puntland Legal Aid Centre
32. Abdulkadir A. Farah, Technical Advisor, Ministry for Public Works and Transport, Puntland
33. Abdulkadir Sheki Mohamed, Director General, Ministry for Public Works and Transport, Puntland
34. Abdulkani Rageh, Advisor, Ministry of Livestock, Forestry and Rangeland
35. Abdullahi Abdi Ali, Technical Advisor, Directorate of Environment, Office of the Prime Minister
36. Abdullahi Mohammed Hassan, Director General, Ministry of Planning, Hirshabelle
37. Abdulqadir Ahmed Mohamud, Director, Puntland Legal Aid Centre
38. Absher Abdullahi, Police reform Program Focal Point, MOI, Somaliland
39. Abshir Mohamed Ahmad, Senator in the Upper House
40. Adbullah Mohamud Barre, Advisor, Benadir Regional Administration
41. Aden Ahmed Ali, Head of Regional CID, Puntland Police
42. Aden Ali Aden, Deputy Mayor, Baidoa District Council and Local Administration, South West State
43. Ahdihanid M. Omer, Youth Employment Programme Coordinator, Ministry of Employment Social Affairs and Family, Somaliland
44. Ahmed Abdikadir Ali, Yes Program Coordinator Jubbaland
45. Ahmed Abdulle, Deputy Secretary-General, Federal Parliament of Somalia, The Upper House
46. Ahmed Ainte, Founding Director, Aid Coordination Unit
47. Ahmed Bashir Muse (Cirro), Minister of Public Work Housing and Transport, Puntland Somalia
48. Ahmed Farah, Employment Director, Ministry of Employment Social Affairs and Family, Somaliland
49. Ahmed Ibrahim, Ministry of Environment, Puntland
50. Ahmed Jama Ali, Ministry of Environment, Puntland
51. Ahmed Mohamed Ali, Decentralization Secretariat, Office of the Vice-President
52. Ahmed Mohamud Hasan, Head of Police Operation Department, Puntland Police
53. Ahmed Muse, Chief Justice SWS, South West State of Somalia
54. Ahmed Yosuf Ahmed, Director General, Directorate of Environment, Office of the Prime Minister
55. Ali Hassan Mohamed, Director of LG, Ministry of Interior Hirshabelle, HB
56. Ali Hassan, Director General, MOIFAIR

57. Amal Abdullahi, Decentralization Secretariat, Office of the Vice-President
58. Amina Arte, Jubbaland Focal Point, MOPIED
59. Amina Bashir Mohamed, GBV and FGM Officer, Ministry of Women Southwest
60. Asad Yosuf, Acting Permanent Secretary, DG, MOPIED
61. Asha Roobleh, Director of One Stop Centre, Hargeisa Hospital, Somaliland
62. Awil Jama Nur, Police Headquarters, Puntland Police
63. Awil Sheikh Hamud, Minister of Justice, Puntland
64. Ayaan Abdulle Qarbe, Deputy of Community-Police Department, Puntland Central Police Station
65. Badal Jama, Director General of Ministry of Justice Jubbaland
66. Bashir Aw Ali Mohamed, Armo Police Academy Trainer, Puntland Police
67. Essa M. Halane, Deputy Director General, Somali Chamber of Commerce
68. Deqa Yasin, Minister of Women and Human Rights (MOWHRD), Mogadishu
69. Dr Elmi Adan, Ministry of the Economy and Water Resources
70. Faisal Ali Sh. Mohamed, Commissioner of the National Disaster Preparedness & Food Reserve Authority (NADFOR), Republic of Somaliland
71. Fardowsa Bashir Mohamed, Ministry of Interior HB, Southwest
72. Fartun Ali Jama, Lawyer, Puntland Women Lawyers Association
73. Fatima Abdulkadir Ali, Police Headquarters, Puntland Police
74. Fatima Abdullahi Mumin, Lawyer, Puntland Women Lawyers Association
75. General Bashir, SPF Police Commissioner
76. Guled Sadiq Mohamed, Consultant, Ministry of Internal Security, Puntland
77. Guuto Abdirahman Liban Ahmed, Deputy Police Commissioner, Somaliland
78. H.E. Abdullah Hassan, Minister of Interior and Local Government, South West State
79. H.E. Amina Haji, Minister of Women's Affairs
80. Hassan Hussein Haji, Minister of Justice, Mogadishu
81. Hassan Mo'alim Yussuf, MP, South West State Parliament
82. Hussein Abdi Elmi, Deputy Minister, Ministry of Constitutional Affairs, Federal Republic of Somalia
83. Hussein Abdi Jama, Director General, Ministry of Planning and international Cooperation, Puntland
84. Hussein Sheikh Mohamud, Senator, Secretary of Constitutional Review Oversight Committee, Federal Parliament of Somalia The Upper House
85. Hussein Yusuf Ali, Benadir Regional Administration, Technical Advisor, JPYES
86. Ibrahim Abdullahi Adan, Justice Sector Coordinator, Ministry of Justice, Mogadishu
87. Isack Ali Omar, Minister of Environment and Forestry for South West State, Former Minister of State,
88. Ismail Dirie Gamadid, Minister, Ministry of Environment, Agriculture and Climate Change, Federal Republic of Somalia
89. Ismail H. Abdi, Director General, Ministry of Justice, Puntland
90. Ismail Isse Hayir Ministry of Environment, Puntland

91. Isse Omar Mohamed, Ministry for Public Works and Transport, Puntland,
92. Jelle Mohamed, Technical Advisor, Ministry of Justice, Puntland
93. Khalif H. Dalmar, National Ozone Coordinator, Directorate of Environment National Ozone Unit, Office of the Prime Minister, Federal Republic of Somalia
94. Khalif Hassan Dalmar, Directorate of Environment, Office of the Prime Minister
95. Khowla Mohamed Abdow, Coordinator Baidoa ADR Centre
96. Koshin Garane Korfa, JPYES National Coordinator, Ministry of Labour and Social Affairs, FGS
97. Mahmuoud Ali Said, Coordinator, OPM PCVE, Puntland
98. Min Gamal, Minister, MOPIED
99. Mo'alim Hassan, Community Liaison Officer, Ministry of Interior and Local Government
100. Mohamed Abdalle Hussein, Director of Administration and Finance, NADFOR, Somaliland
101. Mohamed Abdi Shire, Legal Aid Coordinator, Ministry of Justice, Mogadishu
102. Mohamed Abokor, Director of the Legal Aid Clinic, Somaliland
103. Mohamed Ali Mohamed, Head of Administration and Finance, OPM, Aid Coordination Unit
104. Mohamed Ali Nor Juba, Director General, Ministry of Interior, Puntland
105. Mohamed Amaan, Director General, Ministry of Internal Security, Puntland
106. Mohamed Hassan, Deputy minister of Ministry of Environment, Agriculture and Climate Change
107. Mohamed Hassan, Minister of Justice SWS, South West State of Somalia
108. Mohamed Ibrahim Badikarim, ADR Coordinator HB
109. Mohamed Isse, Director of Climate Action, Ministry of Environment, Agriculture and Climate Change
110. Mohamed Juma Abdirahman, Director, IMC, Decentralization Secretariat, Office of the Vice-President
111. Mohamed Kahin Ahmed, Minister, MOI, Somaliland
112. Mohamed M. Ali, Auditor General of Somalia
113. Mohamed Mursal Jama, Director of building and land, Ministry of Public Work and Transport, Puntland
114. Mohamed Nasir Gulled, Kismayo Police Commissioner, Jubbaland
115. Mohamed Omer Geleh, Deputy Chief Justice, Somaliland
116. Mohamed Sahel, Police Headquarters, Puntland
117. Mohamed Yosuf Abdirahman, Mayor, Burao
118. Mohammed Hussein, Director, OPM, Aid Coordination Unit
119. Mohammed, Office of the Attorney General, Somaliland
120. Mohamoud Abdilani Aden, Berbera Economic Forum
121. Mohamud Abdikadir Ali, ADR Data Clerk, ADR Centre Garowe
122. Mubarik Abdulahi Ibrahim, Director General, Ministry of Planning and National Development, Republic of Somaliland
123. Mukhtar Sh. Hussein, Director General, Ministry of Humanitarian Affairs and Disaster Management, The Federal Republic of Somalia
124. Musa Osman Hagar, Ministry of Interior Hirshabelle, HB

125. Naimo Nor Ali, Deputy Minister of Planning, South West State
126. Nasir A. Farah (AYJEEX), Executive Director of SOLNAC
127. Nimo Mohamoud, Director of Economic Policy Analysis Unit, National Economic Council, Mogadishu
128. Noor Isse Mohamed, Deputy Chief Justice, Puntland
129. Nur Shafe Abdullah, Director General, Ministry of Interior and Security Jubbaland
130. Omar Shurie, Advisor of the Minister, Ministry of Energy and Water Resources, Federal Republic of Somalia
131. Osman Hasan Yusuf, Chair, Berbera Economic Forum
132. Sadik Hirsi Warfa, Minister of Labour and Social Affairs, Federal Republic of Somalia
133. Said Birmad, PLDU, Ministry of Justice, Mogadishu
134. Saleban Yousuf Ali, Minister of Water Resource Management, Somaliland Government
135. Samatar Lban, Durable Solutions Officer, National Commission for Refugees and IDPs (NCRI), Ministry of Interior and Federal Affairs, Federal Government of Somalia
136. Safwan Abdirahman Mohamed, program officer, Berbera Economic Forum
137. Sharmaarke Abdi Musse, Director of Planning and Research, National Disaster Preparedness & Food Reserve Authority (NADFOR), Republic of Somaliland
138. Shukri Haji Ismail Mohamoud, Minister of Environment & Rural Development, Republic of Somaliland
139. Siciid Adam Mohamed, Technical advisor, Office of the Chief Justice, Puntland
140. Yassin Abdi, Director of Planning MOJ, Somaliland
141. Yussuf Hassan Isak, Director General South West State
142. Yusuf ali Mohamed, Director General, Ministry of Internal Security
143. Yusuf Fatul, Senior adviser, Ministry of Planning, Galmudug State
144. Yusuf Haji Hussein, Technical Advisor, Ministry of Justice, Mogadishu
145. Yususf Elmi Ali, Technical Advisor for Ministry of Justice, HB
146. Zamzam Dahir Mohamoud, Senator, Secretary of Social Affairs Committee, Federal Republic of Somalia, Federal Parliament, The Upper House
147. Zubair Moalim Hassan, MOIFAR/S2S SWS representative
148. Ramadan, Stabilization Coordinator
149. Abdikani R. Barrow, Coordinator, Ministry of Livestock, Forestry and Rangeland

UNDP

1. Abdisaid Muse Ali, National Security Adviser, Mogadishu
2. Abdullahi Ibrahim Ali, Outreach and Civic Engagement Officer, Parliament and Constitution Review Supports Projects
3. Albert Soer, Portfolio Manager
4. Anou Borrey, Senior Gender Advisor and Technical Advisor, WPP
5. Awil Abdinoor, Resilience and Climate Change Portfolio, UNDP, Garowe
6. Bashir Mohamed, Finance Assistant, Parliament and Constitution Review Supports Projects
7. Doel Mukerjee, Rule of Law Portfolio Manager, UNDP Mogadishu
8. Erica Jean Marsh, Consultant with UNDP, Women A2J
9. Garikai Mabeza, Monitoring and Evaluation Specialist
10. Gloria Kiondo, Head, POQA
11. Hassan A. Ahmed, Program Specialist, PROSCAL
12. Hassan Abdirizak Ahmed, Programme Specialist, Environment and Energy Portfolio
13. Hassen Ebrahim, Senior Consultant, Parliament and Constitution Review Supports Projects
14. Ibrahim Iman, S2S Project Manager
15. Irfan Mahmood, Operations Specialist, Inclusive Politics Portfolio
16. Isak Abdi Abdullahi, Project Associate, Reconciliation and Federalism Support Project
17. Jamal Yusuf, Administration and Finance Officer
18. Jess Garana, Durable Solution Specialist, Economic Recovery and Development Unit
19. Jocelyn Mason, Resident Representative
20. Kareema Hassan Abdi, Gender Advisor and Project Officer, Garowe, Women's Political Participation Empowerment Project
21. Khalif Aden Noor, Program Officer, JPLG, Baidoa
22. Khoshin, Deputy PCVE Coordinator, OPM PCVE Team
23. Mahmood Akhtar, Communication and Reporting Officer, Parliament, Constitution and Election Projects
24. Masoud Abdi, Project Officer, Parliamentary Support Project
25. Mohamed Ali Farah, Project Officer, Parliament and Constitution Review Supports Projects
26. Mohamed Hadi Mohamed, National Project Officer, Parliament and Constitution Review Supports Projects
27. Mohamed Hassan Dakane, Monitoring and Evaluation Specialist
28. Mohamed Hassan Mohamoud, Administration and Finance Officer, Parliament and Constitution Review Supports Projects
29. Mubarik Mohamoud, Project Manager, Women's Political Participation Empowerment Project
30. Nadja Wuensche, PCVE UNDP
31. Nahid Hussein, DRR Operations (a.i.), Portfolio Manager, Inclusive Politics
32. Omar Ali, PCVE Focal Point, South West State
33. Omar Wardhere, Reconciliation Advisor
34. Pau Blanquer, Aid Coordination Specialist
35. Paul Simkin, Program Manager JPLG (Multi-Agency)
36. Petros Van De Poel, Project Manager, JPLG
37. Rahman Ali Gaab, Local Governance Specialist

38. Ruth Pfleiderer, Portfolio Management Specialist, Rule of Law and Security Portfolio
39. Safiou Ezzo Ouro-Doni, Deputy Country Director Operations, RR (a.i.)
40. Said Osman, Programme Coordinator, Joint Programme on Youth Employment Somalia (JPYES)
41. Samuel Temesgen, Operations Officer, Reconciliation and Federalism Support Project
42. Selene Biffi, Project Manager, RE-INTEG, Economic Recovery and Development Portfolio (ERD)
43. Sherif Eltokali, Innovation Specialist
44. Sukumar, Project Manager, Joint Programme on Youth Employment, Economic Recovery and Development Unit
45. Salah Dahir, Monitoring Specialist, UNDP
46. Abdul Qadir Rafiq, Portfolio Manager

UN agencies and International Organizations

1. Abdirahman Mohamoud, Program Specialist, UN Habitat
2. Abdulkadir Ali, Technical Officer, ILO
3. Adam-Shirwa Jama, IDLO
4. Adrien Parrin, UNODC Representative in Somalia (former)
5. Ahmed Abdillahi Hashi, National Coordination Officer, Integrated Office of the UN Resident Coordinator for Somali (MPFT)
6. Albert Hafusire, Multi Partner Infrastructure Fund, African Development Bank
7. Andries de la Rey Redman, UNOPS
8. Anka Kitunzi, Chief Technical Advisor and Project Manager, UNCDF
9. Antali Sherchan Pradhan, JPLG Manager, UNICEF
10. Anthony Howie, SSGP, UNSOM
11. Awais, OPM SSGP Team
12. Baashe Yusuf Ahmed, Chief Justice, UNSOM
13. Bavo Christiansen, MPTF Manager, UNDP New York
14. Bobirjan Turdiev, JPLG Manager, UNCDF
15. Bornface Banda, Programme Officer, UNHCR
16. Busparaj Mohanty, UNW
17. Chantal Richey, Advisor, World Bank
18. Constanza Malagamba, UNOPS
19. Damian Klauss, UNSOM
20. Desma Tunya Multi Partner Infrastructure Fund, African Development Bank
21. Elizabeth Sellwood, Senior Programme Officer, Environment and Security, UNEP
22. Emmanuel Abel Soko, UNSOM Police Adviser Garowe
23. Emmanuel Bigenimana, Deputy Country Director - Somalia, World Food Programme
24. Enkhtuya Saldan, Programme Management Officer, UN Habitat
25. Falastin Omar, Human Settlements Officer, UN-Habitat
26. Francesca Caonero, UNODC Programme Coordinator
27. George Conway – DSRSG a.i. and former UNDP RR and RC
28. Gerard Smith, ROL UNSOM

29. Gulaid Ahmed Hassan, Justice Advisor UNSOM
30. Hiroko Miyamura, Chief, IESG, UNSOM
31. Hugh Riddell, Somalia Country Representative, World Bank
32. Hussein Jama Guleid, Justice Adviser UNSOM
33. Iain Paterson, UNSOM
34. Jean Yves Bonzi, Coordination Officer, RCO
35. Jeff Sims, Head of Rule of Law & Security Institutions WG, UNSOM
36. Jim Haggerty, BEM
37. Joakim Klang, DSS
38. Joao Scarpelini, UN Youth Advisor, Office of the Deputy Special Representative of the Secretary-General, Resident and Humanitarian Coordinator for Somalia
39. John Purvis, Project Coordinator, FAO
40. Jose Maria Bendito Prieto, Head of Program, Social Policy, Equity and Gender, UNICEF
41. Judith Gotz– Integrated Assessment Team, UNSOM
42. Julius Otim, Policy Specialist, Women Peace & Security, UNW
43. Justin Brady, OCHA resident representative
44. Kirsten Young, Chief Human Rights & Protection Group, UNSOM
45. Leila Boucheboubouba, RCO
46. Louise Cottar, Terra Incognita, Mogadishu
47. Marilynne Marshall, Risk Analyst, Risk Management Unit, Office of the Deputy Special Representative of the Secretary-General, Resident and Humanitarian Coordinator for Somalia
48. Matija Kovac, Head Humanitarian Financing, Somalia Humanitarian Fund Manager, OCHA
49. Max Schott, Deputy Resident Representative, OCHA
50. Meinolf Schlotmann, UNSOM Police Commissioner
51. Merita Jorgo, Head, Risk Management Unit, RCO
52. Mulugeta Debesay, Program Specialist, WHO
53. Peter de Clerk, former DSRSG
54. Peter Nordstrom, PBF
55. Raisedon Zenenga, Deputy Special Representative of the Secretary-General, UNSOM
56. Rashid Ataye, Technical Advisor UNEP, Mogadishu
57. Rashid Ateye, Project Officer, Charcoal Joint Programme Somalia Office, Africa Office, United Nations Environment Programme
58. Said Weid, OPM SSGP Team
59. Saidou Hamani, Program Officer, UNEP
60. Sara Yim – USAID/OTI
61. Sarah Cramer, UN-WB coordination specialist, RCO
62. Sarah Stemmler, IOM, Stabilization and Peace-building Programme Management
63. Sayed Farooqui, UNOPS
64. Sean Patterson, Chief Technical Advisor, UNIDO
65. Shipra Bose, Senior Gender Advisor, UNSOM
66. Solomon Karuri, Project Assistant, UNCDF
67. Sophos Sophianos, Programme Management Officer, Human Settlements, UN-Habitat

68. Stefan Smith, Sub Programme Coordinator, Resilience to Disasters and Conflicts, UNEP
69. Sylvia Kariuki-Muchiri, Information Management Officer, Risk Management Unit (RMU), Integrated Office of the UN Resident Coordinator for Somalia
70. Teresa Del Ministro, Durable Solutions Coordinator, Office of the Deputy Special Representative of the Secretary-General, Resident and Humanitarian Coordinator for Somalia
71. Ygor Scarcia, Officer in Charge (O.i.C.), UNIDO Somalia

Partners

1. Abdi Safia, Delegation of the European Union to the Republic of Somalia
2. Adam Sparre Spliid, Governance Advisor, Danish Embassy, Nairobi
3. Atanassova Eva, Delegation of the European Union to the Republic of Somalia
4. Christina Dahlman, Senior Programme Manager, Somalia Section, Embassy of Sweden
5. Christine Atieno Uyoga, Programme Manager, Danish Embassy, Nairobi
6. Dharini Nathwani, Policy and Program Advisor, Governance and Security, DFID, Somalia
7. Elin Hilwig, Senior Policy Officer Somalia, Embassy of the Kingdom of the Netherlands
8. Geoffry Veronique, Delegation of the European Union to the Republic of Somalia
9. Graham Thompson, Team Leader, Governance, DFID Somalia
10. Guglielmo Giordano, Head International Development Cooperation Somalia, Italy
11. HAJI Mohamed, Delegation of the European Union to the Republic of Somalia
47. Jan Fox, Intermedia Development Consultants - IDC (UNDP TPM)
48. John Fox, Intermedia Development Consultants - IDC (UNDP TPM)
12. Jens-Peter Kamanga Dyrbak, Governance and Security Team leader, EU Delegation to the Republic of Somalia
13. Karita Larsi, Head International Development Cooperation Somalia, Embassy of Finland in Nairobi
14. Marcus Bollmohr, Deputy Ambassador, Ministry of Foreign Affairs, Germany
15. Maria Pilar Palmero Vaquero, Head of Cooperation, Delegation of the European Union to the Republic of Somalia
16. Marius Rauch, Deputy Head of Development Cooperation Somalia, Germany
17. Mary Kate Thomson, Governance Advisor, DFID, Somalia
18. Nina Berg, Deputy Head of Mission, Danish Embassy, Nairobi
19. Nina Bowen, Chief of Office Democracy Stabilization and Governance, USAID
20. Onno Koopmans, Senior Advisor Regional Stability, Embassy of the Kingdom of the Netherlands
21. Per Karlsson, Head of Development Cooperation, Embassy of Sweden, Nairobi
22. Rika Karikomi, Advisor for Somalia and Eritrea, Economic Affairs and Economic Cooperation Section, Embassy of Japan in Kenya
23. Thomas Kirchner, Team Leader, Democratic Governance, EU Delegation to the Republic of Somalia
24. Thomas Oertle, Regional Director, Swiss Cooperation Office, Horn of Africa, Switzerland
25. Veronique Geoffroy, EU Delegation to the Republic of Somalia
26. Victoria Ayer, Senior Governance and Anticorruption Advisor, Democracy, Stabilization and Governance Team, USAID

Civil Society, Academia and private sector

1. Abas Omar, Director, Public Relations and International Cooperation Department, Mogadishu University
2. Abdi Kadir, monitoring and evaluation officer, ONG YPEER
3. Abdirashid Mohamed, Administrative and Finance Officer, Garowe Hospital
4. Abdirizak Yusuf Ismail, Somali National Women Organisation
5. Abdulahi Ali Jimale, Executive Director, Somali Innovation and Development Organization (SIDO)
6. Abdullahi Dahir Guled, Shaqo-doon
7. Abshir Jama Hassan, Manager, NECSOM, Garowe
8. Ahmed Mohamud Hassan, Dean of the Puntland State University Law Faculty
9. Amina Abdulkadir Arale, Somali Women Development Centre
10. Batule Sheikh Ahmed Gabelle, Somali National Women Organization
11. Fatima Mohamed Salad, Clinic Health officer, ONG YPEER
12. Hashim Ibrahim Dakane, Save Somali Women & Children
13. Hido Abdi, Small Business Owner, Garowe
14. Hilal Abdi, Small Business Owner, Garowe
15. Khadra Ali, HarHub Manager
16. Mariyo Yusuf, Small Business Owner, Bosaso
17. Maryam Said, Small Business Owner, Bosaso
18. Mohamed Abdirisak Harel, Executive Director, ONG YPEER
19. Mohamed Abdulkadir Farah, capacity building officer, ONG YPPER
20. Mohamed Ali Khamsa, i-Rise Hub
21. Mustafa Othman, Communication and Technology Officer, Shaqodoon Organization
22. Nafisa Yusuf Mohamed, Executive Director, NAGAAD NETWORK, Hargeisa Somaliland
23. Osman Ali, Administrative and Finance officer, ONG YPEER
24. Rufus Karanja, Durable Solution Manager – Somalia, Regional Durable Solutions Secretariat (ReDSS)
25. Said Mohamoud, Solar Energy Consulting & Construction Company
26. Salaad Addow, Somali Bar Association
27. Shacban Abdilahi Elmi, Program Manager, YOVENCO
28. Suleiman Ahmed Gulaid, President and Founder of Amoud University
29. Amina A. Arale, Executive Director, Somali Women Development Center
30. Michele Cesari, Management Consultant, Conflict and International Development
31. Samatar Omar Mohamoud, Deputy Director, Solar Energy Consulting and Construction Company (SECCO)
32. Vincent Kiprotich, Project Analyst, SECCO

Site Visit – Beneficiaries

Salaama Afforestation Site

1. Abdi Yusuf
2. Dahir Mohamed
3. Saleban Farah

Qardo District Pastoral Association

1. Abdi Jama - member
2. Abdirashid Mohamed - member
3. Mohamed Hassan - Chairperson
4. Mohamed Osman - secretary
5. Muse Said - member

Qardo Municipality

1. Farah Xidig - Director of social affairs

Qardo, cooking stoves beneficiary

1. Fatima Osman
2. Sahro Hassan

Salelehy Water Catchment

1. Awil Mohamed
2. Daud Abdullahi
3. Mohamed Ahmed

Rangeland Rehabilitation, Cudud Galis

1. Dahir – Pastoralist

Qyota Village

2. Abdi Ayax
3. Adbirashid Saleban
4. Daahir Faarah
5. Deqa Ahmed
6. Halmio Yusuf Abdi

7. Hussein Omer Guled
8. Mohamed Ismail
9. Sara Hussein
10. Suleiman Abdi Yusuf

Yorowe Dam

1. Mohamed Ahmed, Member of the Committee
2. Awil Mohamed, Member of the Committee
3. Daud Abdullahi, Guard

Southwest State Baidoa

1. Anisa Isaq Adam, Civil Society Member
2. Hamdi Abdullahi Ahmed, Baidoa Youth Organization member
3. Mariam Hussein Mohamed, Baidoa Youth Organization member

Garasballey and Hodar Districts, Mogadishu

1. Aisha Hassan MO'ALLIM
2. Aisha Mohamed
3. Amino Mohamed Osman
4. Ayan Abdi Salah
5. Ayni Abdi Ali
6. Batulo Ali Dahir
7. Culumo Osman lidow
8. Fadumo Mohamud Mohamed
9. Fadumo Osman Nur
10. Falis Abdullahi Mohamed
11. Farhiya Sheikh Abdullahi
12. Farhiyo Hassan Osman
13. Farhiyo Ibrahim Mohamed
14. Fatima Kuusow
15. Fatima Mohamed Hussein
16. Fawziyo Abdullahi Jama
17. Habibo Madey mohamud
18. Halima Ahmed Issa
19. Halima Hassan Madobe
20. Halima Omar Rageh
21. Halimo Ahmed Isse
22. Halimo Hassan Mohamed

23. Hassan Osma Gabow
24. Hayle Hajji
25. Hibaq Mohamed Abdi
26. Jowharo Maadey Ali
27. Khadijo Mohamud Warsame
28. Madino Hussein
29. Maqsud Hassan Hussein
30. Maryam Hussein Mohamad
31. Maryan Abdikadir Ali
32. Maryan Adan Yaasiin
33. Na'imo Abdi Jama
34. Nasra Abdullahi Mohamed
35. Saafi Abdirashid Ahmed
36. Samiro Isack Matan
37. Sharifo Sheikh Ahmed
38. Soonto Mohamed Abdi
39. Sowdo Hassan Mohamed

Berbera, Somaliland.

40. 10 Beneficiaries from the fishery interventions of the YES programme implemented by UNDP and FAO. (list of names not available).

Annex 6. DOCUMENTS CONSULTED

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Annex 7. CPD OUTCOME & OUTPUT INDICATOR MATRIX

Indicators	Baseline	Target 2020	Baseline New CPS	Target New CPS (2021)	Status(Progress/Regression)
					2018
SOM_OUTCOME_5: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. (Goals 5, 11 and 16)					
1.1: Total governance score	-2.238 (2015)	-2.1	Whole Society: Yes	Yes	Data: Whole Society: Yes
	Source: World governance indicator				
	Annual				
1.2: Peaceful transition of power after 2020/2021 elections	Somali 9th Parliament successfully served a full-term and handed power to 10th Parliament.	Peaceful transition of power to 11th Parliament.	Whole Society: 10	11	Data: Whole Society: 10
	Source: Inter-Parliamentary Union				
	2020				Comments: The following elections are scheduled to occur in the year 2020. presidential election, 2020 and Somali parliamentary election, 2020
1.3: Number of security incidents/internal conflicts.	884 armed conflicts (2016)	500	Whole Society: Yes	Yes	whole society: Yes
	Source: United Nations Department of Safety and Security (UNDSS)				
	Annual				
1.4: Percentage representation of women in national institutions (elected and appointed).	24% women in National Federal Parliament (NFP), 23% in federal cabinet	At least 30% women representation in all parliaments, government institutions and appointed bodies.	At national level: 24%	30%	At national level: 30%

	Source: Parliaments and ministries				Source: Report on Joint Programme on Women's Political Participation, Leadership and Empowerment from January to October, 2018. - Women in PL, SL and SW have come together to promote the 30% quota for women's political participation. - Joint Quota Task forces in SL, PL, and SW established to sustain the advocacy efforts around the 30% quota.
	Annual				
SOM_OUTCOME_6: Countries have strengthened institutions to progressively deliver universal access to basic services (Goals 1, 16 and 17)					
2.1: Somalia ranking on rule of law	-2.34 (2016)	-2.30	At national level: Yes	Yes	At national level: Yes
	Source: World Bank				
	Annual				
2.2: Somalia ranking on governance effectiveness	-2.22 (2016)	-2.19	At national level: Yes	Yes	At national level: Yes
	Source: World Bank				
	Annual				
2.3: Transparency International index.	2.3: 176 out of 176 countries	170	At national level: Yes	Yes	At national level: Yes
	Source: Transparency international Annual				
	Annual				
2.4: National strategy for SouthSouth cooperation developed and under implementation.	dedicated unit for SouthSouth cooperation established in Ministry of Planning, Investment and Economic, but no consolidated plan yet.	Unit is fully operational based on approved strategy for South-South cooperation.	At national level: 0	3	At national level: 1
	Source: FGS				
2.5: Improved national capacities in planning,			At national level: 0	3	At national level: 1

monitoring, financing and reporting on the Goals. Extent to which updated and disaggregated data is being used to monitor progress on national development goals aligned with the Goals (Integrated results and resources framework indicator 7.2.2.A.1.1)					
SOM_OUTCOME_7: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings (Goals 1, 5, 6, 7, 8, 11 and 15).					
3.1: Fragility index	3.1: Ranked most fragile country, 114 points (2016)	110	Whole Society: 176	N/A	Whole Society: 113
	Source: Fragility index				Source: Report on Fund for Peace 2018 Fragile State Index
	Annual				
3.2: Percentage of target population disaggregated by sex living on less than \$1.90/day	3.2: 51.6% (2016)	45%	Whole Society: 51%	12%	Whole Society: 45%
	Source: World Bank				
	Annual				
3.3: Number of IDPs disaggregated by sex in protracted displacement.	1.1 million	500,000	Whole Society: yes	yes	whole society: Yes
	Source: UNHCR				
	Annual				
3.4: Existence of internationally recognized environmental policy and regulatory frameworks.	All environmental policies and frameworks ratified.	Somalia meets obligations under multilateral environmental agreements on climate change, biodiversity and land degradation conventions.	At national level: 1	1	At national level: 1
	Source: Ministry of Environment				
	Annual				
3.5: Strengthened capacities			Whole Society: No	Yes	Yes

of national, state and local governments/key institutions in collecting information of hazards, vulnerabilities, conducting risk assessment, developing contingency plans and build response capacities.					
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Output Description	Output Indicator #	Output Indicator Description	Output Indicator Baseline	Output Indicator Target by 2020	Output Indicator Value 2018
National agreement reached on a Somali-led process to deepen federalism and state building	Indicator 1.1.1.	Processes for inclusive and gender-responsive federalism and constitutional review are established and implemented.	Absence of mechanisms for consultations on federalism. Source: Ministry of Interior and Federalism Affairs and Ministry of Constitution Affairs. Data: 0 (2017)	Framework and mechanism for federalism and constitutional review established and implemented. Data: 1 (2020), 1 (2021)	Data: 1.1.1.1. Whole Society: 0 (No) Source: MPTF Reports Comments: UNDP supported women-led rights-based organization that enhanced women's representation at national level increased to 25% (24% women MPs in the lower house, and 25% women Senators in the upper House) up from the previous 14 (E). In addition, UNDP Promoted inclusive dialogue between member states, federal and member states, between clans and sub-clans, and host communities and internally displaced people for building political cohesion and synergies in areas of federalism and state formation
	Indicator 1.1.2.	Road map for further federalization with roles and responsibilities at different levels of government agreed.	Absence of roles and responsibilities. Source: Ministry of Interior, Federal Affairs and Reconciliation (MOIFAR); third-party mechanisms. Data: 0 (2017)	Clear guidelines on federalism, including on roles and responsibilities at different levels of government. Data: 1 (2020), 1 (2021)	Data: 1.1.2.1. National and Sub-national: 1 Source: Somalia Partnership Forum held in Brussels on 16 and 17 July 2018 hosted by The Federal Government, Sweden and the European Union. Comments: Political road map for Somalia agreed during Somalia Partnership Forum.

	Indicator 1.1.3.	Political leadership commit to a 'citizens compact' covering integrity system including transparency, accountability and anticorruption.	Compact not there. source: Government. Data: 0 (2017)	Compact concluded by 2019. Data: 1 (2020), 1 (2021)	Data: 1.1.3.1. National level: 1 (Yes) Source: Federal Government of Somalia initiated its efforts to improve transparency, accountability and fight against corruption in public offices. Comments: It is expected that the newly-signed PIP between the Ministry of Justice and Judiciary Affairs and UNDP allows the Federal Government of Somalia to tackle corruption in a comprehensive way.
Somali government institutions enabled to carry out their legislative functions in a transparent and inclusive manner	Indicator 1.2.1.	Legislative roles defined for all parliaments and assemblies. Baseline: Constitution does not yet reflect the legal status of the Federal Member States.	Constitution does not yet reflect the legal status of the Federal Member States. source: Ministries, state assemblies and NFP. Data: 0 (2017)	Legislative roles defined for federal and state-level parliaments. Data: 1 (2020), 1 (2021)	Data: 1.2.1.1. Whole Society: 1 Source: UNDP, National Federal Parliament (House of the People & Upper House) and State Assemblies. UNDP provided a comprehensive capacity building training for all Somali Parliaments on the Administration of Parliaments on best practices and experiences of contemporary parliaments from around the world. Comments: This was the first time all Somali legislative institutions trained together and enhanced knowledge. MPs and Parliamentary staff are now able to carry out their legislative, oversight and representative duties more effectively.
	Indicator 1.2.2.	Legislative institutions adopt and systematically implement operational procedures and oversight mechanisms to discharge their agendas.	Absence of legislative agenda and timelines. source: State assemblies, NFP and ministries. Data: 0 (2018)	A public legislative agenda agreed for the parliament. Complete set of operational arrangements and mechanisms in operation by 2020. Data: 1 (2020), 1 (2021)	Data: 1.2.2.1: Whole Society: 0 Source: Oversight Committee of Federal Parliament Developed to support from the leadership to progress constitutional review and implementation agenda Comments: Project has been developed in close partnership with the Speaker and Committee Chair + specific TA resources are dedicated to up-skilling the Committee.

Somali institutions are enabled to run independent, impartial, transparent and inclusive elections	Indicator 1.3.1	Gender-sensitive voter registration system in place.	No system source: NIEC Data: 0 (2017)	A voter registration system is initiated Data: 1 (2020), 1 (2021)	Data: 1.3.1.1. Whole Society: 1 (Yes) Source: NIEC website including registered political parties; (social) media, Minutes IESG Board meeting, Pilot Project lessons learnt report, NIEC Parliamentary report Comments: NIEC has registered 30 political parties NIEC announced its decision of a biometric voter registration methodology. NIEC mapped 1,763 voter catchment areas throughout the country. Pilot project conducted in 2 districts to assess viable voter registration sites (111 catchment areas).
	Indicator 1.3.2.	Number of Inclusive and gender-responsive legal framework to support elections established.	Legal frameworks incomplete. source: NFP. Data: Number of people in voter registry: 0 (2018)	Five legal frameworks by 2019 (political parties, electoral body reform, citizenship, electoral systems and electoral dispute resolution) Data: Number of people in voter registry: 1 (2020), 1 (2021)	Data: 1.3.2.1. Number of people in voter registry: 0 Source: MPTF Report on Electoral Assistance Project Comments: In the support of NIEC covered capacity building of female personnel in electoral administration and field work, including the provision to establish a Gender Unit in the NIEC's Secretariat. The Joint Programme for Electoral Support has been impacted the NIEC that conduct activities to promote participation of women in electoral processes – including as potential voters, candidates and election officials, and as overall participants in electoral processes
	Indicator 1.3.3.	Preparations for 2020 elections are completed.	2016 electoral process was implemented in accordance with plan and with limited number of voters. source: NIEC, NFP. Data: 0 (2017)	NIEC capacitated to implement its five-year strategic plan and inclusive election in 2020/2021. Data: 1 (2020), 1 (2021)	Data: 1.3.3.1. Whole Society: 1 (Yes) Source: NSC Agreement (Baidoa 5 June 2018 – public document) Copy of draft Electoral Law circulated by MOIFAR Comments: Agreement on the Electoral Model [NSC Baidoa (5 June)] Draft Electoral Law developed by MOFAIR and presented to Cabinet (Nov 2018)

Somali women's representation and participation in politics and public-sector institutions enhanced	Indicator 1.4.1.	Establishment of a women parliamentarians caucus.	Absence of a women's network in parliaments. source: Parliaments. Data: 1 (2017)	A nation-wide network for women members of parliament. Data: 1 (2020), 1 (2021)	Data: 1.4.1.1. Number of Women Caucus: 1 Source: Somali Federal Parliament (House of the People and Upper House) MPTF Annual Report 2018 (Parliamentary Support) Comments: Women parliamentarians caucus for Upper House of Somali Federal Parliament established in 2018. Upper House Women Caucus organized a consultative event regarding the reviewed first five chapters of Somali draft constitution.
	Indicator 1.4.2.	Legal framework for elections incorporate a quota to secure a minimum 30% representation of women.	24% women in the NFP. source: NIEC Data: 24% (2017)	National and state-level electoral laws, revised constitution, and other legislation provided for enough representation in all bodies Data: 30 (2020), 30 (2021)	Data: 1.4.2.1. % of women representation: 20% Source: National Independent Electoral Commission (NIEC) World Bank [Proportion of seats held by women in national parliaments (%)] MPTF Annual Report 2018 Comments: Somaliland Cabinet approved a 20% quota for women (target is 30%) in the next elections. Advocacy will continue in support of advancing the 30% quota.
Core functions of government ensure effective, efficient, transparent and accountable government management.	Indicator 2.1.1	Civil service management system (legal and regulatory) in place at federal, state and district levels.	No coherent civil service management system. source: Ministry of Labour. Data: - 2030 Agenda for Sustainable Development: 1 (2017) - Paris Agreement: 0 (2017) - Other international agreements: 1 (2017)	Federal civil service law and regulatory instruments are in place. Data: - 2030 Agenda for Sustainable Development: 1 (2020), 1 (2021) - Paris Agreement: 1 (2020), 1 (2021) - Other international agreements: 1 (2020), 1 (2021)	Data: 2.1.1.1. 2030 Agenda for Sustainable Development: 1 source: Somalia National Development Plan, Comments: UNDP supported the Federal Government of Somalia with development of National Development Plan. 2.1.1.2. Paris Agreement: 0 Comments: No credible information available 2.1.1.3. Other international agreements: 0 Comments: No credible information available

	Indicator 2.1.2.	Sustainable Development Goals compliant national, state and district development frameworks endorsed.	National Development Plan drafted. District development plans in 16 districts. source: Ministry of Planning, Investment and Economic Development. Data: 0 (2017)	Development frameworks on national and state level in place and updated annually. Development frameworks in place in at least 25% of districts. Data: 3 (2020), 3 (2021)	Data: 2.1.2.1. At national and sub-national level: 3 Source: Federal Government of Somalia Federal Member States UNDP supported development of strategic development plans of Federal Member states of Somalia. Participatory planning and budgeting systems (District Planning and finance/budget Management systems DPFG/DPBG) developed.
	Indicator 2.1.3.	National integrity system (transparency, accountability, anticorruption) agreed and under implementation.	Absence of a national integrity system. source: Prime Minister's Office. Data: 0 (2017)	A national integrity system agreed and under implementation. Data: 1 (2020), 1 (2021)	Data: 2.1.3.1. At national level: Yes Source: Somali Federal Parliament (House of the People and Upper House) Federal Ministry of Justice Comments: Somali federal parliament has passed a bill to establish the national anti-corruption agency in the country in 2018.
	Indicator 2.1.4.	A national statistical plan that is fully funded and under implementation (Goal 17.18.3)	Newly instituted department of statistics with no plan. Source: Ministry of Planning, Investment and Economic Development (MOPIED) Data: - At national and sub-national level: 0 (2017) - At sector level: 0 (2017)	A comprehensive national statistical plan prepared. Data: - At national and sub-national level: 1 (2020), 1 (2021) - At sector level: 1 (2020), 1 (2021)	Data: 2.1.4.1. At national and sub-national level: 0 Comments: credible information not available 2.1.4.2. At sector level: 0 Comments: credible information not available

National and subnational governments have the capacity to manage service delivery arrangements in an inclusive and transparent manner, building on Wadajir framework	Indicator 2.2.1.	National agreement on division of functions between three levels of government for selected sectors reached and articulated in legislation and policy.	No agreement. source: MOIFAR, PMO. Data: 0 (2017)	Agreement reached by end of 2018, and laws developed onwards. Data: 1 (2020), 1 (2021)	Data: 2.2.1.1. At national level: 0 (No) Comments: No credible information available
	Indicator 2.2.2.	Number of districts and newly recovered areas delivering basic services based on agreed upon decentralized functions of selected sectors.	16 source: Ministry of Interior, Federal Affairs and Reconciliation (MOIFAR), third-party mechanisms. Data: 0 (2017)	25 Data: 1 (2020)	Data: 2.2.2.1. At sub-national level: 0 (No) Source: MPTF Report on Support to the Federal Government of Somalia in Stabilization in Newly Recovered Areas Project. Comments: The project assisted the FGS to rebuild its relationship with its citizens through the re-established administration structures and capacities in the newly recovered areas of south central regions of Somalia that achieved empowerment on the capacities of local administrations and provided support to its peace consideration activities in the newly recovered districts
	Indicator 2.2.3.	Number of districts that develop measures to facilitate improved gender-responsive service delivery at district level.	16 source: MOIFAR, third-party mechanisms. Data: 0 (2017)	25 Data: 2 (2020)	Data: 2.2.3.1. At sub-national level: 0 Comments: Not done yet
Rule of law institutions enabled and communities empowered for increased security and improved access to justice.	Indicator 2.3.1.	Number of states adopting gender-responsive national policing model (NPM), and national justice and corrections models	NPM approved in 2016; justice model remains unapproved. source: Ministry of Internal Security and Ministry of Justice. Data: Population accessing justice: 69,263 (2017)	NPM rolled out to at least four states; justice and corrections model approved and rolled out to at least four states. Data Population accessing justice: 16,000 (2020), 25,000 (2021)	Data: 2.3.1.1. Population eligible for justice: N/A Comments: credible information not available 2.3.1.2. Population accessing justice: 22,886 Baseline: 69,263 Target: 25,000 (2021) Comments: CO joint ROL programme continued to prioritize the increase of women into the legal profession, access to justice for women and increased participation of women in the alternative disputes resolution mechanisms. 2.3.1.3. Proportion of population accessing justice: N/A Comments: Credible information not available

	Indicator 2.3.2.	<p>FGS, with Federal Member States, finalizes and adopts a gender responsive national security architecture.</p> <p>Source: Policy and Legal Drafting Unit (PLDU) at Ministry of Justice for Federal Government of Somalia</p> <p>Comments: Policy and Legal Drafting Unit (PLDU) reviewed and commented on five main gender responsive laws: “Public Notary Bill” , “Federal Audit General Bill”, “National Monitoring & Evaluation Policy”, “Federal Organization of the Judiciary Law” and National Defense Acts”</p>	<p>National security architecture not in place.</p> <p>source: National Security Office of the Office of the President.</p> <p>Data: - Female accessing for justice: 34,712 (2017)</p>	<p>National security architecture defines sizes, structures and capabilities of security forces with command and control arrangements.</p> <p>Data: - Female accessing for justice: 8,000 (2020), 12,500 (2021)</p>	<p>Data: 2.3.2.1. Female eligible for justice: N/A Comments: credible information not available 2.3.2.2. Female accessing for justice: 11,468 Baseline: 34,712, Target: 12,500 (2021) Comments: CO provided legal aid and counselling support to women and increased participation of women in the alternative disputes resolution mechanisms. 2.3.2.3. Proportion of female accessing justice: N/A Comments: Credible information not available</p>
	Indicator 2.3.3.	<p>Number of women and men (including IDPs) accessing justice and protection services.</p> <p>Source: Puntland Legal Aid Center</p> <p>Comments: Puntland Legal Aid provided free legal services for 641 clients (W:512, M:129 received legal counseling. 337 cases finalized, 32 cases dismissed and 272 cases are pending.</p>	<p>20,972 women received legal aid and ADR (alternate dispute resolutions), 2013-2016; No psycho-social legal counselling services available with police.</p> <p>source: Ministry of Justice and Ministry of Internal Security.</p> <p>Data: Male accessing justice: 34,551 (2017)</p>	<p>25,000 (20,000 IDPs – 50% women) benefit from formal and informal justice services; at least 50,00 women use protection and referral services; 50 districts with community policing.</p> <p>Data: Male accessing justice: 8,000 (2020), 12,500 (2021)</p>	<p>Data: 2.3.3.1. Male eligible for justice: N/A Comments: Credible information not available 2.3.3.2. Male accessing justice: 10,206 Baseline: 34,551, Target: 12,500 (2021) Comments: credible information not available 2.3.3.3. Marginalized people accessing justice: 1,212 Comments: credible information not available 2.3.3.4. Proportion of marginalized people accessing justice Comments: credible information not available</p>

Legal and policy frameworks in place to promote gender equality.	Indicator 2.4.1.	Number of legal and policy frameworks to promote gender equality, and improve legal empowerment.	Constitutional reference to human rights, no quota for women's representation. Female genital mutilation (FGM) policy approved. National gender policy adopted. source: Ministry of Women, Justice and Somali Police. Data: 0 (2018)	At least four national legal instruments, including anti-FGM and CEDAW ratification, laws on sexual offences and women's access to business, property, inheritance in place. Data: 1 (2020)	Data: 2.4.1.1. Regulation of identity, tenancy rights, inheritance, marital status: 0 (No) Comments: credible information not available
	Indicator 2.4.2.	Number of communities declaring abandonment of FGM.	No community has formally abandoned FGM. source: Third-party mechanisms. Data: 1 (2018)	Six communities publicly declare abandonment of FGM. Data: 1 (2020)	Data: 2.4.2.1. SGBV: 1 (Yes) Comments: credible information not available
	Indicator 2.4.3	Number reached with standardized HIV prevention messages.	17,567 (Men: 5,193; Women: 12,374). source: Third-party mechanism; HIV/AIDS commissions. Data: Others: 17,567 (2018)	20,000 (Men: 7,000; Women: 13,000). Data: Others: 5,000 (2020), 2,500 (2021)	Data: 2.4.3.1. Others: 0 Baseline: 17,567, Target: 2,500 (2021) Comments: credible information not available
	Indicator 2.4.4.	Number of women judicial officials, prosecutors, police recruited and appointed.	731 women police officers at federal level; less than 10% women in judiciary. source: Ministry of Justice and Somali Police. Data: 2.4.4.1. 0 (2018) 2.4.4.2. 0 (2018) 2.4.4.3. 0 (2018)	30% women in technical and decision-making positions in judiciary and police. National policy instruments, including ratification of CEDAW, in place. Data:	Data: 2.4.4.1. Discrimination in labor market (formal and informal sectors): No, Comments: credible information not available 2.4.4.2. Reduction or redistribution of unpaid care work: No, Comments: credible information not available 2.4.4.3. Access to control over asset and services: No, Comments: credible information not available

				2.4.4.1. 1 (2020), 1 (2021) 2.4.4.2. 0 (2020), 0 (2021) 2.4.4.3. 0 (2020), 1 (2021)	
Access to affordable energy and sustainable jobs increased especially for women and vulnerable groups.	Indicator 3.1.1.	Number of households accessing affordable off-grid solar energy disaggregated by sex	0 source: Project monitoring reports. Data: Baseline: 7,902 (2018)	25,000 households. Data: Target: 25,000 (2020), 50,000 (2021)	Data: 3.1.1.1. Total: 0 Baseline: 7,902, Target: 50,000 (2021) Source: Social media-UNDP Facebook and Twitter pages, Project Annual reports (MPTF) Comments: Credible information not available
	Indicator 3.1.2.	Number of short-term jobs created in targeted communities disaggregated by sex. Source: Social media-UNDP Facebook and Twitter pages, Project Annual reports (MPTF) UNDP, Benadir Regional Administration (BRA) ,Jubaland and South west , Hirshabele ,Puntland, Galmudug Federal Member states and Somaliland Comments: Job opportunities for 1,000 young people (400 women) created, through labour-intensive public works in 17 districts of Benadir Region. 17 public places, such as streets, parks, public infrastructure. Through the Solar Rehabilitation project covering 13 districts further 45 short term jobs created. In Kismaayo and Biadoa construction and rehabilitation of youth centers 100 youth were given short term opportunities in	7,902 (Women: 2,737; Men: 5,165). source: Third-party mechanisms. Data: Male: 5,165 (2018) Female: 2,737 (2018)	50,000 (minimum 30% women) Data: Male: 17,500 (2020), 35,000 (2021) Female: 7,500 (2020), 15,000 (2021)	Data: 3.1.2.1. Male: 2,258 Source: Social media-UNDP Facebook and Twitter pages, Project Annual reports (MPTF) 3.1.2.2. Female: 519 Source: Social media-UNDP Facebook and Twitter pages, Project Annual reports (MPTF)

		the construction sites. Through water harvest construction initiative ,1504 short term created (1313-Male and 191 Female).			
	Indicator 3.1.3.	<p>Number of long-term jobs created disaggregated by sex.</p> <p>Social media-UNDP Facebook and Twitter pages, Project Annual reports (MPTF) UNDP,Benadir Regional Administration, Jubaland and South west States, HDC and WARDO (Service providers) Comments: Long term job created through Solar Enterprise development in Mogadishu (17 Female and 19 Male) and Kismaayo (7 Female and 5 Male) and 44 (20 female and 24 male) opened business Enterprise and got placement in Benadir regional administration and Jubaland and South West Federal member states as well as private companies.</p>	<p>515 (Women: 219; Men: 371) (2013-2016). source: Third-party mechanisms.</p> <p>Data: Male: 371 (2016) Female: 219 (2016)</p>	<p>5,000 (minimum 30% women).</p> <p>Data: Male: 850 (2020), 5,000 (2021) Female: 400 (2020), 1,500 (2021)</p>	<p>Data: 3.1.3.1. Male: 48 Source: Social media-UNDP Facebook and Twitter pages, Project Annual reports (MPTF) 3.1.3.2. Female: 44 Source: Social media-UNDP Facebook and Twitter pages, Project Annual reports (MPTF)</p>

Improved measures in place for environmental governance, resilience to climatic shocks and the management of natural resources	Indicator 3.2.1.	<p>Number of households most vulnerable to droughts benefitting from improved water management/water security infrastructure under the conditions of climate change disaggregated by sex.</p> <p>Source: UNDP, Federal Government ,Somaliland and Federal Member states.</p> <p>Comments: Resilience ,Climate Change Projects interventions on water harvesting infrastructures (Sand, earth dams, Berkads, Water catchments, Boreholes, and Shallow wells.</p>	<p>1,000 households. source: Third-party mechanisms.</p> <p>Data: Policy frameworks: 1,000 (2018) Institutional frameworks: 2 (2018) Legal and regulatory frameworks: 2 (2018)</p>	<p>17,000 households. (96,000 persons) have improved access to clean water.</p> <p>Data: Policy frameworks: 96,000 (2021) Institutional frameworks: 96,000 (2021) Legal and regulatory frameworks: 96,000 (2018)</p>	<p>Data: 3.2.1.1. Policy frameworks: 5 Baseline: 1,000, Target: 96,000 Source: Social media-UNDP Facebook and Twitter pages, Project Annual reports Comments: National disaster management policy, Somaliland Land Use Policy, Puntland Land Use Policy, and National Development Plan1 completed. 3.2.1.2. Institutional frameworks: 3 Baseline: 2 Source: Social media-UNDP Facebook and Twitter pages, Project Annual reports Comments: Disaster Management Policies of 3 mandated Agencies updated (FGS-SoDMA, SL-NADFOR, & PL-HADMA). Gender components has been across all policies) 3.2.1.3. Legal and regulatory frameworks: 3 Baseline: 2 Source: Social media-UNDP Facebook and Twitter pages, Project Annual reports Comments: National Water acts approved. Draft National Energy Policy developed, and National Climate Change Policy finalize.</p>
	Indicator 3.2.2.	<p>Number of local authorities implementing gender responsive environmental and disaster risk reduction plans (Goal 1.5.3).</p>	<p>Absence of national disaster management policy, eight disaster management and contingency plans drafted for 16 north-west and four south central districts. source: Government. Third-party mechanisms</p> <p>Data: Institutional frameworks: 0 (2018)</p>	<p>At least 30 districts are implementing environmental and disaster risk reduction plans.</p> <p>Data: Institutional frameworks: 5 (2020), 30 (2021)</p>	<p>Data: 3.2.2.1. Institutional frameworks: 13 Source: UNDP, Federal government, Somaliland and Federal Member states Comments: Three disaster Policies (Somalia national Disaster Management Policy, Puntland disaster management policy, Somaliland policy on disaster risk management Completed. 8 Disaster Management and Contingencies plans were completed for 20 districts (Somaliland :8, Puntland:8, South Central :8). These plans identify triggers of various actions to be taken by the institutions and communities. These plans also quantify the resources required in the event of climatic disaster.</p>

	Indicator 3.2.3.	Number of subnational disaster management institutions established.	Institutions under formulations. source: Government. Data: Policy frameworks: 0 (2018) Institutional frameworks: 0 (2018)	Federal and state-level ministries have basic capacities to perform. Data: Policy frameworks: 1 (2020), 3 (2021) Institutional frameworks: 1 (2020), 2 (2021)	Data: 3.2.3.1. Policy frameworks: 3 3.2.3.2. Institutional frameworks: 3 Source: Social media-UNDP Facebook and Twitter pages, Project Annual reports UNDP, (FGS-Somali National Disaster Management Agency (SoDMA) , Puntland-Humanitarian Disaster Management Agency(HADMA) , and Somaliland National Agency for Disaster and Food Reserves (NADFOR) Comments: UNDP Resilience and Climate Change Portfolio supported disaster mandated institutions in Federal government ,Federal member states and Somaliland(SoDMA, NADFOR, and HADMA)
	Indicator 3.2.4.	Number of flood-affected persons benefiting from effective flood mitigation measures disaggregated by sex Source: Social media-UNDP Facebook and Twitter pages, Project Annual reports (Q1-Q4) UNDP ,Federal government ,Federal Member States and Somaliland Comments: UNDP Resilience and Climate Change Portfolio supported ecosystem based adaptation structures (Gabions, soil bunds, check-dams, stone check dams)	21,500 (Women: 11,180; Men: 10,320). source: Third-party mechanisms. Data: Natural Hazards: 21,500 (2018)	100,000 (50% women). Data: Natural Hazards: 12,900 (2020), 100,000 (2021)	Data: 3.2.4.1. Natural Hazards: 37,410 Source: Social media-UNDP Facebook and Twitter pages, Project Annual reports Comments: UNDP Resilience and Climate Change Portfolio supported ecosystem-based adaptation structures (Gabions, soil bunds, check-dams, stone check dams)

‘Durable solutions’ implemented for the reintegration of refugees and IDPs, especially for women and other vulnerable groups in urban and rural areas,	Indicator 3.3.1.	Number of refugees and IDPs with identification papers, property/tenancy entitlements disaggregated by sex.	No mechanism in place for land and property registry. source Third-party mechanisms Data: Total displaced population: 0 (2018) Displaced population benefiting: 0 (2018) Proportion displaced benefiting: 0 (2018)	At least 1,000 land and property deeds issued (30% to women). Data: Total displaced population: 1,000 (2021) Displaced population benefiting: 1,000 (2021) Proportion displaced benefiting: 1,000 (2021)	Data: 3.3.1.1. Total displaced population: 0 3.3.1.2. Displaced population benefiting: 0 3.3.1.3. Proportion displaced benefiting: 0
	Indicator 3.3.2.	Number of displacement affected communities benefiting from improved local infrastructure disaggregated by sex.	1000 source: Third-party mechanisms. Data: Total target group: 1,000 (2018) Target group benefiting: 1,000 (2018) Proportion target group benefiting: 1,000 (2018)	250,000 Data: Total target group: 250,000 (2021) Target group benefiting: 250,000 (2021) Proportion target group benefiting: 250,000 (2021)	3.3.2.1. Total target group (if available): 0 3.3.2.2. Target group benefiting: 0 3.3.2.3. Proportion target group benefiting: 0 Comments: Although principles of local building culture promotion, ideas on designs and development of low cost housing options is currently factored into the concept of the Housing Trust Fund, activities for the physical construction of prototypes has not started yet.
	Indicator 3.3.3.	Number of men and women benefiting from increased livelihood/employment opportunities disaggregated by sex	0 source: Third-party mechanisms. Data: Total: 0 (2018) Male: 0 (2018) Female: 0 (2018)	20000 (30% women). Data: Total: 20,000 (2021) Male: 14,000 (2021) Female: 6,000 (2021)	Data: 3.3.3.1. Total: 0, baseline: 0, Target: 20,000 Comments: credible information not available 3.3.3.2. Male: 0, baseline: 0, Target: 14,000 Comments: credible information not available 3.3.3.3. Female: 0, baseline: 0, Target: 6,000 Comments: credible information not available

Structural barriers to women's economic empowerment reduced.	Indicator 3.4.1.	Number of women successfully completing vocational and business education courses.	300 source: Project reports. Data: Total beneficiaries: 300 (2018)	1,000. Data: Total beneficiaries: 1,000 (2021)	Data: 3.4.1.1. Total beneficiaries: 251 Source: Annual and Quarterly reports MPTF reports Comments: Vocational skills trainings and Business Education courses is provided under Youth employment, Re-Integ, and Community Stabilization Projects
	Indicator 3.4.2.	Number of women headed households with the adoption of appropriate climate smart technologies and disasters risk reduction measures.	500 households. source: Project reports. Data: Women beneficiaries: 500 (2018)	10,000 households. Data: Women beneficiaries: 10,000 (2021)	Data: 3.4.2.1. Women beneficiaries: 120 Source: UNDP, Federal government, Federal member states. Social media-UNDP Facebook and Twitter pages, Project Annual reports Comments: Enhancing Climate Resilience Project support to the Natural Resource Management Cooperatives in Puntland, Hir-Shabelle, Galmudug, and South West
	Indicator 3.4.3.	Percentage increase in women recruited in private sector corporations.	5% Source: Survey. Data: Proportion women beneficiaries: 5 (2018)	15%. Data: Proportion women beneficiaries: 15 (2021)	Data: 3.4.3.1. Proportion women beneficiaries: 0 Comments: credible information not available

Source: Data from Corporate Planning System

Annex 8. LESSONS LEARNED FROM THE EXPERIENCE ON JOINT PROGRAMMING IN SOMALIA

Introduction and context

The Somali Compact was agreed in September 2013. It was based on the “New Deal for engagement in fragile states” agreed at Busan in 2011. Its aim was to provide “... an overarching strategic framework for coordinating political, security and development efforts for peace and state building activities”.³¹ The Somali Development and Reconstruction Fund (SDRF) was set up by the Somali government and its international counterparts to coordinate aid flows to the country³², and became operational in 2015. The UN Multi Partner Trust Fund (MPTF, managed by UNDP) is one of the three funding windows of the SDRF and has two objectives: “To increase the coherence and focus of UN programming on the Somali Compact and NDP priorities; and 2. To allow for greater national participation in resource allocation in Somalia.”³³ The first National Development Plan (NDP) in 30 years was developed in 2016 for the period 2017-2019 by the Federal Government of Somalia (FGS), with UNDP support.

In line with the UN’s principle of delivering as ONE, the development of joint flagship programs was identified by the Government and its international partners as the main vehicle to articulate the UN’s programmatic contributions to the Somali Compact and the NDP, with the aim of bringing UN agencies together around common objectives. The MPTF is the mechanism to facilitate such a process.

As a result, approximately 75%³⁴ of the UNDP program over the period 2015 to present has been jointly implemented. UNDP has been at the forefront of Joint Programs by acting as the coordinator and facilitator for most of the programs it is part of, except for some programs under the Early Recovery and Development Portfolio, and the Women’s Participation Program.

This annex presents some reflections and lessons on the experience on Joint Programming in Somalia, as they emerged from the evaluation process. The UNDG guidelines note that “A joint Program may face more difficulties in a fragile and conflict affected settings”. This exercise acknowledges that the Somali context is one of the most complex, fragile and fragmented settings and the effort to set up an aid coordination system, leading to the development of Joint Programs was indeed difficult, ambitious and challenging, requiring time and determination. The Evaluation Team hopes that this short review will encourage a discussion within UNDP and among UNDP and its partners on what measures can be taken to further improve the ability of Joint Programs to deliver results, in Somalia and other countries.

³¹ Federal Republic of Somalia, 2013, “The Somali Compact”

³² The key objectives of the SDRF as the financing architecture are to: • Align resources behind the critical priorities set out and agreed under the NDP; • Develop sustainable institutional capacity by placing Somali institutions in the lead; • Facilitate a transition towards increased use of country systems; • Increase transparency and accountability of the delivery of aid in Somalia; • Reduce transaction costs through pooling funds; • Mitigate risks through innovative, collective approaches to risk management; • Improve coordination and avoid parallel and duplicative efforts, SDRF Operations Manual, 2015

³³ MPTF Office, 2016, “UN MPTF Guidance Document »

³⁴ When the entire program portfolio is considered, including the security and support to UN coordination projects, total expenditure amounted to \$219.45 million out of which JP represented 73%. JP with UNCT represented 20% of the total expenditure while JP with UN Mission accounted for 53%. When security and support to UN coordination are considered as part of the program budget, total expenditure amounted \$ 207 million over the period 2015-2018. All JPs represented 77% of the program expenditure. JP with UNCT accounted for 21% while JP with UN Mission represented 56%.

Lessons

Lesson 1: Joint Programming in Somalia reflects in some, but not all, cases the lessons identified during the 2013 Joint Programme Mechanism Review, which resulted in the development of the 2014 Guidance Note on Joint Programmes (UNDG). Some lessons were not acted upon from the outset, but a reflection process led to their uptake.

Joint Programs, under the SDRF/MPTF mechanism, were required to develop a joint program proposal, indicating the intended results, fleshed out in joint workplans. The SDRF/MPTF also facilitated joint reporting through the MPTF (see lesson 2).

Joint reporting however led to several challenges, including: 1) a focus on activity level results 2) reluctance of individual agencies to provide more in-depth reporting when required by donors 3) a general dissatisfaction with the quality and frequency of information shared and unclarity on roles and responsibilities on reporting. This led to a situation in which the MPTF support office was sometimes required to act as intermediary and produce additional information, while its role should have been clearly understood to be that of facilitator, based on the information provided by Lead Agencies (which in turn had to rely on the contributions of participating agencies (PUNOs)). Equally, joint design did not necessarily lead to a joint workplan, risk analysis and a coordinated delivery of results (e.g. JP YES).

The requirement to limit the number of agencies involved to ensure efficiency and effectiveness was not always taken into account (e.g. first phase of the JP on Rule of Law, though this model was revised in the second phase). Joint monitoring and evaluation remain a weakness, with only some programs showing effective use of Third Party Monitoring covering the results of the entire program (e.g. JPLG). Evaluations of joint programs remain limited (and are in some cases the result of external donors efforts). Evaluations tend to be commissioned by one agency to cover its contribution, but, because of the joint nature of the work, they end up covering aspects of the entire program. Furthermore, the interpretation of “joint budget” was mostly limited to a “shared budget” (see lesson 3).

Lesson 2: The SDRF/MPTF ensured that in Somalia all Joint Programs followed minimum requirements for the preparation of joint proposals³⁵, a defined approval process via the Pillar Working Groups and the SDRF Steering Committee and established Joint Program Boards.

Approximately 20 years since the development of the concept, there is no shared view of the characteristics that define a Joint Program, even if the UNDG guidelines highlight key elements, chiefly the intention to achieve common results. In the absence of a common view on the characteristics and implementation modalities of Joint Programs, the SDRF/MPTF introduced a structure for Joint Programs in Somalia.

However, in practice, the preparation of Joint Proposals did not always imply the development of joint problem and risk analyses. While most JPs had annual workplans, they were not always followed, with individual agencies' priorities sometimes prevailing over agreed common objectives (e.g. JP YES) (see also lesson 1).

The approval process was considered cumbersome and complex by most interviewed stakeholders', who highlighted several problems, including unclarity of roles and responsibilities of the actors involved (government,

³⁵ SDRF Trust Fund Operations Manual, 2015

partners), underrepresentation of some key actors (e.g. Federal Member States), quality and frequency of the discussions leading to approval, etc.

While Program Boards or equivalent were established in most cases, they did not always meet regularly, nor were they always tasked with covering all required functions (including, for example, ensuring collective commitment, providing strategic guidance, ensuring oversight). In some cases, this situation presents increased risks for the implementation of the programme, which usually require strong sequencing of interventions by several agencies to ensure progress. Joint Programs were not able to redeploy resources in cases of slow delivery or a change in priorities/ strategy (see lesson 3).

This evaluation identified three categories of Joint Programs that UNDP contributed to in Somalia (more details can be found in finding 20):

- Joint Programs UNDP/UN Mission: this is where the strongest partnerships were noted, especially during the first period covered by the evaluation. It includes cases of joint delivery through close coordination and teams operating almost as one (e.g. Election Program, Joint Justice Program, PCVE, StEFS.). Stakeholders identified some of the programs in this group as the ones which achieved the most effective results or are perceived to have the potential to do so.
- Joint Programming/ UNCT level: the evaluation notes varying degree of results, ranging from cases of effective coordination and overall positive results (JPLG) to challenging and difficult situations with limited results (e.g. YES program).
- Joint Programming/ UNCT and non-resident agencies: UNDP is seen in some cases as facilitator for the engagement of non-resident agencies (e.g. PROSCAL) and their expertise in the delivery of results. However, the evaluation also notes limited interactions and exchange on a regular basis among agencies, which is limiting the possibilities for closer coordination and joint discussion. Key weaknesses in some programs were felt when non-resident agencies were unable to deliver and take prompt remedial action (e.g. WPP).

Lesson 3: At operational level, the level of integration in the key functions of joint programmes varied, with only some programs exercising collective oversight functions or at least supporting the programs ability to identify and rectify problems. There is a tendency to allocate budgets by agencies rather than developing a common result-based budget in line with the agreed workplan.

This, combined with limited joint monitoring and evaluation (see lesson 2), a lack of high level oversight and strategic guidance (see lesson 2) and problems with reporting (see lesson 1) have resulted in difficulties in taking remedial action and ensuring adaptive management in cases of lack of/slow delivery (e.g. WPP, YES, first RoL) and change in priorities, including through the reallocation of resources. The evaluation noted that the following three paths were pursued instead: 1. Closing of a program and restructure (first phase of ROL), 2) Attempt to coordinate and count on willingness of other partners, with mixed results (WPP, YES), 3. Direct earmarking of resources by donors concerned with problems in delivery and/or in disagreement with the strategic direction, led to parallel programs, different demands for coordination, increased reporting requirements, and even competition (e.g. JP on Police, JPLG and Stabilisation).

Lesson 4: not all interventions are suitable for a joint approach, as presented in the UNDG guidelines. While the evaluation could not carry out a counterfactual analysis and identify whether the delivery would have been equal, better or less under a single implementer modality, it did note the absence of systematic analysis on 1) the cost benefit of implementing a joint programme 2) possibility to continue working on the delivery of

separate but related results where coordination can be ensured through other mechanisms (e.g. MoUs, information sharing, bilateral agreements) 3) requirement for speed in delivery.

Factors contributing to successful implementation of Joint Programs in Somalia

The evaluation identified the following key factors:

- Leadership and commitment at senior level, identified as key for all JPs, but particularly important for the first category of JPs, where the strongest partnerships were observed.
- Quality of coordination, which should combine facilitation skills, technical expertise and strategic skills.
- Clarity and acceptance of division of labor and responsibilities, in line with agencies' mandates and expertise, as noted in JPs with a clear division of labour which could easily be described to evaluators by participating agencies and other actors (e.g. PROSCAL, JPLG³⁶).
- Clear and regular communication to partners, interested parties (e.g. non-participating but interested Ministries), donors on objectives, progress and challenges (e.g. JP on Elections). This includes regular, outcome-based reporting.
- Regular monitoring beyond activity verification feeding into adaptive management, including through the strategic use of TPM, supplemented by direct oversight (e.g. JPLG, recent SDG 16 monitoring pilot).

Factors hindering the successful implementation of Joint Programs in Somalia

As well as the absence of the factors listed above, the evaluation noted the following:

- Absence of a collective accountability framework and quality control (see lessons 2 and 3).
- Conflicting messages from Agency HQs and conflicting incentives for heads of agency in-country may undermine efforts at shared approaches and coordination at country level, which is closely connected to the first factor identified above.
- Absence of clear procedures for operational management of joint programs and agreements among agencies on how to deal with common challenges (e.g. delayed implementation) (see lesson 4).
- Parallel and separate communication to partners and donors without joint approach, stemming from a lack of support for and buy-in into a joint approach, couple with the inability to enforce joint implementation along agreed workplans (see lesson 2).
- Parallel funding channeled bilaterally to the same objective (see lesson 3).

Areas for discussion and reflection

This exercise identified the following areas for consideration to support improvement in the design and implementation of Joint Programs:

1. Requirement to carry out an analysis on the feasibility of a joint program vs alternative options, and requirement to clarify criteria for developing joint program
2. Strengthen the role of the Program Management Boards or equivalents in ensuring maintenance of collective commitment, provision of strategic direction and oversight, including the ability to enforce decisions on the PUNOs, as required by the context (recommendation 8 in the report), and based on the result of regular joint monitoring and evaluation.

³⁶ The evaluation did however note that in some cases, alignment of roles and responsibilities to agencies' mandate was unclear, e.g. ILO was responsible for building roads under the umbrella of JPLG.

3. Ensure Program Management delivers effective coordination and oversight and has the authority to act based on the Boards' guidance. Within this framework, consider development of result-based budgets and introduction of joint audits and investigations.
4. Inclusion of mechanisms to facilitate effective adaptive management, including, for example, the possibility to re-allocate resources.
5. Given the changes in the UN context at country level, consideration should be given to the possibility for the resident coordinator's office to play a greater role in the coordination of programmes. Identification of areas where a neutral coordinator (e.g. RCO, under the current structure) would be preferable to a lead agency which is also a PUNO.