

UNDP Management Responses Template

Support to Mechanisms to Prevent and Manage Conflict During Elections Project Somalia

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Overall comments: The CO finds the evaluation results and conclusions informative in assessing the degree to which the project met its intended outcomes and results. The report notes that the project was essentially an ‘equip and train’ project. The evaluation noted the relevance and coherence of the project, while acknowledging that a number of factors directly affected project. The evaluation reports that the project has been completed but not without significant challenges. The challenges faced by the project team to deliver the project overlapped and were unparalleled in recent times for project delivery. The challenges related to the restrictions imposed by the widespread outbreak of COVID , elevated levels of insecurity and direct attacks on the electoral process , persistent political disputes between Federal Government of Somalia (FGS) and Federal Member States (FMS) leadership and within the FGS leadership which at times resulted in violence, continual delays with the electoral process, supply chain delays, and the switch from good oversight of elections security by appointed National Elections Security Task Force (NESTF) to poor oversight by the subsequently appointed National Elections Security Committee (NESC). These were often desperate times and the challenges were huge and required innovative ways to deliver the equipment and the training ahead of the ever-changing elections dates. These challenges all affected project delivery and continuity, and so the progress and results of this project should be viewed against the backdrop of these significant difficulties. The evaluation report notes that JOC is a new capability for the Somali police and represents a big step towards modernization. It acknowledges that JOC staff will require further training and development after the elections to realize the potential that the JOCs offer. IESG has already proposed donor support for ongoing support through the Joint Police Program (JPP). FBA funded and led the WSD training which was attended by WSD staff from every JOC. FBA intends to continue to support the training and development of WSD staff starting with Puntland where the JOCs are fully operational and the WSDs have been active. The evaluation report notes that development of the WSDs added value to the project with the FBA situating its assistance within its larger engagement on women and security. The project evaluation provides key lessons about successful implementation approaches and operational practices for similar ‘equip and train’ projects. The report provides the IESG and the wider UN teams-(I thought “I” denotes integration, why the separation) an opportunity to learn from themselves and their partners. The proposed actionable recommendations, which have been accepted, provide guidance for future programming and highlights some considerations for ownership of future similar projects. The implementation of the recommendations will be considered alongside the lessons that will be provided by a separate lessons learned activity.

Evaluation Recommendation or Issue 1:	Maintain IESG efforts to find post-project support for the operationalization of the JOCs with the Joint Police Programme (JPP) or other relevant security sector initiative. That program should ensure continued support for the state police that want to carry on with their JOCs, such as Puntland and Galmudug, so they can be operational for their state elections. This assistance should continue through the next elections due in 2026 with UNPOL support and guidance.		
Management Response:	Accepted. The project was designed for the JOCs to remain as an enduring and value-added capability for Somali police beyond the elections. The Joint Police Program is well placed to continue to support to sustain the JOCs.		
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*
			<div style="display: flex; justify-content: space-between;"> Status Comments </div>

1.1 A written submission to go to the JPP proposal how it could support sustainment of the JOCs as part of JPP planned activities.	November 2022	IESG-UNSOM	Initiated	Ongoing. Letter has been submitted to the JPP Executive Board with a range of proposals to sustain the JOCs.
1.2 A written submission to the SPF Commissioner seeking endorsement for a SPF led tactical communications WG to continue coordinate support with Motorola, the supplier of JOC tactical radio communications.	2022 onwards	IESG	Completed	IESG has handed over the Tactical Communications WG to the SPF to lead with support from Motorola.
1.3 IESG will support an elections security lessons learned workshop that will examine how to sustain JOCs as part of an enduring effort to prepare for elections in 2026.	November 2022	IESG	Initiated	Ongoing. Workshop Concept Note and program ready. External facilitator identified. Dates are set but are flexible. Awaiting Somali police endorsement.
1.4 IESG will request that UNPOL provides an expert staff member to advise IESG on elections security matters and liaise with Somali Police and the NIEC in the lead up to the 2026 elections.	November 2022	IESG/UNSOM/UNPOL	Not initiated	Waiting appointment of new UN Police Commissioner.
Evaluation Recommendation or Issue 2:	For the next electoral cycle, IESG should focus on the more programmatic elements of elections security, such as elections integrity and strengthening the NIEC for its role in ensuring elections security, and the prevention of violence during the process, including issues of VAWE. IESG should also contribute to the inclusive electoral process perspective to the human rights/elections components in security sector personnel trainings for the 2026 process and provide election-specific expertise for the UN for elections security.			
Management Response:	Accepted. This will be emphasized with the NIEC regarding elements of elections security, such as elections integrity and strengthening the NIEC for its role in ensuring elections security. The protection of women is not peculiar to the elections as it is an enduring endeavor within Somalia that the UN mission is well seized of and advocates strongly for. This is also addressed by recommendation 3.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
2.1 IESG to advocate for electoral processes for national and State level elections that represent good practice to strengthen their integrity and the public's confidence in them.	October 2025	IESG	Initiated	Ongoing. This has always and will continue to be advocated for.
2.2 IESG to impress upon the NIEC and State elections officials the impacts that elections security will have on the electoral process including on voter participation, and on where and when elections may be held.	October 2025	IESG	Initiated	Ongoing. Well understood by NIEC.
2.3 IESG to advocate for regular and strong connections between the NIEC and State and elections officials, and the security forces and agencies, emphasising the need for joint planning and coordination.	October 2025	IESG	Initiated	Ongoing. Well understood by NIEC.
2.4 IESG to advocate strongly with NIEC and State elections officials for the participation in and the protection of women in the elections.	October 2025	IESG	Initiated	Ongoing. This is well understood within the UN mission.

Evaluation Recommendation or Issue 3:	IESG should continue its close collaboration with UNPOL for any future elections security support endeavors. UNPOL is an essential actor with its NESC membership, UN Police advisors in the field, membership in the Joint Police Programme and close collaboration with federal/state police forces and AMISOM Police. The UN should provide a part-time UNPOL Advisor for IESG.			
Management Response:	Accepted. Elections security is a very specialized field of endeavor best led by the security experts to allow IESG to focus on the technical aspects of the electoral process. The UN Police Unit within UNSOM is well placed to assume a role for elections security and advice to Somali authorities, as it did when the NESC replaced the NESTF, and to coordinate the UN mission's participation and contribution to elections security. IESG will seek an UNPOL staff member to advise IESG and the wider UN mission on elections security matters. This can be a part time role 4-2 years out from the next elections but a more dedicated staff resource will be required 2 years out. UNPOL field officers too should be prepared to advise on elections security for FMS level elections.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
3.1 IESG to request of UNSOM that for future elections UNPOL takes the lead for the UN for elections security. 3.2 IESG to request UNPOL participation in the 2021-22 lessons learned workshop. 3.3 IESG to propose that UNPOL assigns a staff member, initially on a part time basis, to coordinate and provide advice on elections security to SSF, NIEC, State elections officials and to IESG and other UN agencies as and when required. 3.4 IESG to propose that UNPOL establishes an internal mechanism to plan and coordinate UN support to elections.	June 2023	IESG-UNSOM-UNPOL	Not initiated	Waiting appointment of new UN Police Commissioner.
	June 2023	IESG	Initiated	UNPOL has agreed to participate.
	June 2023	IESG	Not initiated	Waiting appointment of new UN Police Commissioner.
	June 2023	IESG	Not initiated	Waiting appointment of new UN Police Commissioner.
Evaluation Recommendation or Issue 4:	All UN support for elections security should start well in advance of the 2026 elections so that mechanisms, such as the JOCs or national coordination bodies, can be well established and operational before voter registration and the start of the electoral campaign and remain active through the announcement of the results and inauguration of the newly elected officials. This is especially important if these elections are to be universal suffrage.			
Management Response:	Accepted. The very same point was one of the major recommendations from the 2016-17 elections security lessons learned report. It is expected to be a key lesson from 2021-22 elections security lessons learned workshop.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
4.1 IESG to raise the subject of early planning and coordination for future elections, at the 2021-22 Elections Security Workshop. 4.2 IESG and UNSOM to stress the importance of early planning with NIEC and Somali security forces through existing security coordination mechanisms such as the JPP. 4.3 IESG to propose that UNPOL establishes an internal mechanism to plan and coordinate UN support to elections.	November 2024	IESG	Not initiated.	Workshop scheduled for 13-16 June 2022.
	November 2024	IESG-UNSOM-UNPOL	Not initiated	To be raised at future JPP and related meetings.
	November 2024	IESG	Not initiated	Waiting appointment of new UN Police Commissioner.

Evaluation Recommendation or Issue 5:	IESG and other UN efforts working on these issues in the future should take advantage of the field level coverage provided by the UN field offices and regional security advisers and integrate their support into the design of election security support activities. Include the gender advisors at field level in the efforts involved with addressing VAWE and women's electoral participation.			
Management Response:	Partially Accepted. IESG made best possible of use of UN police, military and other field officers such as UNSOS for logistics support. AMISOM field officers supported elections security efforts including for this project. The report suggests that the IESG field officers too should be used for elections security. They are not security experts. Moreover, for the 2026 elections in which greater citizen participation is anticipated, IESG field officers are likely to be fully committed to support the electoral process. UNPOL's proposed lead for the UN for elections security will provide for wider use of UN specialist security field officers (police and military) to support elections security efforts in all regions. Note that ATMIS is not expected to have an active role in Somalia by then according to the recent ATMIS mandate.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
5.1 IESG to impress upon UNSOM-UNPOL the opportunity for UNPOL field officers to engage with counterparts on national and state levels elections.	October 2024	IESG-UNSOM- UNPOL	Not initiated	Waiting for the appointment of new UN Police Commissioner.
5.2 IESG to re-establish the UN Elections Security Update meeting ahead of build up to national elections.	October 2024	IESG	Not Initiated	To be initiated well ahead of the build up to 2026 national elections.
5.3 IESG to impress upon UNPOL the need to leverage UN support to elections security through the various UN field officers with UNSOS, UNOPS, UNDP, UN Women, and UNSOM-PAMG.	October 2024	IESG	Not initiated.	Waiting for the appointment of new UN Police Commissioner. Note also action 4.3.
Evaluation Recommendation or Issue 6:	IESG should develop joint frameworks with partners for jointly-implemented activities including a joint results framework. Produce a fact sheet on the broader partnership with the roles/responsibilities clearly delineated for distribution within each partnership for easy reference, to help avoid confusion at field and home office levels, and to inform other related actors and programmes.			
Management Response:	Accepted. Within the UN mission in Somalia, many parties come together to collaborate and coordinate around an agreed mechanism usually with a TOR. For elections security, existing mechanisms were well used and some new ones set up by the lead Somali security authorities. The latter mechanisms were somewhat ad hoc with no TOR or minutes, notwithstanding the persistent advice provided on the need for them.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
6.1 IESG and partner UN agencies will continue to advocate for effective coordination through well mandated mechanisms.	June 2025	IESG-UNSOM-Other UN agencies	Initiated	UN agencies already and will continue to advocate.
6.2 IESG to propose that UNPOL establishes an internal mechanism to plan and coordinate UN support to elections.	June 2025	IESG	Not initiated	Waiting for the appointment of new UN Police Commissioner.
6.3 IESG and UNPOL will advocate for effective elections security coordination mechanisms by lead Somali entities.	June 2025	IESG; UNPOL	Not initiated	To start well before 2026 national elections.

Evaluation Recommendation or Issue 7:	IESG and other projects working on these issues should strengthen M&E by requiring regular reporting from FGS-FMS partners (in the PBF project case- the police/NESC) on their activities, and on the use and challenges of the newly created institutions (such as the JOCs). This is especially relevant when the national level is not fulfilling its collection and aggregation role, but it should be a basic part of project implementation, management and monitoring.			
Management Response:	Accepted. IESG will strengthen the M&E of future projects.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
7.1 IESG will review the M&E resourcing, oversight and reporting for the 2021-22 elections projects.	June 2023	IESG	Not initiated	To be initiated after current completed projects lessons learned activities have been completed. M&E of future projects to be enhanced in accordance with the findings of the reviews in 7.1
7.2 IESG will ensure M&E activities are well designed, resourced and managed for future projects.	June 2023	IESG	Not initiated.	
Evaluation Recommendation or Issue 8:	IESG with the NESC should organize a lessons learned for the experiences of 2020-2022 with the PBF project partners, participants and stakeholders to document the best practices and make recommendations for future efforts in similar post-conflict contexts.			
Management Response:	Accepted. IESG sponsored a lessons learned workshop after the 2016-17 elections which produced a very comprehensive report. Key lessons from that report informed the design of this PBF project. A lessons learned workshop, Somali led but supported by IESG, is planned for June 2022 to which all key stakeholders will be invited to participate.			
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
8.1 IESG to seek funding to support 2021-22 Elections Security Lessons Learned Workshop.	May 2022	IESG	Completed	Funding approved. IESG will fund and support the workshop and IESG staff will participate actively. Awaiting SPF endorsement for workshop. Draft letter prepared for soon to be appointed SPF Commissioner. To be completed after workshop report has been shared by Somali authorities
8.2 IESG to design format and program for 2021-22 Elections Security Lessons Learned Workshop.	May 2022	IESG	Completed	
8.3 IESG to seek endorsement by Somali authorities to convene 2021-22 Elections Security Lessons Learned Workshop.	October 2022	IESG	Initiated	
8.4 IESG to share final report from 2021-22 Elections Security Lessons Learned Workshop.	October 2022	IESG	Not initiated	