UN Strategic Framework

Somalia

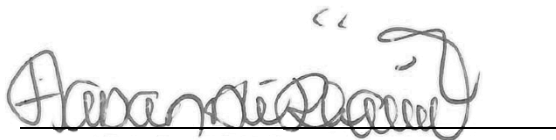## 2017-2020

UN Strategic Framework

Somalia

2017-2020

STATEMENT OF PARTNERSHIP & COLLABORATION

Following the finalization of a number of key political milestones in Somalia, including the completion of the federalization map, landmark parliamentary and presidential elections, endorsement of the Somalia National Development Plan 2017-2019 (NDP) and expiry of the New Deal Compact and the UN's Integrated Strategic Framework for Somalia 2014-2016, the UN has developed of a new UN system-wide planning framework.
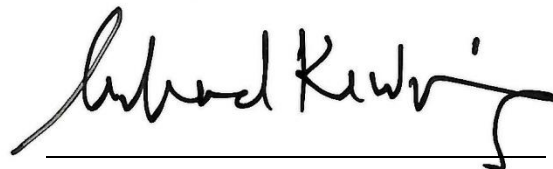
This UN Strategic Framework (UNSF) encapsulates and articulates the UN's collective commitment to support Somalia's humanitarian, development, political and security priorities as outlined in the Somalia NDP. It is also aligned to the Sustainable Development Goals (SDGs) and the outcomes of the 2016-2017 UN Strategic Assessment process. The UNSF has been developed in close collaboration with the UN system in-country, the Government of Somalia, Somali Civil Society and international partners.

The Government of Somalia and the UN System in Somalia therefore endorse this UNSF as the basis of collaboration and partnership between the parties in support of Somalia's development trajectory over the period 2017 to 2020.

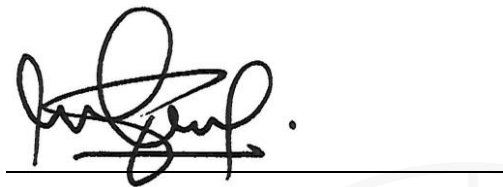**H.E. Hassan Ali Khaire**

Prime Minister of Somalia

Mr. Michael Keating

Special Representative of the UN
Secretary-General for Somalia

H.E. Gamal Hassan

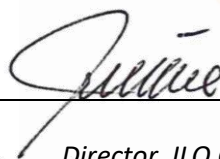Minister of Planning, Investment and
Economic Development of Somalia

Mr. Peter de Clercq

Deputy Special Representative of the
Secretary-General, UN Resident and
Humanitarian Coordinator for Somalia
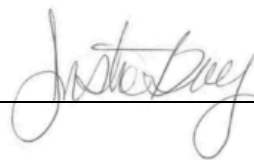
UN AGENCIES, FUNDS & PROGRAMMES SIGNATURES

Daniele Donati
FAO Country Director (a.i.)
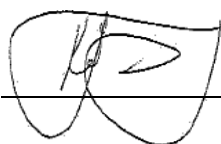
George Okutho
*Director, ILO Country Office for Ethiopia,
Somalia, Sudan, South Sudan and Djibouti*
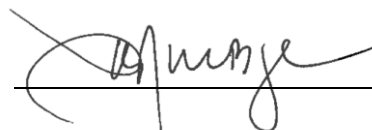
David Derthick
IOM Chief of Mission (a.i.)

Justin Brady
OCHA Head of Office

Kirsten Young
OHCHR Representative
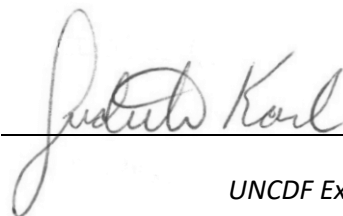
Doudou Mbye
UN Habitat OIC Somalia Programme

Izeduwa Derex-Briggs
UN Women Regional Director
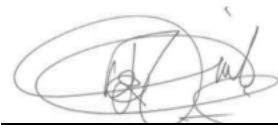
Berthilde Gahongayire
UNAIDS Country Director

Judith Karl
UNCDF Executive Secretary
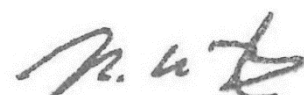
George Conway
UNDP Country Director
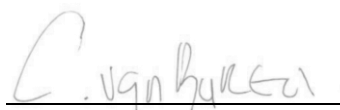
Emmanuel Monjimbo
UNDSS Principal Security Advisor (a.i.)

Ann Therese Ndong-Jatta
UNESCO Regional Director

Nikolai Botev
UNFPA Representative

Caroline Van Buren
UNHCR Representative

Steven Lauwerier
UNICEF Representative

Jaime Moll de Alba
UNIDO Department of Regional Programmes
& Field Representation (OIC)

Alan MacDonald
UNMAS Programme Manager

Jose Vila Del Castillo
UNODC Regional Representative

Rima das Pradhan-Blach
UNOPS Country Director

Laurent Bukera
WFP Country Director

Dr. Ghulam Rabani Popal
WHO Representative

ABBREVIATIONS

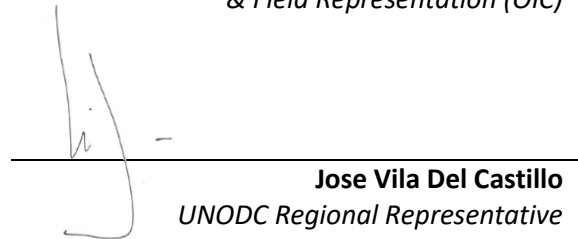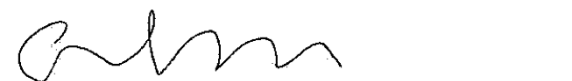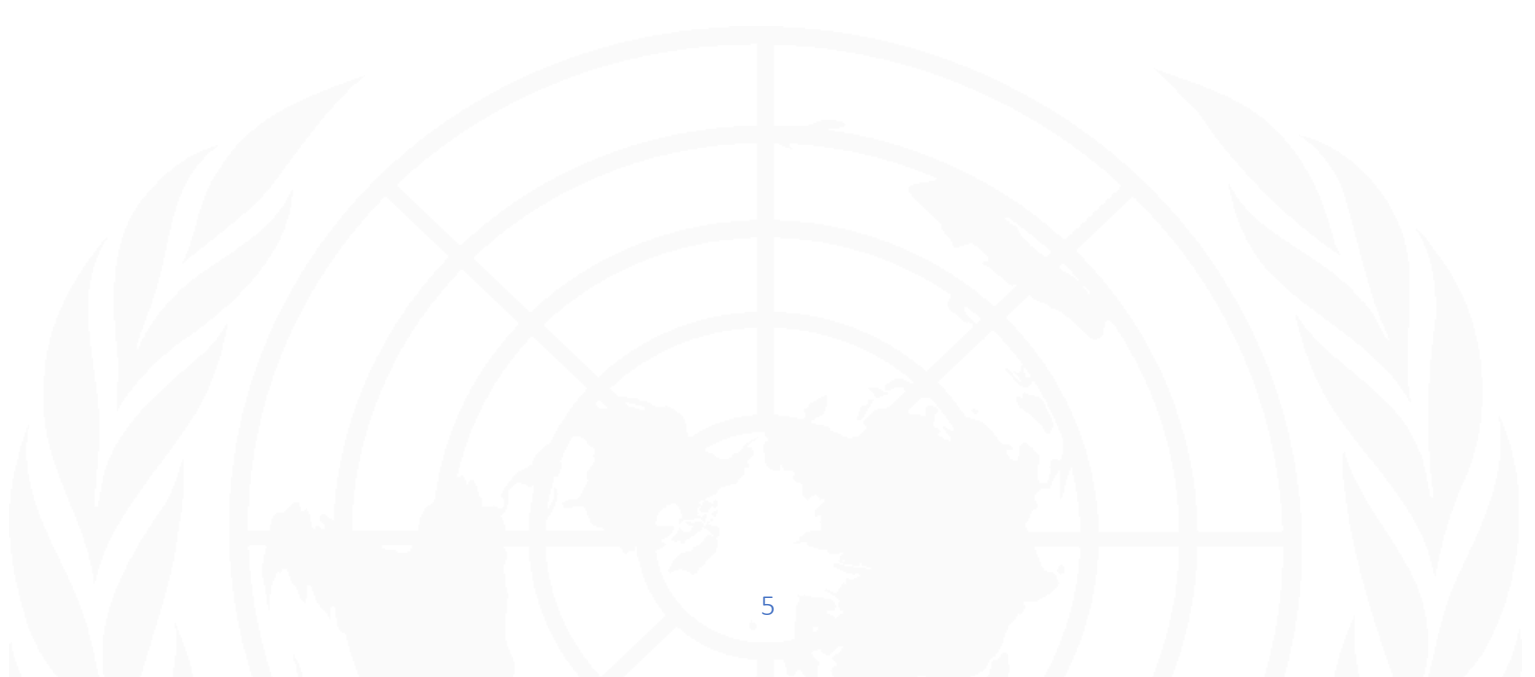|				
ADR	Alternate Dispute Resolution		**HACT**	Harmonized Approach to Cash Transfers
AFP	Agencies, Funds and Programmes		**HIPC**	Highly Indebted Poor Country
AGO	Attorney General's Office		**HMIS**	Health Management Information System
AMISOM	African Union Mission in Somalia		**HRDDP**	Human Rights Due Diligence Policy
AU	African Union		**HRPG**	Human Rights and Protection Group
AWP	Annual Work Plan		**ICAO**	International Civil Aviation Organization
BFC	Boundary and Federation Commission		**IDP**	Internally Displaced Person
CAC	Children in Armed Conflict		**IED**	Improvised Exploding Device
CAE	Common Analytical Exercise		**IESG**	Integrated Elections Support Group
CAS	Comprehensive Approach to Security		**IFI**	International Financial Institutions
CCA	Climate Change Adaptation		**IGAD**	Intergovernmental Authority on Development
CPD	Country Programme Document		**IHRL**	International Humanitarian and Human Rights Law
CPU	Child Protection Unit		**ILO**	International Labour Organization
CPVE	Countering/Preventing Violent Extremism		**IMF**	International Monetary Fund
CRC	Convention on the Rights of the Child		**IOM**	International Organization for Migration
CRESTA/A	Community Recovery and Extension of State Authority/Accountability		**IOPT**	Integrated Operational Planning Team
CSO	Civil Society Organization		**ISF**	Integrated Strategic Framework
DC	District Council		**ISIL**	Islamic State of Iraq and the Levant
DDR	Disarmament, Demobilization and Reintegration		**ITF**	Integrated Taskforce
DHS	Demographic and Health Survey		**JPLG**	Joint Programme on Local Government
DRR	Disaster Risk Reduction		**JPU**	Joint Planning Unit (UNSOM)
DSI	Durable Solutions Initiative		**KAP**	Knowledge Attitude and Practice
DSRSG/RC/HC	Deputy Special Representative of the Secretary-General, UN Resident and Humanitarian Coordinator		**M&E**	Monitoring and Evaluation
			MoPIED	Ministry of Planning, Investment and Economic Development
EMIS	Education Management Information System		**NDP**	National Development Plan
FAO	Food and Agriculture Organization		**NFP**	National Federal Parliament
			NGO	Non-Governmental Organization
FGM	Female Genital Mutilation		**NIEC**	National Independent Electoral Commission
FGS	Federal Government of Somalia		**NISA**	National Intelligence and Security Agency
FMS	Federal Member State			
GDP	Gross Domestic Product		**NPS**	New Partnership for Somalia
GTG	Gender Theme Group		**OCHA**	Office for the Coordination of Humanitarian Affairs

OHCHR	Office of the United Nations High Commissioner for Human Rights		**UN Women**	United Nations Entity for Gender Equality and the Empowerment of Women
P/CVE	Preventing/Countering Violent Extremism		**UNAIDS**	Joint United Nations Programme on HIV/AIDS
PAMG	Political Affairs and Mediation Group		**UNCDF**	United Nations Capital Development Fund
PBF	Peacebuilding Fund		**UNCT**	United Nations Country Team
PIO	Public Information Office		**UNDG**	United Nations Development Group
PMT	Programme Management Team		**UNDP**	United Nations Development Programme
PSG	Peacebuilding and State-Building Goals		**UNDSS**	United Nations Department of Safety & Security
p-UNSF	Provisional United Nations Strategic Framework		**UNESCO**	United Nations Educational, Scientific and Cultural Organization
RCO	Resident Coordinator's Office		**UNFPA**	United Nations Population Fund
RMG	Risk Management Group		**UNHCR**	United Nations High Commissioner for Refugees
ROLSIG	Rule of Law and Security Institutions Group		**UNICEF**	United Nations Children's Fund
RWG	Results Working Group		**UNIDO**	United Nations Industrial Development Organization
SDGs	Sustainable Development Goals		**UNIG**	United Nations Information Group
SDRF	Somalia Development and Reconstruction Facility		**UNMAS**	United Nations Mine Action Service
SEMG	Somalia and Eritrea Monitoring Group		**UNOAU**	United Nations Office to the African Union
SGBV	Sexual and Gender-Based Violence		**UNODC**	United Nations Office on Drugs and Crime
SMG	Senior Management Group		**UNOPS**	United Nations Office for Project Services
SNA	Somali National Army		**UNSCR**	United Nations Security Council Resolution
SOMT	Somalia Operations Management Team		**UNSF**	United Nations Strategic Framework
SOP	Standard Operating Procedure		**UNSOM**	United Nations Assistance Mission in Somalia
SP	Strategic Priority		**UNSOS**	United Nations Support Office in Somalia
SPF	Somali Police Force		**UNV**	United Nations Volunteers
SPRG	Strategic Priority Results Group		**UPR**	Universal Periodic Review
SRSG	Special Representative of the Secretary-General		**WAM**	Weapons and Ammunition Management
ToR	Terms of Reference		**WFP**	World Food Programme
TPM	Third Party Monitoring		**WHO**	World Health Organization
UN	United Nations		**WHS**	World Humanitarian Summit
UN Habitat	United Nations Human Settlements Programme			
UN MPTF	United Nations Multi-Partner Trust Fund			

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1. EXECUTIVE SUMMARY

The finalization of this UN Strategic Framework (UNSF) comes at a time of significant transition and transformation in Somalia. Following the finalization of the electoral process, the completion of the state formation process, endorsement of the National Development Plan (NDP), and the expiration of the Somali Compact (2014-2016), all elements are now in place to enable the UN to articulate its commitment and contribution to Somalia's development path in the coming years.

This UNSF is a multi-year strategic plan to guide the UN's work and articulates its collective strategy, commitments and actions in support of the Somali Government's development priorities and in achieving the Sustainable Development Goals. The UN's support will focus on areas and activities where the UN has the mandate, capacity, resources and comparative advantage to generate the greatest impact. It represents a framework of cooperation between the UN system and the Government of Somalia for the period 2017–2020. The UN's support to the next phase of Somalia's peace- and state-building trajectory as expressed in this UNSF will focus on five interlinked and mutually reinforcing Strategic Priorities.

To support **'Deepening federalism and state-building, supporting conflict resolution and reconciliation, and preparing for universal elections'**, the UN commits to strengthening the relationship between the Federal Government of Somalia (FGS) and Federal Member States (FMSs) to reach agreements on all aspects of the federal model for Somalia. The UN will further support sub-federal authorities to enable their active engagement in the federalization process. Development of a road map for the constitutional review process will be prioritized as an inclusive, representative and reconciliatory undertaking. In its contribution to the realization of universal elections in 2021, the UN will support the establishment of legal frameworks, policies and institutions, and support the creation of an enabling and secure environment for its completion.

Through **'Supporting institutions to improve Peace, Security, Justice, the Rule of Law and safety of Somalis'** the UN's objective is for Somali authorities to provide security for their people and resolve internal conflicts peacefully. The UN will continue to provide support to AMISOM while contributing to the establishment of affordable, appropriate, accountable and able Somali security institutions with civilian oversight. Guidance will be provided on integration of militia into Somali security services and the UN's Community Recovery and Extension of State Authority/Accountability (CRESTA/A) approach will be expanded to illustrate the need to link community-led planning and reconciliation with the (re)introduction of governance systems. Strategic and technical guidance will also be provided on the implementation of the Somali government's strategy on Preventing/Countering Violent Extremism (P/CVE).

In **'Strengthening accountability and supporting institutions that protect'**, the UN will support the establishment of a National Human Rights Commission and the reinforcement of existing human rights institutions. Technical guidance will be provided on the implementation of the UN Human Rights Council's Universal Periodic Review recommendations. The UN will continue to monitor, document and advocate against violations of International Humanitarian and Human Rights Law (IHRL). The UN remains committed to support Somalia in the fight against corruption, increasing transparency and strengthening

accountability. Further support will be provided to strengthen mapping and tracking of aid flows to improve aid transparency.

The frequent shocks experienced in Somalia impede recovery efforts and undermine development. In its objective on **'Strengthening resilience of Somali institutions, society and population',** the UN will work to combine humanitarian relief with recovery and longer-term interventions to address the underlying causes of vulnerability in Somalia. UN support will focus on building resilient government capacities and institutions, policies and legal frameworks, and strengthening government-led coordination systems. The UN will assist in the establishment of more cohesive and inclusive societies. Building resilient households and livelihoods and the development/rehabilitation of public infrastructure and community works that increase resilience will be a priority, while providing employment opportunities through such initiatives. The UN will support climate change adaptation initiatives, natural resource management, access to renewable energy, disaster risk reduction and improved emergency preparedness. The UN will also help communities to find lasting solutions to displacement.

'Supporting socio-economic opportunities for Somalis, leading to meaningful poverty reduction, access to basic social services and sustainable, inclusive and equitable development' is essential for peace and development dividends to be realized and for political gains to be sustained. As such, the UN will provide support for International Financial Institution-led processes, especially on debt relief and for investment in key infrastructure. It will further support increased production and profitability in the agriculture, livestock and fisheries sectors. The UN will strengthen its support for the provision of quality and accessible health and education services. Technical assistance to private and public stakeholders will be provided for building an ecosystem conducive to enhancing productive sector initiatives, access to sustainable energy and economic opportunities. The UN will place particular emphasis on its direct and indirect support to employment generation activities, particularly for youth, in the design and implementation of all programmatic initiatives.

Underpinning these Strategic Priorities, the UN commits to ensuring that three cross-cutting issues inform all aspects of its work in the coming years; 1) Gender Equality and Women's Empowerment; 2) Human Rights; and 3) Youth Engagement and Empowerment. Furthermore, the implementation of this UNSF will be guided by the principles of the New Partnership for Somalia (NPS) which informs the relationship between Somalia and the International Community.

2. SITUATION ANALYSIS

The election of a new Parliament and Federal President has given Somalis fresh hope. While perceived as a protracted and imperfect electoral process, it showed Somalia's resolve to implement a politically-negotiated exercise with electoral elements. The peaceful transition of presidential power and establishment of a new bicameral federal parliament (50 percent of whom are new parliamentarians and 19 percent under the age of 35) represents a renewed momentum and opportunity to move forward on Somalia's peacebuilding and state-building priorities. These include resolving federalism issues and finalization of the Constitution, political agreement between the centre and the periphery on the creation of a viable federated security sector, and readiness for universal elections in 2021 that transcend the existing clan-based power-sharing political system.

With women representing 24 percent of the current parliament (constituting a doubling from 40 women in the previous to 80 in the current parliament), it is a clear indication that new possibilities have emerged, presenting opportunities to further advance women's leadership and decision-making roles.

However, progress remains fragile and reversible as the country remains in a state of insecurity due to several factors, including the presence of Al-Shabaab and inter-clan violence. An anticipated AMISOM drawdown as of late 2018 could exacerbate these concerns and jeopardize progress. Limited economic activity, high unemployment rates, particularly amongst youth, and the state's limited ability to provide security and social services to its population pose multifaceted threats to the stability and legitimacy of federal and sub-federal authorities. The complexity of these multiple challenges requires a comprehensive and coordinated approach by all actors to ensure they are adequately addressed.

2.1 Challenges to Peacebuilding & State-Building

Somalia is at a critical juncture. After a more inclusive electoral process, the formation of the new Federal Government provides a renewed momentum to address the country's peacebuilding and state-building challenges, and to build on the considerable progress achieved in recent years. The significantly enhanced representation of women and youth in the new Federal Parliament illustrates Somalia's positive trajectory. In addition, a nascent federal state structure, although fragile, has been established, with the formation of administrations in Jubbaland, South-West, Galmudug and HirShabelle, together with Puntland – while the "Somaliland" issue remains unresolved. Over the past four years, some of these FMSs have shown promise and the political will to provide security, good governance, protection and basic services to their populations, often through hybrid governance arrangements negotiated between state, civil society and private sector actors.

Despite these positive developments, progress on state-building at all levels has been limited, notably on rule of law and good governance, socio-economic development, extension of state authority, delivery on human rights and protection, and reduction of armed conflict. Grave violations against children and young people and sexual and gender based violence (SGBV) are prevalent. The participation and representation of women in leadership and decision-making, including in the clan-based political structure, remains low and further perpetuates gender inequalities. Engagement of young people in decision-making has also been challenging due to cultural biases, although the increased representation of youth in the new Federal

Parliament should enable more progress in this regard. The problems of state fragility, contested authority, impunity, corruption, weak governance and political violence are intertwined and mutually reinforcing and provide conditions for Al-Shabaab to continue to operate by filling the gaps created or unaddressed by the state. The absence of state control over parts of the country continues to impede peacebuilding, and access to basic social services is thus sparse and inconsistent.

The London Conference on Somalia, held on 11 May 2017, demonstrated renewed hope and determination, among both Somalis and the International Community, to address Somalia's outstanding challenges and accelerate progress towards long-term recovery and stability. Key outcomes of the Conference included the adoption of a Security Pact by Somalia and its international partners, as part of the Comprehensive Approach to Security (CAS), and the New Partnership for Somalia in support of the NDP. Integral to both the Security Pact and the NPS is the commitment to ensure the mainstreaming of gender equality and the Women, Peace and Security (WPS) agenda with concrete milestones and deliverables.

Moving forward with state-building and peacebuilding efforts, it is important to recognize that the political, security and development challenges facing Somalia, as outlined below, are multiple, complex, and inextricably linked.

Structural federalism questions, including distribution of powers, jurisdiction and resources, remain largely unresolved. However, the new Federal Government has taken encouraging steps to work with the FMSs to conclude political agreements required to deepen federalism. Both have also demonstrated the will to address key outstanding constitutional issues. While a technical review of the 2012 provisional Constitution was undertaken in 2016, the completion of the constitutional review process is requisite to advancing Somalia's federalism project and ensuring overall stability and prosperity.

Corruption represents one of the greatest impediments to real economic development, security, counter-insurgency, and rule of law, and remains a significant grievance amongst Somalis. Combined with the lack of fiscal capacity, underpinned by a sufficiently broad revenue base to sustain its functions, corruption contributes to difficulties for the government in providing service delivery and ensuring accountability towards its population. However, it is encouraging that the new FGS has been engaging the private sector to find ways to boost revenue generation. Commitments by the FGS under the NPS to undertake visible and consistent measures to protect the integrity and accountability of the management of public finances and to stamp out corruption is another positive development.

Reforming the security sector in Somalia is a long-term effort. Despite limited resources, government efforts in combatting terrorism have been commendable. However, significant challenges persist. Security forces are often re-hatted clan militias rather than formally integrated members of the Somali National Army (SNA). The proliferation of small arms and light weapons is a major obstacle to the ability of the state to ensure security and protect civilians. A lack of oversight and accountability of security forces raises concerns regarding impunity for human rights violations, including against children, and undermines the people's trust in state security institutions. International support to the security sector over the past years, while substantial, has made limited gains due to insufficient coordination and lack of coherence among international actors, the absence of a political agreement between the FGS and FMSs on the size,

composition and financing of the security sector as part of a defined national security architecture, and a disproportionate focus on the military – to the detriment of building internal security forces, particularly local police services that protect communities. However, on 16 April 2017, the leaders of the new FGS and the FMSs reached a political agreement on a national security architecture. This historic agreement, which was followed by the formation of the National Security Council in May 2017, is central to achieving sustainable security reform and to transition primary responsibility of security from AMISOM to Somali security forces.

Notwithstanding a series of setbacks, internal divisions and losing key towns and territory to AMISOM and Somali security forces between 2012 and 2016, **Al-Shabaab remains undefeated and capable of destabilizing Somalia**. Recourse to political assassinations and asymmetric complex terror attacks against both hard and soft targets have increased since 2013, and are a major source of insecurity in Mogadishu and across Somalia. In 2016, over half of all civilian casualties reported were attributed to Al-Shabaab. Al-Shabaab exploits local (clan) grievances and takes advantage of government corruption and failure to provide rule of law and basic services to Somalis. In the last year and a half, offshoots aligned ideologically, if not practically, with ISIL have emerged, further complicating the security situation. Al-Shabaab is also known to recruit, abduct and use children and youth, posing a challenge for Somali and international forces combating the group.

The considerable size of the youth population combined with high levels of unemployment and systematic exclusion of young men and women from political, societal and economic decision-making processes generates frustration and presents a fertile environment for recruitment by extremist groups. Prevention and response measures to counter the recruitment of children and youth by Al-Shabaab remain insufficient. Al-Shabaab will remain a potent threat which represents genuine grievances of the population in the absence of stabilization of recovered areas, local reconciliation, sustainable youth employment and the political inclusion of marginalized clans and vulnerable sectors of society.

At the regional level, Al-Shabaab has been used as a political pawn in regional politics. For example, the stalemate conflict between Ethiopia and Eritrea resulted in a proxy war played out in Somalia, with Eritrea supporting (and possibly still supporting) Al Shabaab, and Ethiopia, as part of AMISOM, supporting the Somali Government. In addition, Ethiopia continues to engage with clans along the border to provide a buffer zone between itself and Somalia.

In the **absence of local reconciliation**, disputes among political entities over borders and territory, natural resources, as well as clan tensions over control of nascent administrations persist. These divisions have resulted in some of the country's deadliest armed conflicts. These include the conflict in and around Gaalkacyo between Galmudug and Puntland administrations that displaced over 70,000 people in 2016, and the long-running conflict in the Sool and Sanaag regions involving "Somaliland", Puntland and the self-declared Khatumo state. Such conflicts have the potential to endanger the viability of the broader federal state project. Land disputes are also a driver of armed conflict in parts of Somalia, due to the absence of or weak land registry systems and weak legal and adjudicatory frameworks and institutions.

The **humanitarian situation remains precarious** for much of the population. Somalia experiences major rapid and slow onset climate-induced shocks on a 2 to 5-year cycle, with flooding, cyclones and particularly drought as the main causal factors. Over two decades of armed conflict and the presence of violent

extremist groups, combined with nascent and poorly capacitated state institutions, have profoundly affected the country's **resilience** to recover from both climatic and human induced shocks.

Despite decades of significant humanitarian assistance delivered in Somalia, such efforts have had limited impact in addressing the fundamental and chronic vulnerabilities that underpin and exacerbate such cyclical crises, thus highlighting the need to place a greater emphasis on building resilience through long-term developmental solutions while simultaneously addressing immediate humanitarian needs.

With more than half of its population in need of assistance, at the time of writing, Somalia faces a serious **threat of famine due to an extended drought**. Around 6.2 million people face acute food insecurity and there are rising levels of acute malnutrition, particularly among pregnant women and children under five years of age. It is estimated that more than 700,000 individuals have left their homes with thousands having sought refuge in neighbouring countries. In addition, an estimated 1.1 million live in protracted displacement with a similar number having been displaced across Somalia's borders within the region.

Over the last two decades, rural-urban and cross-border migration due to insecurity, livelihood failure, climate-induced shocks, and the absence of basic services has resulted in rapid urban growth, particularly in the federal and FMS capitals. Rates of urbanization within Somalia rank amongst the highest in the world. The combination of rural-urban migration and forced internal displacement has increased pressure on the already limited basic services and available urban livelihood opportunities, which remain inadequate to respond to the needs of Somalia's growing urban population. In addition, the population density and demographic/ethnic profile of the urban populations are changing rapidly, increasing the risk of localized conflicts and emerging forms of social exclusion. Such exclusion has fomented frustration and demoralization among many young men and women, limiting capabilities and opportunities, forcing many to embark on often dangerous journeys across borders in search of better lives. Those that stay behind are often vulnerable to crime, radicalism and armed groups.

Somalia's **development indicators remain amongst the lowest** in the world. Gains in development, employment generation and livelihoods have been modest since 2012. The productive sector depends on agriculture and livestock but remains underdeveloped and highly vulnerable to shocks. The country remains disproportionately dependent on remittances (estimated at $1.4 billion in 2016, equivalent to 23 percent of GDP[1]) from its large diaspora. The ability to raise revenue through taxation in exchange for public services is virtually non-existent, except for a few urban centres in "Somaliland" and Puntland. Somalia has been identified as eligible for debt relief under the IMF Highly Indebted Poor Country (HIPC) initiative, however, reforms in public financial management are necessary for Somalia to gain access to IFI financing and eventual debt relief.

Somalia also has some of the worst health indicators in the world, whereas women and children are most affected, with a Maternal Mortality Rate (MMR) of 732/100,000 live-births despite a reduction over the past five years. Geography, social hierarchy, livelihood vulnerability, internal displacement, and exposure to shocks and conflict-related stresses have resulted in communities having different levels of access to

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[1] According to Aid Flow Analysis for 2016, published April 2017

affordable services. Furthermore, the reproductive health needs of adolescents and youth have been largely ignored and access to relevant information remains inadequate.

Malnutrition is thought to be the underlying cause in over a third of child deaths under the age of five. Over 47 per cent of the population does not have access to safe drinking water and more than half of children are out of school. While acutely malnourished children need lifesaving support and intervention, childhood stunting or chronic malnutrition can cause irreversible brain damage, leading to long-term effects on cognitive development, school achievement, economic productivity in adulthood and maternal reproductive outcomes. Thus, tackling childhood malnutrition is a priority for reducing the burden of disease and for fostering economic development.

Recruitment by armed groups and forces is sometimes considered by children and/or 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 human rights situation in Somalia is characterized by **continued violations of human rights and international humanitarian law** due in part to the limited capacity of the state to provide sufficient protection, and exacerbated by the complexity of the military operations and the existence of non-state armed groups. In 2016 alone, a total of 2,062 conflict-related civilian casualties (committed by all parties to the conflict, with over half attributed to Al-Shabaab) and at least 4,890 violations affecting more than 4,000 children were documented. Of particular concern are child recruitment and use of child soldiers by Al-Shabaab as well as security forces, and arbitrary arrests and detention, without due process, of children and young people for alleged association with Al-Shabaab. The high number of children and youth killed and maimed during military operations is of further concern.

The protracted conflict in Somalia continues to produce widespread sexual violence. Internally displaced persons, in particular women and girls, and members of minority clans, remain the most marginalised and vulnerable.

The limited legal framework, weak rule of law and human rights protection systems, and a lack of legitimate institutions contribute to a high level of impunity for human rights violations. Politically motivated assassinations and illegal and arbitrary detention and attacks against the media continue to limit democratic space and undermine the government's legitimacy and accountability. Government commitments to strengthen the protection of human rights require further progress and political and security strategies need to be grounded in human rights protection considerations.

Despite the recent gains made in the political arena, particularly in the composition of the Federal Parliament, ensuring women's role and active participation in peace and political processes remains a significant challenge. Both cultural practices and clan dynamics and the lack of adequate institutional mechanisms have affected progress. This is further exacerbated by the lack of security, protection and limited mobility. Young women, as well as girls, are susceptible to falling prey to exclusionary politics, exposure to radicalisation and perpetrating acts of violence, including violent extremism. These observations reinforce the urgency of adopting a systematic approach to women's inclusion in peace and

political processes and recovery efforts. As a result, the National Gender Policy[2] and realisation of the commitments made in the recently signed Security Pact and NPS should be fully implemented.

Although eight out of ten Somalis are younger than 35 years old, **opportunities for youth** to obtain education, vocational training and gainful employment are limited, and ways to engage politically, economically or socially remain weak or non-existent. The space and opportunities are even further restricted for girls and young women.

Participation of young people in decision-making has been challenging due to issues related to clan and cultural affiliations, gender, age, illiteracy and poverty, and, among other factors, the prominence of elders in the political system. The involvement of some young people in extremist groups has led to a widespread portrayal of youth as a threat to peace and security. Young people's leadership and roles in preventing and resolving conflict, violence and extremism are rich, untapped resources essential to achieving sustainable peace and social justice.

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[2] National Gender Policy has been informed by some of the key pillars of UN SCR 1325 on Women, Peace and Security.

3. SUMMARY OF UNSF DEVELOPMENT PROCESS

This UNSF represents the culmination of a broader multi-step planning process for the UN in Somalia, at a time of significant and highly fluid developments in the country. Following the finalization of the electoral process, including the election of a new President and parliament, the completion of the state formation process, the drafting of the first National Development Plan (NDP) in thirty years, and the expiration of the 2014-2016 Somali Compact, all elements are now in place to enable the UN to articulate its commitment and contribution to Somalia's development path in the coming years.

This UNSF builds on the development and adoption of a provisional UN Strategic Framework (p-UNSF) at the end of 2016, which bridged the period of transformation as outlined above. Constructed as a light framework, the content of the p-UNSF provided a solid foundation on which to build this multi-year framework.

Following the finalization of the p-UNSF, the UN undertook a Strategic Assessment of the UN presence in Somalia "to ensure that the United Nations is properly configured to support the next phase of state-building in Somalia, and to present options and recommendations to the Security Council."[3]

Over the course of four months, the Strategic Assessment examined a broad spectrum of areas related to the UN's role and scope of work in Somalia, including political, security sector, socio-economic development, state capacity and service delivery, gender, human rights, UN security, footprint and posture, and internal coherence.

For the Strategic Assessment to be a meaningful and reflective exercise, the UN in Somalia engaged in a range of outreach activities to solicit inputs on themes, issues, challenges and hopes of Somalis – and the resulting implications for the UN's role and mandate. Three main questions were asked during all outreach activities:

1. Where would you like to see Somalia (realistically) in 2020? What is your vision?
2. What are the indicators of success for that vision?
3. What role should the UN play in working towards that vision?

Outreach was conducted through meetings, consultations and online surveys with government counterparts (federal and regional), national UN staff, civil society (local NGOs, the NGO Consortium, youth and women's groups), online followers and other key stakeholders/partners, such as in-country Security Council member states and AMISOM. Over 60 internal meetings/consultations across the UN system in Somalia were held and over 530,000 people were reached online through social media, providing more than 1,000 inputs on the three posed questions.[4] The Strategic Assessment process yielded a report, which in turn formed the basis for the letter by the Secretary-General to the UN Security Council on 5 May 2017, detailing findings and recommendations which have formed the basis of this UNSF. On 14 June 2017, the UN Security Council unanimously passed Resolution 2358 (2017), thereby extending

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[3] UN Security Council passed resolution 2275 (2016)
[4] See Annex V for a detailed breakdown of consultations undertaken during the Strategic Assessment exercise.

the mandate of UNSOM while reiterating the recommendations emanating from the Strategic Assessment process.

Other processes that informed the development of this UNSF include lessons learned, developed through the final evaluation report of the UN Integrated Strategic Framework 2014-2016 (ISF) and the Common Analytical Exercise (CAE). The CAE undertook a comprehensive assessment of recent developments and projected future trends in Somalia, their implications for the UN, and evolution of donor priorities. In addition, research papers published by UN agencies and UNSOM provided further input to the Strategic Assessment and subsequently to the UNSF.

Furthermore, extensive internal UN consultations were undertaken during the drafting phase of the UNSF through an iterative review and feedback process across the UN Country Team and UNSOM. Working Groups comprising actors from across the UN system were established to formulate and finalize the results framework.

In addition to the extensive engagement and outreach undertaken during the Strategic Assessment process outlined above, the UN engaged in high-level consultations with the Government of Somalia, Somali civil society and international partners during the drafting of this UNSF.

4. UNSF STRATEGIC PRIORITIES

As a new political chapter begins, the UN renews its commitment to supporting the Somali people as well as the efforts of the FGS and FMS to deliver on their political, rule of law, security, human rights, socio-economic development and humanitarian priorities between now and the end of 2020. A common focus, across the UN's political, peacebuilding and development efforts, as well as a key measure of success, will reside in the degree to which Somali people and institutions genuinely own and lead the solutions to the country's long-standing challenges and work in a coherent manner.

1. Deepening federalism & state-building, supporting conflict resolution & reconciliation, & preparing for universal elections.

2. Supporting institutions to improve Peace, Security, Justice, the Rule of Law & Safety of Somalis.

3. Strengthening accountability & supporting institutions that protect.

4. Strengthening resilience of Somali institutions, society & population.

5. Supporting socio-economic opportunities for Somalis leading to meaningful poverty reduction, access to basic social services & sustainable, inclusive & equitable development.

The strategic approach is to address the root causes of fragility, insecurity, development obstacles, chronic dependencies on international support, and humanitarian crises. As such, the UN has identified the following five Strategic Priorities to guide its collective work in the coming years in accordance with international norms and obligations on human rights, protection, and gender equality and empowerment of women and youth.

This UNSF and the above Strategic Priorities are fully aligned to the Somali government's development priorities as articulated in its NDP to best support a Somali led development path. In addition, these priorities complement the priority objectives as articulated in the final report of UN Strategic Assessment process.[5]

Realizing the importance of envisioning a longer-term development perspective for Somalia, every effort has been made to align this UNSF and its associated results framework with the 2030 Agenda for Sustainable Development and its associated Sustainable Development Goals (SDGs). As noted by the Secretary General, "While it is important to plan for the next political cycle, the UN should also consider a longer-term perspective to strengthen resilience in Somalia, linked to the 2030 Agenda".

Being cognizant of the ongoing and recurrent humanitarian crises afflicting Somalia, several outputs under the Strategic Priorities of this UNSF have been designed to complement Somalia's Humanitarian Response Plan (HRP) by focusing on underlying and structural drivers of man-made and natural humanitarian crises and strengthening linkages between humanitarian, early recovery and resilience activities.

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[5] Including the annex on Women, Peace and Security

Table 1: *Strategic Priority Alignment with National & International Frameworks*

Strategic Priority	Strategic Assessment Priority Objective	NDP Pillar	SDGs
SP1: Deepening federalism and state-building, supporting conflict resolution and reconciliation, and preparing for universal elections.	**PO1:** Deepening federalism and state-building; **PO2:** Supporting conflict resolution and reconciliation; **PO3**: Supporting the organization of universal elections.	**1)** Peace, Security & Rule of Law.	**5)** Gender Equality; **16)** Peace, Justice & strong institutions.
SP2: Supporting institutions to improve Peace, Security, Justice, the Rule of Law and safety of Somalis.	**PO6**: Supporting security sector institutions and frameworks to improve security and personal safety of populations.	**1)** Peace, Security & Rule of Law	**5)** Gender Equality; **8)** Decent work & Economic growth; **16)** Peace, Justice & strong institutions.
SP3: Strengthening accountability and supporting institutions that protect.	**PO5**: Strengthening accountability and supporting institutions that protect	**2)** Building Effective & Efficient Institutions.	**5)** Gender Equality; **10)** Reduced Inequalities; **16)** Peace, Justice & strong institutions.
SP4: Strengthening resilience of Somali institutions, society and population.	**PO4**: Preventing, protecting and mitigating the impact of conflict, taking into account specific needs of women and children; **PO8**: Strengthening resilience.	**6)** Building National Resilience Capacity.	**1)** Ending Poverty; **2)** Zero hunger; **3)** Good Health & well-being; **4)** Quality education; **5)** Gender Equality; **6)** Clean water & Sanitation; **7)** Affordable & clean energy; **10)** Reduced Inequalities; **11)** Sustainable cities & Communities; **12)** Responsible Consumption & Production; **14)** Life on Land.
SP5: Supporting socio-economic opportunities for Somalis, leading to meaningful poverty reduction, access to basic social services and sustainable, inclusive and equitable development.	**PO7:** Supporting socioeconomic development	**3)** Inclusive & Sustainable Economic Growth; **5)** Social & Human Capital Development.	**1)** Ending Poverty; **2)** Zero hunger; **3)** Good Health & well-being; **4)** Quality education; **5)** Gender Equality; **6)** Clean Water & Sanitation; **7)** Affordable & clean energy; **8)** Decent work & Economic growth; **9)** Industry, Innovation & Infrastructure; **10)** Reduced Inequalities; **11)** Sustainable cities & Communities; **12)** Responsible Consumption & Production; **14)** Life on Land; **16)** Peace, Justice & Strong Institutions.

4.1 Deepening federalism and state-building, supporting conflict resolution and reconciliation, and preparing for universal elections

Deepening Federalization

The consolidation of a federal state and the perceived legitimacy of its institutions will be the overarching priority in Somalia for the coming years. In broad terms, state-building in Somalia will entail three main efforts. First, the UN will work to strengthen the relationship between the Federal Government and the FMSs, supporting them to reach and implement political agreements on all aspects of the federal model for Somalia, including power-sharing, resource-sharing, and the federal security and rule of law architectures.

The UN will provide strategic and technical advice to facilitate the implementation of the 16 April 2017 political agreement on the national security architecture – an integral part of the Security Pact adopted by Somalia and its international partners at the May 2017 London Conference. In addition, UN support will be provided to facilitate the required political agreements on a harmonized and federated justice and corrections model for Somalia.

The UN will continue to promote the full buy-in of all relevant actors on the new policing model, an important component of the security architecture. The UN will also provide support to establish or strengthen federal judicial institutions that enable dispute resolution among the various branches and levels of government. Policy and technical support to relevant counterparts on social service delivery models will inform the overall UN engagement on federalism. Issues of fiscal federalism will be key, and can be supported in partnership with the IMF and the World Bank.

Secondly, the UN commits to supporting FMSs' and District Councils' capacity to engage in the federalization process and to increase their ability to coordinate or be responsible for the delivery of services to their populations. This includes strengthening FMS legislative assemblies and federal parliament, building effective, accountable and representative state bureaucracies, and extending state authority to district and local levels, including through building and leveraging state and private sector relations and facilitating participatory mechanisms to enable women and youth access to decision-making.

"Peace, Security & Rule of Law"

NDP Pillar 1

In pursuit of the March 2015 UNSOM Strategic Roadmap to Support "Somaliland", the UN will continue to collaborate with the latter on various areas of capacity building related to the Peacebuilding and State-building Goals of the "Somaliland" Special Arrangement of the New Deal Somali Compact. Engagement by the UN will continue to be guided by the principle of neutrality to the final status of "Somaliland" and full transparency with the FGS. UNSOM stands ready to lend its good offices to facilitate dialogue with the FGS, as requested by both parties.

The third main effort will be to capture federal agreements and arrangements in the ongoing constitutional review process, to confirm their legality and legitimacy.

Completion of the Constitutional Review Process

The revision and finalization of the Constitution will be the core milestone of the state-building process. As a priority, the UN will advise and support the mandated institutions in developing a road map for the process as an inclusive, representative, broad-based and reconciliatory undertaking. This will include the finalization of the constitution's provisions on federalism, which will define the relations between the Federal Government and FMSs, and working with the IFIs on resource- and revenue-sharing arrangements. The Constitution should also refer to the future electoral framework and system of representation. The UN will provide good offices for national dialogue on politically contentious issues related to the constitutional review process and engage Somali stakeholders, including civil society, women, youth and marginalized groups. As part of its ongoing electoral support mandate to the National Independent Electoral Commission (NIEC), the UN will support the planning and conduct of a constitutional referendum.

Conflict Resolution & Reconciliation

The inclusion of all sections of Somali society in the political process and the peaceful resolution of long-standing or newly emerging internal conflicts, including as part of the federalism discussions, will be key for the stability of the country. The resolution of conflicts should be led by Somalis, with the UN ensuring a sufficient level of support when and where needed and in coordination with key partners. In this regard, it will be critical to strengthen UN capacity to support all tracks of conflict resolution, and bring overall coherence to possible responses.

Sustained involvement and collaboration of international partners as well as regional and sub-regional entities is essential. For example, with its extensive knowledge of the underlying socio-political and conflict dynamics and broader contextual issues in Somalia, the Inter-Government Authority on Development (IGAD) can support efforts towards further progress in peace-building.

To advance its level of preparedness to respond, the UN will enhance its in-house mediation capacity and ability to understand local contexts, including through conflict mapping and analysis, and set up systems that will allow for the mobilization of local and external expertise when and where required. The UN will link its efforts in local reconciliation and mediation to its efforts to extend state authority and accountability at the district and community level to gradually reposition state institutions as the legitimate bodies for resolving disputes through political and judicial instruments.

The UN will synchronize its mediation, peacebuilding, governance, early recovery and service delivery resources to build sustainable peace from the community level up. The UN commits to adopting a systematic approach to promoting the meaningful inclusion and full participation of women and youth in all aspects of in conflict prevention and resolution processes, including in negotiation and decision-making processes.

Reconciliation efforts are more successful if human rights and protection commitments are integrated and proactively included. While the Provisional Federal Constitution provides for a Truth and Reconciliation Commission, there will be a range of challenges in setting up such a transitional justice mechanism. The UN will look at more practical mechanisms linked with reconciliation processes that

account for prospects suitable for transitional justice processes in the future, including ensuring that blanket amnesties are not permitted.

UN support to inclusive politics will be approached and implemented from a broad perspective, encompassing the dimension of service delivery as both a driver and outcome of inclusive policy and decision-making and implementation.

Building enduring state-society relations through citizen engagement is key to peace- and state-building in Somalia. This will require the promotion of unfettered voices, inputs and effective participation of Somalis from different social and political persuasions and affiliations. The UN will also endeavour to work collaboratively with the FGS to institutionalize a culture of inclusive politics across a range of civic, social and electoral processes, political outreach and public education. The UN will further strengthen its traditional collaborative work with the FGS to support policy development and programmatic approaches to enhance the capacities of key political institutions and groups.

Universal Elections in 2021

The Somali people's vision to have universal (one-person-one-vote) elections in 2021 can only be achieved once a conducive electoral environment is established, underscored by the necessary administrative and legal frameworks, and genuine and demonstrated political will. This will require a full commitment from all stakeholders and must start without delay. Framework issues, including the development of the electoral law, which will define the system of representation for future elections (as well as finalization of the political parties and citizenship laws), development of a nationwide election administration capacity, registration and regulation of political parties, nationwide voter registration, and integration of security sector coordination into election operations, will need to be addressed.

The UN will direct its support to achieving this goal along three complementary tracks: (1) advice on implementing the necessary legal frameworks and policies, and facilitating the political agreements needed to achieve this; (2) building institutions capable of managing the process and inspiring trust, with specific strategies to promote meaningful participation of women and young people, and the inclusion of all sectors of society; and (3) the creation of an enabling environment through progress on security and extension of state authority.

4.2 Supporting institutions to improve Peace, Security, Justice, the Rule of Law & Safety of Somalis

The overall security objective is for the Somali authorities, whether at the federal or regional level, to have the capacity to provide security to its people, without substantial reliance on external partners, and for conflicts within Somalia to be resolved politically rather than through violence. The UN strategy in the realization of this objective will be guided by its **'Comprehensive Approach to Security'** (CAS), built on enabling effective AMISOM operations, accelerating the development of Somali security institutions, Community Recovery and Extension of State Authority/Accountability (CRESTA/A), preventing and

countering violent extremism, and enhancing the coherence of international partners' support. Furthermore, the Human Rights Due Diligence Policy (HRDDP) will guide the strategy.

UN logistical **support to AMISOM** is delivered through UNSOS, while UNOAU supports the African Union (AU) Commission in its planning, management and strategic oversight of AMISOM. A conditions-based transition from AMISOM to the Somali Security Forces will require a strengthened focus on coordinated support to the Somali security sector. The UN will continue its coordination role of the main actors, including donors in support of the security sector (the S6 in particular) and foster greater engagement between the FGS, FMS, the AU and international partners.

The UN will also continue to advocate for and advise on the establishment of **affordable, appropriate, accountable and able Somali security institutions** with civilian oversight. This will be undertaken within the context and timelines outlined in the political agreement on Somalia's National Security Architecture, reached by President Farmaajo and FMS presidents on 17 April 2017, and the Security Pact, adopted at the London Conference, and delivered by an agreed implementation mechanism by the International Community.

"Peace, Security & Rule of Law"

NDP Pillar 1

Somalia's responsibility for paying the salaries of security personnel must increase. In parallel, significantly increased support to capacity-building will be provided at all levels of government to empower national institutions, including on weapons and ammunition and maritime security, to effectively discharge their functions, while building Somali capacity to gradually assume logistical support.

A strategic shift is needed to ensure a more balanced approach to the security strategy, moving away from a military approach towards more focus on police, as well as accountable and inclusive governance institutions and justice and corrections institutions, to ensure the effective functioning of the criminal justice chain. A systematic transition from "security force" to "security services" will be promoted in line with accountability and civilian oversight.

Support to the police on recruitment and management training, equipment, infrastructure, stipends and operational mentoring will be undertaken through the implementation of the New Policing Model. Ensuring gender sensitivity and promotion of gender parity will be an integral part of the process. Enforcement of minimum 30 percent women in all new recruitments and political appointments and informing policies and procedures to ensure an adequate supply of qualified women in various sectors will form part of the strategies that will be employed in this respect. Operational mentoring by international police will enable human rights monitoring and will provide a practical mitigation measure for Somali police in terms of human rights violations, including arbitrary arrest of children and young people, SGBV and sexual exploitation of women and girls.

Where there is a requirement to **integrate militia into the army, police and other security services,** the UN will provide support to the design of the process, placing emphasis on human rights vetting and screening to prevent children from being included. A comprehensive disarmament, demobilization and reintegration (DDR) process that considers existing security forces and militia, and continued support to the disengaged fighters programme will also be a focus. Attention will be given to the specific needs of

children formerly associated with security forces and militia, in accordance with the best interest of the child. Support to the government in the regulation and management of small arms and light weapons will also be provided. As explosive remnants of war continue to be an impediment to development and a ready supply for production of IEDs, explosive hazard management capability in the Somali Security Forces will be supported by the UN.

The revised Joint Rule of Law Programme will place an emphasis on the development and implementation of the police, justice and corrections architecture, and build the capacities of justice providers to deliver justice services in a more programmatic manner. This will require a political agreement between the FGS and FMSs on a federated structure for justice delivery.

The UN has recently accelerated operationalizing its **CRESTA/A** approach, to demonstrate the need to link up community-led planning and reconciliation with the gradual (re)introduction of governance systems in all districts and capacities, including through the use of national systems. Inclusion of women and youth will form an integral part of the approach. The UN will also implement its analytical platform to inform policy and programming by the UN and other actors, further roll out CRESTA/A programming, notably in HirShabelle and Galmudug, and mobilize financial resources for programming by national and international actors. Greater integration between CRESTA/A capacities and the Joint Programme on Local Governance and Decentralized Service Delivery (JPLG) is also envisaged.

The UN will assist Somalia at the strategic and technical levels to better align its **P/CVE** strategy implementation to ongoing peacebuilding and state-building processes, including through a reintegration programme for disengaged combatants. Children allegedly associated with Al-Shabaab will be treated in line with the Standard Operating Procedures for the Reception and Handover of Children Separated from Armed Groups in Somalia, signed in 2012 by the FGS with the UN. Building on the recommendations from UN Security Council Resolution 2250 (2015) on Youth Peace and Security as well as on the UN Secretary General's Plan of Action to Prevent Violent Extremism (2015), the UN in Somalia will proactively and meaningfully engage young people in P/CVE and peacebuilding efforts. Harnessing women's potential will also be a key element in the UN's approach and strategy. The UN will furthermore ensure strategic coherence between its own contributions to P/CVE, and wider P/CVE efforts of the Somali government and other partners.

4.3 Strengthening accountability and supporting institutions that protect

Given the limited capacity of Somali institutions to deliver on rule of law and the protection of human rights and conflict resolution, national protection frameworks need to be strengthened. This will be undertaken through support to FGS and FMS institutions, development of human rights compliant law[6] and its action plans on

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[6] With particular regard to criminal and military justice, in accordance with international law, including the Convention on the Rights of the Child

human rights, children in armed conflict and combatting conflict-related sexual violence. In this regard, the constitutional review process will be important to ensure fundamental rights of all Somalis are protected.

"Building Effective & Efficient Institutions"
NDP Pillar 2

Provision of community security and basic rule of law services by professional, accountable and accepted Somali institutions can bring valuable peace dividends for communities and are critical to prevent and mitigate the impact of conflict. The UN will pursue the strategy of supporting institution-building in the capitals of FMSs with a view to enable them to gradually extend services into all accessible districts.

A strategy will be developed on how to support distinct traditional and formal justice systems while ensuring linkages between the two and eliminating harmful traditional practices affecting women, young people and other marginalised groups. Efforts will be made to ensure that the two systems do not contribute to further marginalization and discrimination of women and girls. Technical advice will be provided on reforming the military justice system to ensure accountability for serious crimes committed by members of the SNA, and that non-military cases are transferred to the civilian justice system.

Support will be given to building accountability structures that can be accessed by all Somalis, noting the specific concerns around juvenile justice, SGBV, including comprehensive survivor support, and "counter-terrorism" issues. The National Human Rights Commission will be an important mechanism to popularize human rights and to build a bridge between the State institutions and the population. Civil society organizations, NGOs, including those that are women led, will be supported in improving governance and respect for the rule of law, including by facilitating their network-building capacity for monitoring and reporting. Support to civil society organizations will also be extended to monitor the human rights performance of the Somali security and justice services and foster trust and confidence in communities.

More specifically, major areas of support of the UN to the FGS over the coming years will include:

Establishment of a National Human Rights Commission and strengthening of existing human rights institutions: The UN will support existing sub-federal institutions, such as the Office of the Puntland Human Rights Defender and the "Somaliland" Human Rights Commission. Capacity building for civil society organizations will continue.

Ongoing support to the implementation of the Universal Periodic Review recommendations of the UN Human Rights Council on Somalia from January and June 2016: Technical human rights support will be provided in the review of emerging legislation, including the domestication of the Convention on the Right of the Child (CRC) and development of child protection laws and policies, and the signing and ratification of the Convention on the Elimination of All forms of Discrimination Against Women (CEDAW) and the endorsement of the Sexual Offences Bill.

Continued monitoring, documentation and advocacy against violations of International Humanitarian and Human Rights Law (IHRL): Including grave violations against children affected by armed conflict and conflict related sexual violence. Support will also be provided through training and capacity building in Human Rights and IHRL for security and rule of law institutions

to strengthen compliance in line with requirements under the HRDDP. Furthermore, support will be provided for the implementation of, and reporting on, the CRC.

Widespread corruption has been identified as a major impediment to political and state-building progress in the country, and combating it is a stated priority of the new Federal Administration. The UN will increase its engagement and develop an integrated platform to support the Government's efforts to fight corruption and increase transparency through undertaking a focused number of initiatives based on the UN's comparative advantage, and with a view to strengthen the accountability of Somali institutions. The UN will also advocate with UN Member States for greater mutual accountability and for a unified approach to fighting corruption in Somalia in support of the government, including efforts undertaken within the jurisdictions of the Member States themselves. Greater linkages need to be established with non-state actors, including civil society and citizens, that could foster integrity, transparency and anti-corruption best practices, in order to promote accountability in the private sector.

The UN will continue to strengthen its existing partnerships at national and regional levels for provision of inclusive and accountable services. In close collaboration with the World Bank, the UN will support the formulation of the Government's internal 'system design' in line with international standards in core state functions. The UN will engage with the civil service commissions to establish the norms of merit-based, gender sensitive hiring and capacity building to strengthen service skills in public-sector management. Furthermore, the UN will support an SDG Coordination Unit to strengthen SDG monitoring and measurement by the Government. Working with the Aid Coordination Unit, the UN will also continue to strengthen mapping and tracking of aid flows to improve aid transparency and inter-agency coordination.

4.4 Strengthening Resilience of Somali Institutions, Society & Population

The frequent shocks experienced in Somalia impede recovery efforts and continue to undermine development. Just six years after 260,000 Somalis lost their lives to hunger, and the International Community vowed "never again", 2017 began with early warnings of renewed famine. Key lessons learned were the importance of early action and building the resilience of Somalis to better prepare for, respond to and recover from shocks as a precursor to saving lives, reducing humanitarian need and displacement, while finding durable solutions for the displaced and achieving sustainable development.

The severity of Somalia's drought and protracted humanitarian crisis is both a consequence of natural disasters and man-made shocks and stresses. Resilience approaches therefore must combine humanitarian relief with recovery and longer-term interventions, including finding lasting solutions to displacement, supporting economic recovery, promoting skills for employment and job creation, and local economic development, particularly for vulnerable youth.

UN humanitarian actors will integrate age- and gender-sensitive early recovery and resilience elements into their response. A developmental focus will be adopted from the onset of humanitarian responses, as recommended in the World Humanitarian Summit (WHS) 2016, and carried out through the entire spectrum of disaster management, crisis response and early recovery interventions. Improving linkages,

sequencing and synergies between humanitarian, early recovery, resilience and development interventions is key to breaking the cycle of vulnerability and building resilience of individuals, households, societies, and institutions in a sustainable manner.

While covering the most urgent emergency-/crisis-related needs, humanitarian and lifesaving interventions provide an opportunity to gradually introduce recovery and longer-term goals and objectives. Such an approach will be based on analyses of shocks and stressors as well as an enhanced understanding of the underlying drivers of instability. These include, inter alia, climate change, conflict and clan dynamics, displacement and urbanization, gender, and unemployment, especially among youth and displaced populations.

"Building National Resilience Capacity."

NDP Pillar 6

Increasing the resilience of Somalis requires a coordinated approach among stakeholders across sectors - at national, FMS, community and household levels - engaging and benefiting the whole of society. For the UN, this is in line with the 'New Way of Working', as declared in the World Humanitarian Summit in May 2016, which seeks to apply 'integrated and comprehensive approaches to peace and state building' as well as 'strengthening the humanitarian development nexus', building on the comparative advantages of a range of UN and non-UN actors. The UN's support to the Resilience Pillar of the NDP is reinforced by the 2015 UN General Assembly Resolution on 'Transforming our world: the 2030 Agenda for Sustainable Development', the Sendai Framework for Disaster Risk Reduction 2015-2030, and the Conference of the Parties (COP 21) related to the entry into force of the Paris Agreement on climate change.

The UN will further consolidate and develop its resilience portfolio through the creation/reinforcing of joint coordination mechanisms, alignment of programming and development of collective approaches, more strategic division of labour, and enhanced collaboration between humanitarian, early recovery and development interventions.

The UN's first imperative will be to strengthen cooperation across these interventions and sectors to build resilience at state, community, and household levels. This will be supported by the strategic alignment of relevant programmes, the development of common analyses, the development of a multi-year strategy and collective results and monitoring framework based on the NDP resilience pillar.

The UN resilience portfolios will be further consolidated and will link up interventions on:

1. **Institution building**: Building resilient government capacities and institutions, policies and legal frameworks, and strengthening government-led coordination systems at FGS and FMS levels, with a focus on institutional capacities for DRR and humanitarian contingency planning, displacement/durable solutions, natural resource management and the establishment of early warning systems; promotion of job creation and local economic development; enhancing of the role of NGOs and civil society, including women, as key development actors;

2. **Establishment of cohesive societies**: Supporting the establishment of more cohesive, inclusive, egalitarian societies through community engagement and participation; promoting social cohesion and reconciliation activities, inclusive dialogue, reconciliation processes and civic space; mitigating inter-clan conflicts, preventing discrimination; promoting peacebuilding through community

dialogue and community services, training and job creation; ensuring inclusion and participation of women and youth; and harnessing the potential and social capital of women.

3. **Household resilience**: Strengthening of human, natural, financial, social and physical capital; promoting diversified livelihood coping mechanisms, enterprise development, job and income generation, community based recovery activities, the development of social protection systems, and access to basic services and essential family practices. The specific risks, vulnerabilities and strengths of women, particularly women-headed households, will be a key consideration.

4. **Resilient livelihoods, food and nutrition security**: Improving and diversifying rural and urban livelihoods, and increasing the production, productivity and consumption of nutritious foods across the agriculture, livestock and fisheries sectors in a sustainable and labour-intensive manner, with a focus on climate smart practices and disaster preparedness (such as through construction of storage facilities to maintain food stocks for times of shortage); increasing access to income for vulnerable youth, displaced populations and others in need, in particular through skills training, business development and cash-for-work. Emphasis will be placed on enhancing the role and voice of women and addressing barriers to their participation and access to productive resources.

5. **Infrastructure development**: Development/rehabilitation of public infrastructure in rural and urban areas, urban planning and settlement upgrading and support for infrastructural development to contribute to disaster management; use of cash-for-work and public works projects (including road rehabilitation to better link communities to services, markets and one-another) to improve community infrastructure and resilience of communities while creating jobs; identification and prioritization of quick impact community infrastructure schemes that provide on-the-job vocational training and employment opportunities.

6. **Environment sustainability**: Support climate change adaptation (CCA), sustainable and equitable management of natural resources; development of and affordable access to renewable energy; improved water management and related infrastructure; disaster risk reduction (DRR) and improved emergency preparedness, including technical support to natural resource management institutions, and the establishment of early warning systems.

7. **Durable solutions and forced displacement**: Support communities and their leadership to find lasting solutions to displacement, including for internally displaced persons, returning refugees, and the host communities in which they reside, through: 1) urban solutions including sustainable local integration in urban and peri-urban areas, strengthening of urban resilience and urban livelihood, support to sustainable urban expansion and development, and improvement of displacement-affected community resilience and infrastructure through public works, cash-for-work, skills training and job creation schemes; 2) rural solutions, including return and reintegration in places of origin, rural economic and community development, job creation and livelihood restoration; and 3) improved protection for women and girls and their active involvement in decision-making fora/bodies.

8. **Gender sensitivity**: Special attention will be given to the gender dimension of vulnerabilities to ensure the use of gender analysis informs interventions based on the differential needs of women-men and girls-boys, ensure that they receive equal treatment, and that gender imbalances are addressed and gaps reduced. Gender specific interventions will be explored to reduce gender gaps.

4.5 Supporting socio-economic opportunities for Somalis

Supporting socio-economic opportunities for Somalis is essential for peace and development dividends to be realized and for political gains to be sustained. Transformational socioeconomic change in Somalia will require progress on a number of interlinked areas, including: (1) agreements between the private sector and government on taxation and revenue generation in exchange for the provision of public services including security; (2) obtaining eligibility for Somalia for IFI financing and debt relief through the HIPC process; (3) an agreement on service delivery models (between the Federal Government and existing and emerging FMSs, and between Government, civil society and the private sector); and (4) significant investments in markets, agricultural, livestock and fishery value chains and coastal areas, and productive infrastructure.

For the UN, support to socio-economic development will be pursued along three simultaneous tracks: (1) immediate responses; (2) interim measures; and (3) long term transformational initiatives linked with Somalia's NDP and the 2030 Agenda. This will translate into an enhanced UN effort to provide evidence-based options for inclusive service delivery models to governments. The UN will provide political advocacy and political support for IFI-led processes and especially for debt relief and technical support to improving the quality of key social services that will support improved livelihoods and peacebuilding process to strengthen social cohesion and resilience.

The UN will advocate and provide political and logistical support for infrastructure investment, including road networks, connecting communities to education and health service providers (while also supporting the expansion of these key social services), and livestock holders and farmers to markets.

The UN will support increased production and profitability levels in agriculture, livestock and fisheries through improved input provision systems, productive infrastructure, access to credit, processing and value addition, regulatory frameworks and better functioning and accessible domestic as well as foreign markets. Capacity development and organizational strengthening of the key productive ministries of agriculture, livestock and fisheries will be priorities, together with the establishment of and/or support to authorities and institutions in the areas of fisheries, irrigation and livestock health, trade and export.

"Inclusive & Sustainable Economic Growth"

NDP Pillar 3

The UN will strengthen health governance, especially in the areas of leadership and management, and in health system preparedness and response to epidemics, non-communicable diseases, malnutrition and maternal and child health. Special attention will be given to expanding the coverage and availability of

health services as well as advancing the quality of existing services. The UN will also work to ensure availability of qualified health workers at facility level and in the community. The UN will continue its efforts towards expanding coverage of immunization programmes with special attention paid to marginalized populations.

Capacity building and development of FMS entities as well as healthcare providers at service delivery points, strengthening links and trust between service providers and communities, including IDPs and their host communities, the nomadic population and other marginalized, hard-to-reach populations will be prioritised. The UN will also support the introduction of innovative, evidence-based models, approaches and interventions to ensure sustainable health systems and the protection and advancement of the Somali population's health, from a public health perspective, with a focus on prevention and resilience building.

The UN will continue its work in supporting the development of policies and systems for addressing sector-wide education inequalities through technical support and capacity development for increasing efficiency, effectiveness and coherence of education service delivery and sector management, increasing domestic financing for education services, and supporting the development of inclusive 'conflict sensitive' education curriculum and learning materials. Additional support will be provided to increase quality of learning outcomes through continuous support to teacher development and professionalization, and contributing to creation of quality and safe learning environments. With its partners, the UN will further support decentralized education service delivery and girl's education, as well as improve early learning, particularly for children rural and pastoralist communities. Through programmatic initiatives, the UN will support the expansion of adult literacy and non-formal education and provide quality-learning opportunities to the large numbers of youth and adults with no formal education. The UN will also strengthen its focus on supporting children's right to access education in situations of conflict and emergency, including children and youth from chronically internally displaced populations and returnees.

The UN will provide technical assistance to private and public Somali stakeholders to build an ecosystem conducive to enhancing productive sector initiatives, access to sustainable energy solutions and creating jobs and economic opportunities for all. The UN will promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

The UN will continue and scale-up its work in supporting youth employment initiatives. In addition, through the design of its programmatic interventions, and where feasible, the UN will explore the possibilities for integrating job creation opportunities during implementation. The UN will also support government-led public works to improve basic infrastructure through labor intensive methods. The UN will support skills and knowledge building and

"Social & Human Capital Development."

NDP Pillar 5

access to finance, particularly for young Somali women and men, to enable their participation in and contribution to Somalia's economy. Finally, in its continued support to build capacity across all levels of government in Somalia, the UN will continue to fund staff positions within the civil service where clear needs exist.For the UN, support to socio-economic development will be pursued along three simultaneous

tracks: (1) immediate responses; (2) interim measures; and (3) long term transformational initiatives linked with Somalia's NDP and the 2030 Agenda. This will translate into an enhanced UN effort to provide evidence-based options for inclusive service delivery models to governments. The UN will provide political advocacy and political support for IFI-led processes and especially for debt relief and technical support to improving the quality of key social services that will support improved livelihoods and peacebuilding process to strengthen social cohesion and resilience.

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5. CROSSCUTTING ISSUES

As a central principle of the 2030 Agenda, 'leaving no one behind' commits the UN to ensure that all people benefit from development by reaching the furthest behind first. Through its programming, the UN will endeavour to reach the most vulnerable populations and empower them as active agents of their own development by addressing the multi-dimensional causes of poverty, inequality, discrimination and vulnerability. The UN therefore commits to ensure that three crosscutting issues will inform all aspects of its work to support Somalia's development objectives. These are: 1) Gender Equality and Women's Empowerment; 2) Human Rights; and 3) Youth Engagement and Empowerment.

5.1 Gender Equality & Women's Empowerment

A core objective of the 2030 Agenda it to "realize the human rights of all and to achieve gender equality and the empowerment of all women and girls". Mainstreaming gender equality and the WPS agenda is also reflected in the NDP as a pillar. As such, the UN in Somalia is committed to implement a two-pronged strategy combining broad-based gender specific interventions, including a focus on women's leadership and decision-making role and prevention of SGBV, with an approach to institutionalization of gender mainstreaming in its political, humanitarian and development assistance.

The main areas of intervention and focus will include:

Women's enhanced representation and participation in decision-making and leadership across federal and state governance, including in political and peace processes; public office; security sector reform, with

women's full inclusion in the implementation of the justice and police models; policy, legislative and public-sector reforms; and development and humanitarian interventions. Active engagement and support to advocacy to secure unambiguous constitutional provisions on women's rights and participation, including the guarantee of substantive equality between women and men and for a minimum of 30% representation of women in public and political offices and policy-making bodies.

Peace, protection and security to increase safety and protection of women and girls and strengthen women's access to healthcare, education, security and justice sector, and financial institutions and services. The UN will use its good offices for the endorsement, adoption and implementation of laws and policies for the promotion and protection of women's rights, including those of refugees, IDPs and returnees. Adoption and implementation of CEDAW and giving full effect to UN Security Council Resolutions on WPS and the National Gender Policy are also key priorities.

Availability and use of sex-disaggregated data and analysis and institutionalization of a robust gender-sensitive national Monitoring and Evaluation (M&E) framework, including through strengthening the generation, analysis and use of data disaggregated by sex, minorities, age and geographical areas. The UN will support gender-sensitive macroeconomic development planning and fiscal exercises, and support development and institutionalization of gender responsive policies, procedures, mechanisms and processes.

Capacity development for gender mainstreaming across public institutions at federal and state levels will be a major underpinning of all capacity building support extended and coordinated by the UN.

In addition, the UN will continue to support federal and state institutions mandated to advance gender equality and women's rights to further develop capacities to ensure oversight and accountability for gender mainstreaming and that legal instruments, policies and strategies appropriately address gender imbalances, bridge gaps and reduce discrimination and disparity. To improve accountability for gender equality, a robust monitoring and reporting mechanism will be instituted with clearly defined roles and responsibilities of institutions across FGS and FMSs. Targeted programmes and interventions will be undertaken to deliver results. The UN support package will continue to review and ensure gender responsiveness of approaches and initiatives, including through gender-sensitive aid architecture and strengthened reporting framework of the UN Multi-Partner Trust Fund (UN MPTF). Support will be extended to conduct a review of the National Gender Policy to widen its scope and make it responsive to all sectors and institutions, and for the drafting of a strategic plan to deliver and monitor progress in line with WPS provisions.

4.6 Human Rights & Protection

The UN in Somalia commits to the enhanced promotion of human rights and protection, including child protection and protection of women and girls from conflict-related sexual violence. The requirements under the Human Rights Upfront initiative and the UN HRDDP as well as Security Council resolutions on Children and Armed Conflict impose responsibilities on the UN to ensure that interventions and programmes further the country's human rights and protection commitments and that the FGS is sufficiently supported to follow through on its obligations. As the spirit of the New Deal prevails, including in the New Partnership for Somalia, the promotion of enhanced access to basic rights should be a central objective in the UN's engagement at all levels of government.
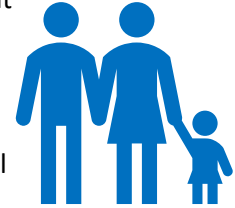
Over the next political cycle, the UN will support key priorities and commitments of the FGS as outlined in the 2015/16 Action Plan on the Human Rights Roadmap, the 2012 Action Plans on ending and preventing the recruitment and use, and the killing and maiming of children in the SNA, the 2014 Plan on Ending Sexual Violence, and the National GBV Strategy, which will be recognized in the NDP and linked to strengthening accountability and the national protection framework. Along with dedicated action on the political, advocacy and institutional building fronts, deliberate efforts by the UN to mainstream human rights and protection and ensure implementation of human-rights-based approaches in programming will be critical to ensure sustainable and legitimate results in the areas of security, development and political reconciliation.

5.3 Youth Engagement & Empowerment

Improving young people's lives is crucial for building lasting peace and stability in Somalia. Equally important is to create space and opportunity, and equip youth with the tools to play a positive and decisive role in bringing peace and social and economic prosperity to the country. Building on the recommendations from UN Security Council Resolution 2250 (2015) on Youth Peace and Security, the UN in Somalia recognizes the role of youth as key partners in the UN's political, development and humanitarian efforts. Placing social, political and economic empowerment will be at the core of the UN's youth work in Somalia. The multidimensional concept of empowerment – social, economic and political – provides ample scope for harmonizing approaches to youth policies and programming, and harnesses the full potential of youth to become recognized social and economic actors, as well as peacebuilders.

The UN Youth Strategy for Somalia articulates the different efforts, programmes and initiatives being implemented by the UN in the country. Several key areas of interventions include:

Developing new and scaling up existing youth programmes along six thematic priority areas: 1) Employment & Entrepreneurship; 2) Protection of Rights & Civic Engagement; 3) Political Inclusion; 4) Education; 5) Health; and 6) Peacebuilding;

Enhancing representation and engagement of young people in decision-making at all levels by creating and supporting mechanisms for youth participation in decision-making and political processes;

Developing the capacity of FGS and FMSs to respond to the needs of youth by supporting institutional development and the development of youth-friendly policy frameworks;

Increasing coordination among the UN, FGS, FMSs and youth from civil society. The UN will also work to strengthening the generation and use of age-disaggregated data and statistics in analysis, planning and programming;

Mobilizing adequate resources for the implementation of the UN Youth Strategy and to bring the UN youth programming in Somalia to scale to meet needs and aspirations of Somali youth.

6. UNSF RESOURCE REQUIREMENTS

It is estimated that the total financial resources required for the achievement of the five Strategic Priorities of this UNSF, including operating costs, will amount to $2.88 billion between 2017 and the end of 2020. This figure is based on financial figures provided by 18 UN Agencies, Funds and Programmes and UNSOM. However, total

> **Total Funds Required**
> **$2.88bn**

figures do not include the costs for certain functions that enable the UN to stay and deliver in Somalia, including the Resident Coordinator's Office (RCO), the UN Department for Safety and Security (UNDSS), the Risk Management Unit (RMU), and the UN Guard Unit (UNGU). The budget for UNSOS is also not included.

Of the total requirements, 40 per cent of funds are available or projected to be available, while 60 per cent will be required to be mobilized. Resources required per Strategic Priority are outlined in the table below. A detailed breakdown per Strategic Priority and UN entity can be found in Annex II *'Common Budgetary Framework'*.

Table 2: Summary of Common Budgetary Framework (USD).

Strategic Priority	Projected Available	To be Mobilized	Total Required	% of Total
Deepening federalism & state-building, supporting conflict resolution & reconciliation, & preparing for universal elections	30,392,427	59,014,856	89,407,283	4%
Supporting institutions to improve Peace, Security, Justice, the Rule of Law & Safety	210,633,286	233,841,000	444,474,286	14%
Strengthening accountability & supporting institutions that protect	39,655,694	62,213,599	101,869,293	4%
Strengthening resilience […]	299,842,567	954,897,869	1,254,740,436	50%
Supporting socio-economic opportunities […]	580,400,939	409,397,864	989,798,803	28%
Total:	1,160,924,913	1,719,365,188	2,880,290,101	100%

In order to fill the funding gaps required for implementation of this UNSF, the UN in Somali will advocate for continued and increased support from its traditional donor base while also exploring new opportunities to expand its sources of finance by continuing to reach out to non-traditional donors, including UN member states, IFIs, private sector and diaspora. Where appropriate, the UN will also examine the possibility of national cost-sharing of UN programmes/assistance with government partners.

Established in 2015, the UN MPTF is a pooled funding mechanism for the UN's support to Somalia. With a portfolio of 15 Joint Programmes, covering a diverse range of issues encompassing various NDP Pillars, 10 donor contributors and a capitalization of over $200m (as of July 2017), the UN MPTF and related Joint Programmes will remain the preferred funding mechanism for the UN in Somalia. The UN will focus on Joint Programmes and joint programming as drivers to incentivize collective action and system-wide

coherence, with the aim of reducing transaction costs, maximizing impact and increasing national participation in programme design and implementation. The UN MPTF is an integral part of the Somali Development and Reconstruction Facility (SDRF) and therefore falls directly within the FGS' aid coordination architecture and oversight.

The UN MPTF will continue to engage in regular and robust inter-Trust-Fund coordination with other pooled funding mechanisms under the SDRF (World Bank Multi-Partner Fund and African Development Bank Trust Fund) to maximize the collective and individual impact of all three funds based on their respective comparative advantages while reducing transaction costs for donors and government. The UN will continue to advocate for an increased proportion of donor funding to the UN to be channelled through the UN MPTF.

The UN will also seek to mobilize small scale flexible funds, such as the Peacebuilding Fund and the Human Security Trust Fund, to coordinate complementary programme activities in geographic and/or sequenced approaches as proof of concepts and as a basis for broader fundraising activities for innovative and catalytic programmatic approaches.

7.   PARTNERSHIP PRINCIPLES & APPROACHES

The New Partnership for Somalia (NPS) was adopted at the London Somalia Conference on 11 May 2017 which regulates the relationship between Somalia and its international partners, providing the guiding framework for how to work together under Somali leadership to implement the NDP. The NPS is built on a set of partnership principles and enabling actions agreed between Somalia and the International Community, alongside a set of key themes setting out the shared values and aspirations essential for fulfilling Somalia's development and recovery goals. This framework promotes mutual accountability between Somalia and the International Community. Building on the New Deal Compact, it links Somali ownership of, and responsibility for, the direction and pace of Somalia's progress in the years to come with better alignment, coordination and improved transparency of international aid.

The UN's engagement commitments ('how' the UN will provide support) are also shaped by the UN's New "Way of Working" as declared in the World Humanitarian Summit in May 2016, with the overarching strategic objective of enabling Somali responsibility and capacity to own and implement the solutions to its long-standing challenges, and to reduce dependency on international support. As such, in the implementation of this UNSF, the UN commits to abide by the following principles.

Planning and data sharing: With the NDP as a key reference, the UN will provide support to evidence generation, both through strengthening national statistical capacity and through implementation of dedicated surveys. Under the overall coordination of the FGS, the UN will work jointly with line ministries at the federal and sub-federal levels at all stages of the programme cycle, including through provision of support to bring relevant representatives to key strategy and planning meetings. The UN will also support

the enhancement of national Monitoring and Evaluation capacity. The UN commits to ensure greater emphasis on generating and/or sharing data with the FGS and FMSs to inform policy making and monitoring national priorities. Data governance, including the definition, approval, and communication of data strategies, policies, standards, architecture, procedures, and metrics will be strengthened. As such, the UN will support the Ministry of Planning, Investment and Economic Development to collect, process and analyse data and oversee the dissemination of geographic, sex- and age-disaggregated data collected by other government agencies and the UN, with a focus on the SDGs.

Coordination between levels of government: As acknowledged in the NDP, significant disparities exist between and within FMSs. Addressing these needs requires close dialogue between the FGS, the FMSs, and the UN within a coordination framework that accommodates all levels of government as well as civil society and private sector actors. These principles are applicable to political dialogue, peacebuilding, development, and humanitarian work. The UN will strive to provide balanced support to the FGS and the FMSs, and coordinate assistance at both levels transparently and on the basis of a mutually agreed definition of needs and priorities, without pre-empting the Somali-led and -owned constitutional processes and discussions around power and resource sharing arrangements.

Increased and Decentralized UN presences across Somalia: Notwithstanding considerations of cost, security, logistics and facilities, the UN commits to increase the proportion of its staff based in Somalia, particularly at senior leadership levels. Similarly, while the FGS is the primary interlocutor for the UN in the coordination of policy, national planning, standard-setting, and work planning, the UN will strengthen, in line with UNSC Resolutions 2232 (2015) and 2358 (2017), its presence in each FMS and "Somaliland", and ensure consistency and coherence in its relations with each FMS, promoting efficiency and avoiding duplication of efforts.

Participation of civil society: The UN will make a concerted effort to develop the capacity of state-level authorities and to empower citizens, including women and youth civil society organizations, to participate in decision-making processes at every level of government, based on solid government-citizen arrangements in the areas of, inter alia, policy debate, service delivery, and political representation. Civil society can also assist with monitoring progress towards the SDGs. The UN will observe full transparency vis-à-vis Somali authorities on all levels in its engagement with implementing partners.

Intergenerational Approach: The UN will place social, political and economic empowerment of Somali young women and men at the core of the UN's work in Somalia, and support the two-way transfer of information and experiences between younger and older generations. A comprehensive inter-generational approach will strengthen dialogue and cooperation between traditional community leadership, elders and youth. Realizing a demographic dividend will require multiple intersecting investments. Yet the most essential investment, without which no progress will be made, is building the capabilities of people, and ensuring their rights and freedoms to achieve their potential.

UN MPTF and Joint Programmes: The UN MPTF will remain the preferred funding mechanism for the UN's support to Somalia's transition. The UN MPTF will focus its support on more integrated state and capacity building interventions. The UN will explore the potential for innovative initiatives to further

promote NGO engagement, particularly of local NGOs, in the development agenda. To ensure that the UN MPTF (and the SDRF architecture more broadly) increasingly facilitates national ownership of Somalia's peacebuilding agenda, the UN will intensify its efforts to articulate a strategic UN MPTF pipeline *jointly* with the FGS and the FMSs. The UN commits to greater partnership and engagement with the government at FGS and/or FMS levels in the design, planning, implementation, coordination and monitoring of Joint Programmes. The focus on Joint Programmes and programming as drivers of UN coherence will continue, with the aim of reducing transaction costs and increasing national participation in programme design and implementation.

National Window and use of country systems: The National Window under the UN MPTF is a unique instrument designed to test, strengthen and enhance the use of Somalia's public financial systems as a core demonstration of sovereignty and state legitimacy. Following its establishment with an initial investment from the Peacebuilding Fund (PBF), the UN commits to channelling an increasing share of its peacebuilding and development budget through the National Window, including from the PBF 2017 allocation, and to support inter-government fiscal transfers by using the National Window to channel project funds from the FGS to FMSs where applicable. To facilitate a progressive use of country systems, the UN will work with the FGS/FMS/district council (DC) level governments to develop institutional capacity to manage and report on the use of funds effectively. The UN will conduct regular capacity assessments and help set concrete benchmarks to this effect. In parallel, the UN system will continue its efforts to use national execution procedures for project implementation and fund management, in line with prevailing UN procedures.

National cost-sharing: Where possible and relevant, the UN will explore the possibility of national cost-sharing of UN programmes/assistance (national budget, in-kind, diaspora, private sector contributions, etc.) with government counterparts.

The humanitarian-development nexus: The UN will intensify its efforts to provide an early recovery and development response to long standing challenges, notably in food security and nutrition, disabilities, (internal) displacement and community recovery. Across these responses, the UN's support shares the following features: strong national leadership, institutionalization of the response and alignment with the NDP, provision of policy options, community engagement, multi-year investments and combination of funding sources, evidence-based programming, and use of country systems where possible and relevant. This joined-up approach to the humanitarian-development nexus will be linked to the Resilience Pillar of the NDP.

Risk Management: The UN will continue to implement its mandates based on robust risk analysis. The UN's risk management approach is designed to simultaneously increase the impact of its assistance, protect beneficiaries, safeguard donor funds and UN principles, and transfer capacity. The UN will further increase the design and implementation of collective risk management approaches, both within the UN, and between the UN, Somali institutions, and donors. The UN also commits to increase the provision of risk management tools and skills to Somali institutions (government and NGOs).

Transparency: The UN commits to making full and systematic use of established systems and tools to report on its activities and funding. These include, inter alia, the Aid Mapping exercise[7] and the SDRF reporting structures. All peacebuilding and development projects will be presented to relevant Pillar Working Groups under the SDRF, regardless of their source of funding.

Gender Equality and Women's Empowerment: To achieve its priorities on gender quality and women's empowerment and to increase the UN's coordination and accountability on gender issues, the UN has developed an accountability framework that provides a tool that enables the UN to embed gender equality across its operations in Somalia. Once approved, the framework will guide specific actions towards the above goal in the following three areas: accountable leadership and improved coordination; improved programming and capacity development; and stronger monitoring and reporting. Finally, the UN will also enhance internal accountability for adherence to commitments and corporate obligations (including greater gender parity/equality in staffing and appropriate budgeting).

The UN believes that these engagement principles are mutually reinforcing, and that their application further strengthens the political-development nexus that lies at the core of Somalia's transition.

8.   RISKS & ASSUMPTIONS

It is envisaged that Somalia will remain very fragile for years to come, especially as anticipated reforms (political, security, rule of law, economic, etc.) have the potential to create new fault-lines or exacerbate outstanding grievances. The security situation will remain a major challenge (including threats to the UN) and risks deteriorating in the near or foreseeable future, particularly if a time-based AMISOM withdrawal occurs during 2018-2020. Due to the strategic national interests of key international partners, continued support in the development of Somali security institutions can be expected, as defined in the Security Pact agreed during the London Conference in May 2017.

The humanitarian situation in the short term (6-12 months) is anticipated to deteriorate further, considering pre-famine conditions. As the UN starts planning for peacebuilding support to the country, it should consider that the gains achieved and priorities moving forward are at risk should famine and its catastrophic consequences materialize. Somalia will remain vulnerable to major humanitarian crises (man-made and natural), which can disrupt and undermine all other peacebuilding and state-building gains.

Violent extremism and radicalization with a real potential to alienate the civilian population is likely to continue if deliberate efforts are not invested to change attitudes of, and engage/involve Somali youth in developmental and political processes.

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[7] It is expected that during 2017, a new Aid Information Management System will become operational.

Tensions between the FGS and "Somaliland" may increase because of the expansion of the FGS authority and increased use of regional powers.
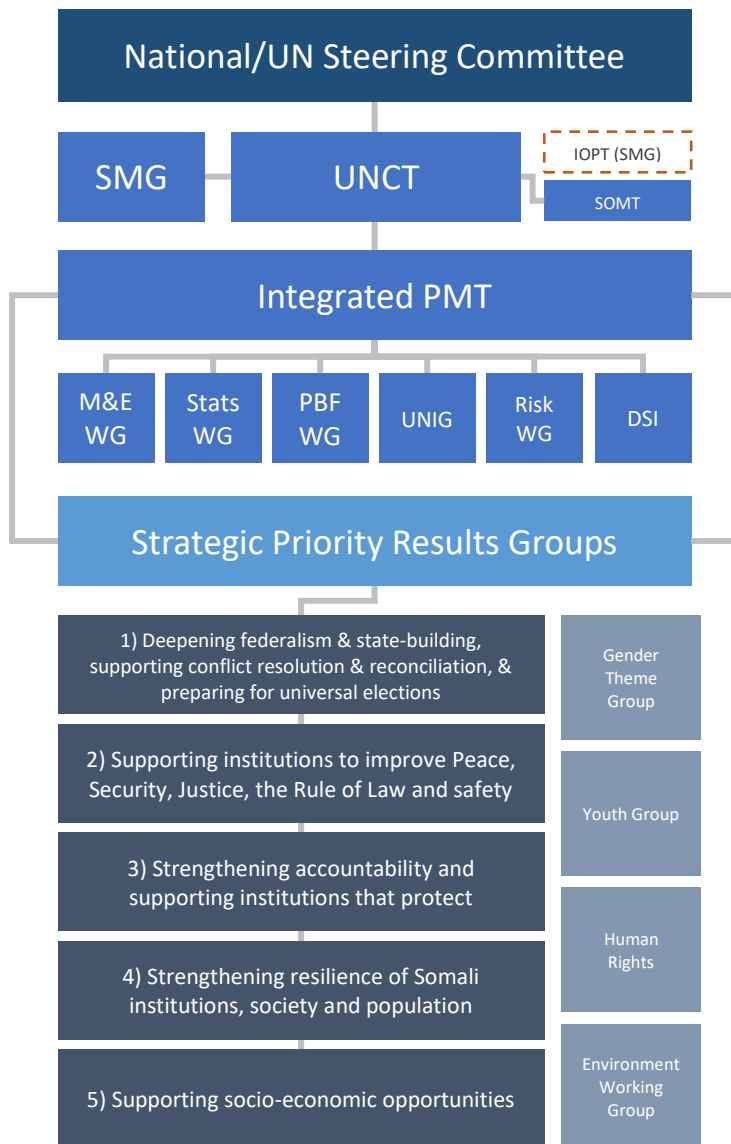
The trend towards an increase in revenue generation (at federal and sub-federal levels) and economic progress will continue, but a major economic transformation should not be expected by 2020. This is likely to have a major impact on the affordability of the security sector unless increased international assistance can be provided. Urbanization is likely to continue, based on a series of push and pull factors, and constitutes both a conflict driver and an opportunity for growth.

The pressures, on the part of various donors, to 'privatize' aid will continue. While the New Partnership for Somalia and the NDP will provide the anchors to sustain recent gains in international discipline and alignment behind national priorities and national ownership, centrifugal tendencies will persist, especially during periods of political uncertainty and/or humanitarian crises. Given the security and operational context, the cost of doing business in Somalia for the UN will remain one of the highest in the world. In addition, the global resource environment will continue to be constrained, and zero growth budgets for the regular budget and therefore possibly for the UN in Somalia (from all sources combined) is a likely scenario and will require the need to demonstrate an optimal and creative use of existing resources as a priority.

9. IMPLEMENTATION ARRANGEMENTS

Oversight & Coordination

Overall oversight for the implementation of the UNSF will be undertaken by a representative from the FGS with the support of relevant line ministries and the SRSG and DSRSG/RC/HC. A joint National/UN steering committee will be established which will review annual progress updates on UNSF implementation and provide strategic guidance.

National/UN Steering Committee

SMG | UNCT | IOPT (SMG) | SOMT

Integrated PMT

M&E WG | Stats WG | PBF WG | UNIG | Risk WG | DSI

Strategic Priority Results Groups

1) Deepening federalism & state-building, supporting conflict resolution & reconciliation, & preparing for universal elections

2) Supporting institutions to improve Peace, Security, Justice, the Rule of Law and safety

3) Strengthening accountability and supporting institutions that protect

4) Strengthening resilience of Somali institutions, society and population

5) Supporting socio-economic opportunities

Gender Theme Group

Youth Group

Human Rights

Environment Working Group

Under the chairmanship of the SRSG, the Senior Management Group (SMG), comprising UNCT Heads of Agencies and UNSOM Senior Leadership, will provide overall internal guidance for the UN's strategy in Somalia, including the UNSF. Similarly, the UNCT, under the authority of the DSRSG/RC/HC/RR, will provide strategic guidance and decision making on UNSF issues pertaining specifically to Agencies, Funds and Programmes.

On behalf of the SMG and UNCT, the integrated Programme Management Team (iPMT), comprising senior programme staff and deputy heads of Agencies/Sections from across the UNCT and UNSOM, will discuss and provide recommendations on UN system-wide programmatic issues. The UN Information Group (UNIG) will provide (strategic) communications support throughout the lifecycle of the UNSF (see Section 11 for further information).

Implementation

This UNSF will be the primary reference for all the UN's work in Somalia in support of the Somali Government's peace consolidation objectives. All UN Agencies, Funds and Programmes and UNSOM, through their respective Country Programme Documents (CPDs), Results Based Budgeting, or other equivalent planning frameworks, will align to the UNSF and contribute to the realization of its Strategic Priorities and related Outcomes. This work will be undertaken in accordance with the Partnership Principles and Approaches as outlined in Section 7 and within the framework of the New Partnership for Somalia.

Strategic Priority Results Groups (SPRG) will have the primary responsibility for technical level operationalization of the UNSF by translating outcomes into concrete, measurable and time-bound outputs. The SPRGs will: (i) Discuss programmatic issues on their respective focus areas and be responsible for preparing Annual Work Plans (AWPs); (ii) Undertake joint analysis and contribute to the development of advocacy messages and communication products (iii) Engage in policy dialogue with Government counterparts, civil society and other partners; (iv) Mainstream programming principles/crosscutting issues; (v) Identify overlaps, gaps and potential synergies, including joint programming opportunities; (vi) Raise relevant issues and make recommendations to the iPMT, UNCT or SMG, depending on the issue, on a regular basis; and (vii) Monitor/report on results within the Annual Work Plan and support the preparation of the Country Results Report.

To ensure alignment, continuity, complementarity, coherence and coordination between UN and national structures, the UN lead in NDP Pillar Working Groups will also chair corresponding SPRGs.

The SPRGs will be led and chaired by a specific AFP or Mission Section as described below.

1) **SP1:** Deepening federalism and state-building, supporting conflict resolution and reconciliation, and preparing for universal elections *(UNSOM Political Affairs and Mediation Group);*
2) **SP2:** Supporting institutions to improve Peace, Security, Justice, the Rule of Law and safety of Somalis *(UNSOM Rule of Law and Security Institutions Group);*
3) **SP3:** Strengthening accountability and supporting institutions that protect. *(UNDP);*
4) **SP4:** Strengthening resilience of Somali institutions, society and population. *(FAO);*
5) **SP5:** Supporting socio-economic opportunities for Somalis, leading to meaningful poverty reduction, access to basic social services and sustainable, inclusive and equitable development. *(UNDP/UNICEF).*

The UN will maintain its emphasis on the joint programming modality, through the UN Multi-Partner Trust Fund where appropriate as the preferred means of implementation of programmatic components. New areas of joint programming will be explored based on lessons learned, situation analyses, the UN's comparative advantage and on the Strategic Priorities as outlined in this UNSF as well as the UN's multi-year MPTF Strategy.

To ensure their mainstreaming across all areas of implementation of this UNSF, technical guidance on crosscutting issues will be provided by the relevant thematic groups, notably the UN working groups on Gender, Youth, Human Rights and the Environment.

Enabling Support

To support the implementation of the Strategic Priorities of this UNSF, the UN will provide integrated enabling functions across the UN in a single platform, with resources from UNSOM and the Integrated Office of the DSRSG/RC/HC/RR, technical expertise and capacities of UNSOS and resources from participating AFPs, as a service-provider to the UN on the basis of UN strategic priorities. This will include support for planning, coordination, analytics, communications, resource mobilization, dedicated risk management capacity, and civilian capacity identification and deployment.

UN system wide coordination support at state level will be provided by UNSOM regional offices or regional RCO presences, depending on the states, and undertaken with due regard for humanitarian space principles.

10. MONITORING & EVALUATION

The UNSF Results Matrix (see Annex I) with its indicators, baselines, targets and means of verification, will be the basis for monitoring and evaluation of progress in the implementation of this UNSF.

The development of this Results Matrix was undertaken in a collaborative manner which brought together relevant actors across the UN system. To ensure consistency, coherence and continuity, this results framework compliments other M&E frameworks such as those of Strategic Priority Working Group Joint Work Plans and Joint Programmes. The responsibility for reporting on each indicator has been assigned to an individual AFP or Mission Section to ensure accountability in measuring results – the responsibilities and frequency of monitoring is detailed in the Monitoring & Evaluation Plan of the UNSF. This plan will be developed and maintained by the UN M&E Working Group and will list all the data collection and analysis activities that will provide data for the indicators in the UNSF results matrix. The UN will aim to hire third party monitoring services for external evidence, recommendations especially in areas where access is limited. Furthermore, UN agencies will invest in the collection of relevant data, also in line with SDG requirements.

While the NDP does not yet have a detailed results framework developed, the UNSF results framework has been formulated to align at NDP pillar level. This results framework as also been designed to ensure alignment with Agenda 2030 and their related Sustainable Development Goals.

Given the fluid and dynamic nature of the Somali context, it is important to assess the continued relevance of the UNSF and AWP results frameworks. Therefore, light touch annual assessments will be undertaken by the Strategic Priority Working Groups, with the technical support of the UN M&E Working Group if required, which will measure progress and examine whether the UNSF and AWP results frameworks remains fit for purpose or if course corrections or alterations are required (e.g. alignment to the NDP results framework once completed). Annual Common Country Results Report will be produced based on these evaluations outlining progress and, if necessary, proposing recommendations for alterations to the results framework. Common Country Results Reports will be presented to relevant UN oversight and coordination structures, including the National/UN Steering Committee, SMG, UNCT and PMT for review and follow-up action as required.

In the penultimate year of the life of this UNSF, a final, comprehensive and independent evaluation will be undertaken, the outcome of which will in turn inform the formulation of a successor UNSF and related results framework.

Finally, to ensure adherence to the Partnership Principles and Approaches as outlined in Section 6 of this UNSF, a complimentary results matrix, in addition to that of the Strategic Priorities, will measure the UN's commitment to collaborative approaches in the realization of common objectives (see Annex III).

11. COMMUNICATIONS

Strategic communication and public information provide powerful tools to shape narratives, strengthen advocacy, increase accountability and transparency, and mitigate risk. For that reason, a communication and public information plan will be developed that aligns with the Strategic Priorities and supports its outcomes. Where possible, the linkage to the NDP or relevant NDP Pillars and SDGs should be made in order to increase awareness and understanding of what the national (NDP) and global (SDGs) development agendas mean for the UN Somalia.

The UN Somalia has already aligned its communication efforts with the 'Communicating as One' pillar of the 'Delivering as One' approach – with a yearly revised joint communications strategy and an integrated working group between UNCT and UNSOM on communications and public information, the UN Information Group (UNIG).

The UNIG will lead on the drafting and implementation of the work plan, with regular consultations and cross-fertilization with other relevant working groups, such as the Programme Management Team (PMT), the Inter-Agency Working Group on Youth, or the Gender Theme Group (GTG).

ANNEX I: UNSF RESULTS MATRIX

STRATEGIC PRIORITY 1: *Deepening federalism and state-building, supporting conflict resolution and reconciliation, and preparing for universal elections*
Related National Development Priority: 1) Peace, security and rule of Law
Related SDG(s): *SDG 5 (Gender Equality); SDG 16 (Peace, Justice and strong institutions); SDG 17 (Partnerships for the Goals).*
UN Partners: *UNSOM, UNDP, UN Women, UNSOS*
Partners/Counterparts: *FGS, FMSs, Federal Parliament, Regional Assemblies, National Independent Electoral Commission, Boundaries and Federation Commission, AU, IGAD, diplomatic corps, World Bank, civil society, NGOs, Somalia Stability Fund*
OUTCOME 1.1: *Somalia's state-building and federalism efforts are strengthened.*

Indicators	Baseline & Targets	Means of Verification	Role of the UN
1.1.1. *Existence of formal gender-responsive federal framework and inclusive arrangements* *UNSOM (PAMG) UNDP, UN Women*	**Baseline:** *Absence of formal mechanisms for high-level political consultations on federalism; Lack of clarity in distribution of roles and responsibilities at different levels of government; Incomplete process of formalizing FMSs.* **Target:** Federal arrangements for FMS are *formalized and approved by Parliament* and include c*lear guidelines on federalism with inclusive distribution of functions, roles and responsibilities at different levels of government.*	• *Approval of FMSs by Parliament.* • *No. of women participating in the federalism process.*	• *Facilitation, policy and strategic advice, technical/logistic support for political dialogue between FGS and FMSs;* • *Capacity building of FGS/FMSs stakeholders in federalism discussions;* • *Capacity building of national stakeholders including women to influence gender-responsive policy dialogue between FGS and FMSs;* • *Good offices and mediation support;* • *Capacity building of BFC.*

1.1.2. *Existence of functional National Parliament* *UNDP (Reporting focal point), UN Women, UNSOM (PAMG)*	**Baseline:** *Somalia's first-ever bicameral parliament elected in 2016, with 24% women and about 50% newcomers.* **Target:** *A National Parliament exists with the roles and responsibilities of the Upper House clearly defined; functioning bicameral arrangements; increased number of women MPs in key committee positions; women MPs engage in leadership debates and influence policy making.*	• *Number of deliberations;* • *Priority laws enacted;* • *Number of women MPs trained in transformative political leadership.* • *Number of gender laws/policies enacted.*	• *Policy and strategic advice, technical/logistic support;* • *Capacity building of MPs;* • *Capacity building of national stakeholders to incorporate gender element in laws and policies.*
1.1.3. *FMSs Governments are functional to engage in the federalization process and deliver gender-responsive services* *UNDP, UNSOM (PAMG), UN Women*	**Baseline:** *FMSs and state parliaments lack capacities in carrying out mandate, no district councils exist beyond Puntland, Somaliland and Adaado; No. of frameworks available for gender-responsive distribution and allocation of resources.* **Target:** *Government structures of FMSs reformed; core functions of key ministries operational; constructive relations established between the Executive and the Legislative; public trust in the institutions increased; gender-responsive services are delivered by the FMS and local governments.*	• *Gap analysis conducted and measures taken to improve service delivery;* • *Priorities laws deliberated and passed;* • *Focus group discussions to assess the level of legitimacy of the institutions.*	• *Facilitation, policy and strategic advice, technical/logistic support;* • *Capacity building of key ministries and the regional assemblies;* • *Capacity building of key government institutions and district council on gender-responsive budgeting.*

1.1.4. *Adoption of a gender-sensitive Federal Constitution* *UNSOM (PAMG) (Reporting focal point), UNDP, UN Women*	**Baseline:** *Provisional Federal Constitution in place.* **Target:** *New Federal Constitution, written in a gender-sensitive language approved and adopted with inclusion of the 30% quota for women's representation in parliaments, government institutions and appointed bodies.*	• *Enactment of a gender-responsive and inclusive final Constitution.* • *Inclusion of affirmative action for women in political and decision making positions at all levels.*	• *Facilitation, policy and strategic advice and technical/logistic support;* • *Capacity building of Parliament, regional assemblies, gender equality advocates and national women machineries.* • *Good offices.*
1.1.5. *Proportion of transparent, inclusive and gender-responsive district and municipal councils.* *JPLG (Reporting focal Point)*	**Baseline:** *Absence of representative district councils in all districts except Somaliland and Puntland.* **Target:** *Over 50% of municipalities and districts have representative with 30% women representation in the local councils and accountable local government structures in place.*	• *Structured and inclusive mechanisms linking federal, state and district governments in place.*	• *Provision of advice, support and expertise for process formulation and deployment;* • *Assist Somali governments to coordinate and oversee inclusive local reconciliation and community selection processes conducted by UN, and non-government partners.*
1.1.6. *Proportion of new local authorities able to generate participatory and gender-responsive budgets, raise funds and provide inclusive rudimentary services.* *JPLG (Reporting focal Point)*	**Baseline:** *With the exception of Somaliland and Puntland and major urban centers, no local governments have accountable Public Financial Management nor community agreed development plans.* **Target:** *50% of new local authorities able to generate participatory and gender-responsive budgets, raise funds and provide rudimentary services.*	• *Ministry of Interior, Federal Affairs and Reconciliation;* • *Gender-responsive Federal, state and district plans, budgets, expenditure reports.*	• *Provide advice, support and expertise for gender-responsive policy formulation. Through Somali institutions provide training to local governments in the gender-responsive budgeting and implementation;* • *Utilize Somali institutions from federal to district to ensure gender-responsive public procurement and inclusive implementation of services.*

OUTCOME 1.2: *Actual and potential conflicts are resolved or are prevented from turning violent*

Indicators	**Baseline & Targets**	**Means of Verification**	**Role of the UN**

1.2.1. *Proportion of states with gender-responsive conflict mapping, conflict analysis and inclusive institutions in charge of resolution of conflict.* *UNSOM (PAMG) (Reporting focal Point); UNDP; UN Women*	**Baseline:** *Different government offices have responsibilities; Ad-hoc approach to political disputes and occasionally they turn into violence; Under-representation of women in mediation efforts.* **Target:** *100% of states have conflict mapping, conflict analysis and conflict resolution institutions with 30% women representations in mediation, conflict resolution and reconciliation committees.*	• *Peaceful settlements of conflicts documented* • *Political and security assessments by UN offices;* • *No. of women participation in conflict resolution and mediation.*	• *Good offices, mediation support;* • *Facilitation, policy and strategic advice and technical support, political and conflict analysis and recommendations;* • *Development of data collection and analytical tools that enable the forecast of potential conflicts as well as better targeting of inclusive reconciliation activities and programmes;* • *Capacity building of women and advocacy for women's inclusion in mediation and conflict resolution.*
OUTCOME 1.3: *Preparations for 2021 universal elections are completed*			
1.3.1. *Existence of an inclusive and gender-responsive legal framework to support electoral processes* *IESG (Reporting focal Point), UN Women*	**Baseline:** *Incomplete electoral legal framework. (Only NIEC Law and Political Parties Law, subject to amendments, are in place.)* **Target:** *The electoral legal framework is completed by 2018 (Gender-responsive Electoral Law developed, constitutional clarity on political-electoral questions; amended gender-sensitive Political Parties Law; Citizenship Law, Independent and impartial electoral dispute resolution framework); 30% women's quota included in the Electoral Law*	• *National Federal Parliament;* • *Submission/approval of all official draft articles and laws by Ministry/ Parliament/ President during each of the different phases of the legal drafting process;* • *Political parties' electoral laws, policies, structures and manifestos.*	• *Technical support to Somali counterparts;* • *Coordination assistance with stakeholders;* • *Facilitation, policy and strategic advice and technical support for high-level political dialogue between FGS and FMSs and the mandated institutions for electoral issues that need constitutional agreement;* • *Provide technical support in revising existing legislative frameworks to materialize gender-responsive electoral process.*
1.3.2. *Existence of a functional and inclusive National Independent Electoral Commission (NIEC)*	**Baseline:** *NIEC was established in 2015 and recruited a preliminary secretariat in 2016.*	• *NIEC quarterly and annual reports to the Parliament, as well as in other formal reports and*	• *Technical support to Somali counterparts;* • *Coordination assistance with stakeholders;*

IESG (Reporting focal Point), UN Women	**Target:** *By 2020, a functional NIEC exists with capacity to plan, prepare for and conduct elections, including state acceptance of its mandate; composition of NIEC is gender-sensitive; capacity of NIEC to build on gender-responsive electoral process.*	*documents that indicate its capacity progress;* • *Completion of political party registration and voter registration process;* • *NIEC composition, i.e., no of officials who are women.*	• *Facilitation, policy and strategic advice and technical support for high-level political dialogue;* • *Build capacity of electoral management bodies to facilitate gender-sensitive electoral processes.*
1.3.3. *Existence of a formalized mechanism for gender-sensitive identification and registration voters for 2021 elections* *IESG (Reporting focal Point)*	**Baseline:** *No mechanism for identification and registration for potential voters.* **Target:** *Mechanism formalized for identification and registration of eligible male and female voters for 2021 elections.*	• *Somali Institution (FGS) responsible for collecting national ID/voter data;* • *FGS decision and implementation on registration system; Data of registered people as provided by the responsible institution(s).*	• *Technical support to Somali counterparts;* • *Coordination assistance with stakeholders;* • *Facilitation, policy and strategic advice and technical support for high-level political dialogue between the FGS and regional leaders and the mandated institutions.*
1.3.4. Existence of mechanism to monitor and manage instances of violence or threats of violence against women candidates and voters. *UN Women, UNSOM (HRPG) (Reporting focal Point)*	**Baseline:** *No mechanisms exist to mitigate electoral-related violence against women.* **Target:** *CSO monitoring mechanisms and electoral observatory structures are established which mitigate violence and the threat of violence against women candidates and voters.*	• *Cases of violence during elections are reported and resolved.*	• *Build capacities of security forces in addressing GBV issues during elections, collect data on electoral violence, build capacities of CSOs to monitor GBV cases during elections and support the establishment of a women's electoral observation room.*

STRATEGIC PRIORITY 2: *Supporting institutions to improve Peace, Security, Justice, the Rule of Law and safety of Somalis.*
Related National Development Priority: *1) Peace, Security and Rule of Law*
Related SDG(s): *SDG 5 (Gender Equality); SDG 8 (Decent work & Economic growth); SDG 16 (Peace, Justice and strong institutions); SDG 17 (Partnerships for the Goals).*
UN Partners: *UNSOM, UNMAS, UNSOS, UNOPS, UNDP, UNODC, UNICEF, UN Women, IOM, UNOAU, UNIDIR*
Partners/Counterparts: *FGS, FMS, SNA, Police (Federal, State), Coast Guard, Custodial Corps, AMISOM, NGO, Donor Countries, including S6*
OUTCOME 2.1: *Affordable, acceptable, accountable and able Somali National Security Institutions and Forces providing security for Somalia*

Indicators	Baseline & Targets	Means of Verification	Role of the UN
2.1.1 *Political agreement in place between FGS and FMS on national security architecture, as detailed in 'Security Pact'.* ROLSIG (Reporting focal Point)	**Baseline:** N/A **Target:** *By May 2017 National Security Architecture agreement will be endorsed by National Security Council; By 2018 all FMS will implement New Policing Model; By December 2017 Somali Parliament will approve the National Security Architecture; By 2020 increase of at least 10% in the annual PIO public perceptions survey*	• *Engagement with National Security Office to confirm milestones, target dates and detailed plans listed in National Security Architecture Agreement are achieved;* • *Monitor legislature by Somali Parliament; State Police plans signed and endorsed by the FGS and FMS Ministers of Internal Security;* • *PIO public perceptions survey, radio, Twitter and other media resources.*	• *Provide strategic and technical advice. Coordination and facilitation of international donor support;* • *Where appropriate, provide training and capacity building;* • *Enhance explosive hazard management capability at Federal and FMS through strategic advice, mentoring, training and equipping;* • *Provision of policy advice, training and equipment for Weapons and Ammunition Management (WAM);* • *Facilitate and assist the FGS and FMS with the development of the Somali maritime domain.*

2.1.2 *Existence of an agreement on Security forces baseline figures between FGS/FMS and international partners, with clarity on proportion paid by FGS and FMS* *ROLSIG (Reporting focal Point)*	**Baseline:** *N/A* **Target:** *By 2018 Somali national security forces are regularly paid by FGS and FMS.*	• *Human Resources and Payroll systems implemented; banking records;* • *Figures from Ministries of Finance;* • *Responses from SNA and Police.*	• *Provision of policy and implementation support in establishing a unified funding mechanism;* • *Delivery of practical support in the distribution of internal partner stipend support to FGS and FMS security forces.*
2.1.3 *Existence of functioning civilian oversight mechanisms for Somali security institutions* *ROLSIG/HRPG (Reporting focal Point)*	**Baseline:** *N/A* **Target:** *By mid-2017 National Security Council will convene regular meetings, with National Security Office providing Secretariat function and issuing directives in line with 'Security Pact'. By start of 2018 Ministry of Defence and Ministry of Internal Security implementing detailed capacity building plans agreed at Security Conference in October 17. By 2018 Parliamentary Defence & Security and Human Rights Committees holding regular hearings on specific incidents with IHR/IHL implications and accountability thereof; National Human Rights Commission submits its first report to parliament on human rights issues by Somali Security institutions; By 2020 Parliamentary Defence & Security introducing legislation and regulatory frameworks that is compliant with IHR/IHL and the Action Plans on the Human Rights Roadmap, Children Associated with*	• *Occurrence of meetings, meeting minutes and whether any development of discussions, follow through on action items;* • *Increased parliamentary engagement, including in relation to allegations of IHR/IHL violations by the Somali National Security Institutions;* • *Monitoring engagement by Ministers of Defence, Internal Security, and Human Rights respectively with SNA and Police respectively.*	

	Armed Conflict and on Conflict Related Sexual Violence.		

2.1.4 *Existence of functional and inclusive Somali National Security Institutions and Forces able to protect Somali population in line with international humanitarian and human rights laws* *ROLSIG (Reporting focal Point)*	**Baseline:** *Process to establish Independent Human Rights Commission ongoing; Approx. 10% of the targets in the Human Rights Road Map achieved, including adoption of the National Legal Aid policy; No systematized or streamlined SNA training schedule or curricula on human rights exists.* **Target:** *By 2020, Somali National Security Forces (military and police respectively) have put in place at least one internal IHR/IHL violations complaints handling mechanism; By 2020 Action Plans on the Human Rights Roadmap, Children Associated with Armed Conflict and on Conflict Related Sexual Violence are implemented up to seventy percent; Human Rights Commission, Attorney General's Office and Ministry of Human Rights report on violations perpetrated by national security forces; 5-10 gender responsive human rights trainings carried out by national security forces.*	• *Inclusion of gender-responsive human rights protection and promotion in relevant national security policy documents;* • *Training reports*	• *Facilitate training and workshops on human rights and women protection;* • *Provide strategic technical advice and build capacity.*

| 2.1.5 *Existence of an effective Disarmament, Demobilization and Reintegration (DDR) national programme designed for existing security forces and militia not integrating into the restructured security and defense forces.*

ROLSIG DDR (Reporting focal Point) | **Baseline:** N/A (no DDR plan exists)

Target: Tentatively by Mid-2018 a comprehensive DDR program is designed for existing security forces and militia to be demobilized as a result of the restructuring process outlined in the National Security Architecture, as detailed in the "Security Pact". | • *Communique; meeting minutes; program document drafts; agreements signed.* | • *Provide strategic and technical advice on DDR Process and Programme design;*
• *Facilitation of international donor mobilization.* |

OUTCOME 2.2: *Strengthening the rule of law by building a rights-based Police service and accessible and fair Justice institutions for all Somalis*

Indicators	Baseline & Targets	Means of Verification	Role of the UN
2.2.1 *Proportion of districts with formal justice institutions functioning in accordance with the justice and corrections model.* *ROLSIG (Reporting focal Point)*	**Baseline:** *Technical agreement reached in December 2016* **Target:** *By 2017 political agreement achieved; By 2018 main justice institutions functioning in accordance with the justice model in 70% of the regional capitals; By 2019 Formal justice institutions functioning in accordance with the justice model in 20% of districts; By 2020 formal justice institutions functioning in accordance with the justice model in 35% of district.*	• *Communique, meeting minutes, agreements signed, laws developed based on the justice and corrections agreements, legal data.*	• *Provide strategic and technical advice;* • *Facilitate workshops and meetings between FMS and FGS.*

2.2.2 *Existence of functioning Somali Corrections Services* *ROLSIG (Reporting focal Point)*	**Baseline:** *625 custodial corps staff comprises of 479 male and 146 female received training on Bangkok rules, incident management or rehabilitation/human rights, Prisons leadership, Basic Prison duties, Advance and basic medical training and training in biometric registration of staff and inmates; Construction of the Mogadishu Prison and Crime Complex* **Target:** *By 2018 All Custodial Corps officers have received training appropriate to their function and on gender-responsive treatment and services in correctional settings; Accurate Prisoners data management in all prisons; Support to the Custodial Corps in the recruitment and training of 600 new staff to managed the new Mogadishu Prisons and Court Complex; Workshops in all the regions on the implementation of the Corrections model and the ONKOD Plan and support to the Rehabilitation Pilot Project for High Risk Prisoners in Baidoa. By 2020 At least 1 prison meeting minimum standards in each member State*	• *Records;* • *Anecdotal evidence;* • *% of women nominated for and received training.*	• *Facilitate workshops and meetings between FMS and FGS;* • *Provide strategic and technical advice.*
2.2.3 *Status of implementation of the New Policing Model in each FMS and Banadiir* *ROLSIG (Reporting focal Point)*	**Baseline:** *1 (Puntland State Police is the only functioning state police service. The Somali Police Force exists but is operating under a centralized model.)*	• *Attendance at meetings;* • *Meeting minutes;* • *Follow up on action items.*	• *Provide strategic technical advice and build capacity;* • *Facilitate FGS/FMS meetings.*

	Target: *New Policing model exists in each FMS and Banadiir; State Police Services (in the 5 FMS) and the Somali Federal Police are established.*		
2.2.4 *Number of Police Plans endorsed at State and Federal level* *ROLSIG (Reporting focal Point)*	**Baseline:** *No plans exist.* **Target:** *Five State Police Plans and one Federal Police Plan finalized by September 2017; By 2020, the Somali National Security Institutions introduce specific measures to establish training and recruitment processes that are gender responsive and IHR/IHL compliant.*	• *State Police plans approved by the FGS and FMS Ministers of Internal Security;* • *Inclusion of human rights protection and promotion in relevant national security policy documents and processes including recruitment.*	• *Provide strategic technical advice and build capacity;* • *Facilitate FGS/FMS meetings.*
2.2.5 *Number of FMS with functioning basic policing services.* *ROLSIG (Reporting focal Point)*	**Baseline:** *AMISOM assessment.* **Target:** *Coverage in Mogadishu and all 5 FMS capitals; By 2020 Women and Child Protection Unit is fully functional and able to meet the protection needs of Somali women and girls.*	• *State Police Services established;* • *Numbers of deployed police (Number or % of women);* • *Community trust levels;* • *Follow up with Somali Women and Child Protection Unit and Somali Police.*	• *Facilitate high level donor coordination to manage the dissemination of donor funding to support specific elements of the FMS and federal police plans*

OUTCOME 2.3: *Strengthened local governance through provision of basic and public services will contribute to peace and stability*

Indicators	**Baseline & Targets**	**Means of Verification**	**Role of the UN**

2.3.1 *Proportion of local governments providing a package of gender-responsive public and basic services with technical assistance from the FMS and FGS.* *Peacebuilding Fund Secretariat/ RCO (Reporting focal Point)*	**Baseline:** *TBC with government (target location, basic service package).* **Target:** 25% increase compared to baseline by end of the project.	• *UN programmes reporting;* • *FGS National Statistics.*	• *Provide strategic technical advice and build capacity;* • *Facilitate FGS/FMS meetings;* • *Implement the PBF Midnimo and Daldhis Programmes.*
2.3.2 *Proportion of the local population that have confidence in local governments legitimacy and capacity to deliver gender-responsive quality basic services. (Disaggregated by age and gender)* *Peacebuilding Fund Secretariat/RCO (Reporting focal Point)*	**Baseline:** *TBD* **Target:** *TBD after baseline*	• *Perception survey.*	
2.3.3: Number of women and men (including IDPs) accessing justice and protection services (including SGBV). *ROLSIG, UNDP (Reporting focal Points)*	**Baseline:** *20,972 women received legal aid and ADR (alternate dispute resolutions (2013-2016); No psycho-social legal counselling services available with police.* **Target:** *25,000 (20,000 IDPs - 50% women) have access to and benefit from formal and informal justice services at least 5,000 women use*	• *Min. of Justice and of Internal Security & Human Rights Commission.*	• *Support to CSOs and institutions of provision of legal aid.* • *Provide strategic technical advice and build capacity*

	protection and referral services. 50 districts with community policing.		

OUTCOME 2.4: *Capacities to address conflicts peacefully and prevent violent radicalization increased*

Indicators	Baseline & Targets	Means of Verification	Role of the UN
2.4.1 *Existence of a functional Somalia National CVE framework* *UNSOM PCVE (Reporting focal Point)*	**Baseline:** *The national comprehensive CVE strategy was adopted by Cabinet in September 2016.* **Target:** By 2017 *Federal and State CVE coordinators appointed. PCVE focal points in line ministries identified. By 2018 codifying and implementing Somali PCVE coordination mandate and authority. The framework should clarify the authority and mandate of the CVE coordinator, the roles of the line ministries, the relationship with the state CVE coordinators and establish a regular coordination mechanism, including consultation with civil society, private sector and diaspora. This should be formalized in a legal framework, e.g. presidential decree. By 2020 implementation of the coordination mechanism should result in regular meetings (monthly / bi-monthly) in which decisions are made and enacted. At a minimum, bi-annual meetings should include CSO, private sector and diaspora.*	• *Meeting reports;* • *Legislation;* • *Monitoring of implementation.*	• *Provide strategic and technical advice;* • *Coordination of international partners via PCVE platform;* • *Facilitate coordination mechanism and awareness raising workshops;* • *Where appropriate, provide training and capacity building.*

2.4.2. Existence of a network of gender-sensitive skilled *P/CVE coordinators at federal and FMS levels.* *UNSOM PCVE (Reporting focal Point) with implementing partners*	**Baseline:** *In the development phase of the Somali strategy (and IGAD regional CVE strategy) some CVE coordinators have been participating in training.* **Target:** By 2018 a*ll state and federal CVE coordinators and focal points will have enhanced understanding of the PCVE strategy, of the main drivers for recruitment and radicalization in their respective states. By 2020 Federal and State CVE coordinators and focal points introduce policy options for mitigating solutions to prevent and counter those specific drivers.*	• *Monitor and evaluation of capacity building and training workshops of implementing partners.*	

2.4.3 *Existence of functional coordination mechanisms across the country of the ongoing National Programme for Treatment and Handling of Disengaged Combatants (DRP)*. *ROLSIG DDR (Reporting focal Point)*	**Baseline:** *Weak and non-functional coordination mechanisms in place.* **Target:** *Effective coordination of partners and donors; Harmonization of programme implementation across Somalia; Scale up of National Programme to receive disengaged combatants, including in isolated areas.*	• *Meetings of Minutes of the National Programme Working Group; SOPs developed for various components of the National Programme.*	• *Provide strategic policy advice to FGS; Support FGS with a facilitation role in the coordination mechanism of the National Programme/DRP*

STRATEGIC PRIORITY 3: *Strengthening accountability and supporting institutions that protect.*
Related National Development Priority: *2) Building Effective & Efficient Institutions*
Related SDG(s): *SDG 5 (Gender Equality); SDG 10 (Reducing Inequalities); SDG 16 (Peace, Justice and Strong Institutions); SDG 17 (Partnerships for the Goals).*
UN Partners: *UNICEF, UNDP, IOM, UNFPA, UNSOM, UNSOS, UN Women, UNHCR, UNOPS*
Partners/Counterparts: *FGS, FMS, National Human Rights Commission, Somali National Forces and regional counterparts, AMISOM, Donors*
OUTCOME 3.1: *National and sub-national policies, systems and institutions that uphold human rights, protection, gender equality and women's empowerment are established and strengthened.*

Indicators	Baseline & Targets	Means of Verification	Role of the UN
3.1.1. *Level of representation of women in all national institutions (elected and appointed) across the three branches of government and in national independent commissions.* *UNDP (Reporting focal Point)*	**Baseline:** *24% women in NFP, 23% in federal cabinet.* **Target:** *At least 30% women representation in all parliaments, government institutions and appointed bodies.*	• *Annual survey of women in key public-sector institutions.*	• *Provide strategic and technical advice;* • *Facilitate workshops and meetings between FMS and FGS;* • *Where appropriate, provide training and capacity building.*

3.1.2. *Proportion of districts that develop measures to facilitate improved gender responsive service delivery at district level.* *UNDP (Reporting focal Point)*	**Baseline:** 21% (18 of 86 districts) **Target:** 50% (43 of 86 districts)	• *Min of Interior;* • *Third party monitors (TPM).*	
3.1.3. *Existence of a functional National Human Rights Commission that complies with the Paris Principles on National Human Rights Institutions.* *UNSOM (Reporting focal Point)*	**Baseline:** *National Human Rights Commission Law adopted* **Target:** *Human Rights Commission is fully constituted in terms of the law, with 9 Commissioners with regional, gender and clan representation confirmed by Parliament and 1 Annual State of Human Rights report launched*	• *Parliamentary records and reports.*	• *Funding and technical support to the Interim Selection Committee and appointment process.*
3.1.4. Policies and mechanisms for reporting, tracking and addressing human rights violations, including CRSV and child protection *UNSOM HRPG (Reporting Focal Point), UNHCR*	**Baseline:** *Limited human rights expertise of the staff of national line ministries, AGO and in security forces.* **Target:** *Up to four people from 15 ministries trained.* **Baseline:** *Mogadishu-based pilot project for Women and Child protection Unit in SPF,* Action Plans and SOP on children armed conflict (CAAC), CRC. **Target:** *Each entity's mechanism is strengthened in SNA, SPF, NISA, and Attorney General to address/investigate/prosecute human rights and sexual violence cases,* 80% of SNA and SPF personnel screened, SNA	• *Training workshops participants' lists;* • *Database of cases, reports;* • *Screening missions' reports;* • *Handover document for children released and referred to reintegration's programme;* • *Directives or command orders that prohibit child recruitment and grave violations.*	• *Provide strategic and technical advice;* • *Facilitate workshops and meetings;* • *Where appropriate, provide training and capacity building;* • *Logistical support to screening missions and support to reintegration programmes.*

	Child Protection Unit (CPU) capacity strengthened, at least 90% of children released access reintegration services; mechanisms to follow up and respond to grave violations against children violation strengthened.		
3.1.5. *Number of human rights and security-related legislation and policies developed and reviewed by different human rights and security committees* *UNSOM HRPG (Reporting Focal Point), UNHCR*	**Baseline:** *Federal Constitution, draft federal Constitution, Sexual Offences Bill, Penal Code, Citizenship Bill, Anti-FGM Bill to be reviewed, Puntland Juvenile Justice, International treaties requiring domestication, including the Convention on the Rights of the Child (CRC);* **Target:** *Human rights and security committees reviewed the main legislation for compliance with human rights; Optional Protocol to the CRC on the involvement of children in armed conflict ratified, frameworks to domesticate CRC in place, existence of mechanisms to implement justice for children.*	• *Review documents produced, Stakeholder interviews;* • *Instruments of ratification of Optional protocol;* • *Federal plan of action for CRC domestication;* • *Policies and federal child Act.*	• *Provide strategic and technical advice;* • *Facilitate workshops and meetings;* • *Where appropriate, provide training and capacity building.*

OUTCOME 3.2: *Inclusion, transparency and accountability processes and practices at all levels of government are improved*

Indicators	**Baseline & Targets**	**Means of Verification**	**Role of the UN**
3.2.1. Existence of a functional *National integrity system (transparency, accountability, anticorruption)* *UNDP (Reporting Focal Point)*	**Baseline:** *Absence of a national integrity system.* **Target:** *A national integrity system agreed and under implementation*	• *Prime Minister's Office.*	• *Provide strategic and technical advice;* • *Facilitate workshops and meetings between FMS and FGS;* • *Where appropriate, provide training and capacity building.*

3.2.2. Somalia rating on Transparency International index *UNDP (Reporting Focal Point)*	**Baseline:** *176 out of 176 countries* **Target:** *170 out of 176 countries*	• *Transparency International.*	
3.2.3. Somalia ranking on governance effectiveness *UNDP (Reporting Focal Point), Integrated Office, UNOPS, UNFPA, UNICEF, FAO.*	Baseline: -2.22 (2016) Target: -2.19 (2020)	• *Civil service management system (Legal and regulatory) in place at federal, state and district level including equal representation;* • *SDG compliant national, state and district development frameworks endorsed and monitored;* • *Coherent system for Aid tracking, Aid Coordination and Use of National Systems in place;* • *National agreement on division of functions between three levels of government for selected sectors reached and articulated in legislation and policy, in line with the Wadajir Framework.*	

STRATEGIC PRIORITY 4: *Strengthening resilience of Somali institutions, society and population.*
Related National Development Priority: *6) Building National Resilience Capacity*
Related SDG(s): *SDG 1 (Ending Poverty); SDG 2 (Zero hunger); SDG 3 (Good Health & well-being); SDG 4 (Quality education); SDG 5 (Gender Equality); SDG 6 (Clean Water and Sanitation); SDG 7 (Affordable & clean energy); SDG 10 (Reduced Inequalities); SDG 11 (Sustainable cities & Communities); SDG 12 (Responsible Consumption & Production); SDG 13 (Climate Action); SDG 14 (Life on Land); SDG 17 (Partnerships for the Goals).*
UN Partners: *UNICEF, IOM, WFP, FAO, UNDP, UNHCR, WHO, UNFPA, OCHA, UN Habitat, UNOPS, UNEP, UN Women, UNIDO*
Partners/Counterparts: *FGS, FMS, IFIs, NGOs, Civil society, Private Sector, Diaspora*
OUTCOME 4.1: *Government capacities, institutions, policies, plans and programmes strengthened to* better prevent, prepare for, respond to and recover from *the impact of natural and man-made shocks at Federal, FMS levels and local level*

Indicators	Baseline & Targets	Means of Verification	Role of the UN
4.1.1. *Existence of functioning Disaster Risk Management and Early warning systems at Federal and Federal Member State Level (gender and age sensitive)* *UNDP (Reporting Focal Point), OCHA, FAO, IOM*	**Baseline:** *Institutions under formulation.* **Targets:** *Federal and state humanitarian and disaster management level ministries have basic capacities to perform and coordinate their functions. State level drought and flood mitigation strategies/plans development and implementation started.*	• *UNDP annual report;* • *Copy of relevant documents available from the Ministry;* • *Govt. Order issued to this effect;* • *The reports of the drought response from the ministry;* • *Copy of the federal budget;* • *Legal order on subsuming of the NCRI in the ministry;* • *Staffing list of the directorate;* • *Copy of the strategy and the plan;*	• *Support the capacities of the new Ministry of Humanitarian and Disaster Management* • *Support the establishment and capacity building of Disaster Management Initiations, including Somalia Disaster Management Agency (SoDMA) and National/FMS drought committee* • *Coordination of international donor support* • *Where appropriate, provide training and capacity building* • *Provision of policy advice, technical support and training*

Indicators	Baseline & Targets	Means of Verification	Role of the UN
		• Copies of the state HA&DM authorities' architecture; • List of the Ministry staff and assets; • Progress report on setup of state authorities; • Progress report on set up of the early warning system; • Copy of the ministry project documents, progress reports Progress reports on state authorities; • Progress reports on the district centres.	
4.1.2. Number of new policies and laws providing a better enabling environment for resilience *RCO (Reporting Focal Point), IOM, WFP, FAO, UNDP, UNHCR, WHO, UNFPA, UNICEF*	**Baseline:** *Existing Draft IDP Policy; Ratification of Kampala convention* **Target:** *Relevant policies developed, finalized and enacted*	• Monitor legislature by Somali Parliament, radio, Twitter and other media resources	• Facilitate and assist the development, finalization and approval/ endorsement of relevant legislations • Provide strategic and technical advice

OUTCOME 4.2: *Resilience and cohesion of Somali society strengthened through food and nutrition security and social protection systems.*

Indicators	Baseline & Targets	Means of Verification	Role of the UN

4.2.1. *Progress towards the establishment of Social Protection System to mitigate the impacts of natural and man-made shocks, particularly for vulnerable populations* *UNICEF (Reporting Focal Point), WFP*	**Baseline**: *0* **Target**: *Social protection systems developed and operational*	• *NDP progress reports* • *UNICEF and WFP annual reports*	• *Support to development of gender-responsive institutional frameworks, including social protection policy development, communications and SDG targets;* • *Social Protection capacity development of key national counterparts;* • *Identification of strategies to reach vulnerable and marginalized populations through social protection.*
4.2.2. Proportion of households with Acceptable Food Consumption Score *(as an indicator of Food Security of at risk communities throughout the year, including through lean seasons and shocks.* *WFP (Reporting Focal Point), FAO*	**Baseline:** Households with Acceptable Food Consumption Score: 45.6% **Target:** > 65%	• *WFP annual reports* • *FSNAU seasonal assessments.*	• *Creation and maintenance of community assets using compensation (in the form of food and cash) as well as supporting productive livelihoods (farming, agropastoral, pastoral and fishing) to maintain or improve food security.* • *Vocational skills training delivered to targeted individuals.* • *Seasonal and shock sensitive safety nets in the form of unconditional resource (food and cash) transfers;* • *Safety nets for vulnerable populations.*
4.2.3. *Proportion of children 6-59 months with MAM/SAM who are admitted into treatment and benefit from prevention of MAM services* *UNICEF (Reporting Focal Point), FAO, WFP*	**Baseline:** SAM Treatment *Central South- 48%* *Puntland – 25%* *Somaliland -— 70%* **Target (national):** *75%*	• *Coverage survey;* • *Routine data*	• *Service delivery support through supply/procurement of essential supplies, funding provision, technical support (for training, drafting of plan /strategy/ policy, etc.)*

	MAM treatment		
	Baseline: 44.9%		
	Target: >50%		
	MAM prevention		
	Baseline: 45.1		
	Target: >70%		

OUTCOME 4.3: Provision of comprehensive and sustainable solutions for IDPs, vulnerable migrants, refugee returnees and host communities

Indicators	Baseline & Targets	Means of Verification	Role of the UN
4.3.1. *Number of refugees and IDPs with identification papers, property / tenancy entitlements disaggregated by sex* *UNDP (Reporting Focal Point), UNHCR, UN Habitat*	**Baseline:** *No mechanism in place for land and property registry.* **Target:** *At least 1,000 refugees and IDPs benefitting from land and property deeds issued (30% to women).*	• *UNDP Annual reports* • *Routine Data*	• *Technical support to Somali counterparts;* • *Coordination assistance with stakeholders;* • *Facilitation, policy and strategic advice and technical support for high-level political dialogue between FGS and FMS*
4.3.2. *Number of IDPs, vulnerable migrants, Refugee Returnees and Host communities supported with return and sustainable (re)integration* *IOM, UNHCR (Reporting Focal Points), WFP, UNICEF, FAO*	**Baseline:** *UNHCR: To date, UNHCR has supported 91,000 refugee returnees from Kenya and Yemen*.* *IOM: to date, IOM has supported 21,313 mixed migrants from Kingdom of Saudi*	• *UNHCR, IOM, WFP, UNICEF, FAO annual reports*	• *Technical/logistical support, as well as policy and strategic advice in managing returns and sustainable (re)integration;* • *Capacity building of local authorities, FMS and key ministries in FGS;* • *Facilitation of return travels to vulnerable migrants to their areas of origin;* • *Capacity building to government and CSO actors in the provision of reintegration support*

	Arabia (KSA), over 37,000 from Yemen* and 140 from elsewhere.		to returning migrants and host communities of return;
	IDP/host communities: 0		• Provision of direct reintegration support to returning migrants and host communities.
	Target:		
	UNHCR: For 2018, our planning figures are: 65,000 refugee returnees from Kenya and 40,000* from Yemen.		
	IOM: until 2021, 40,000 mixed migrants (8,000 pax/year) for KSA returns, 10,000 for Yemen returns (IOM's contribution towards Yemen response) and 5,000 for vulnerable migrants returning from elsewhere;		
	Until 2021, 10,000 IDPs/host communities.		
	*potential for overlap in the figures provided by UNHCR and IOM pertaining to Refugees from Yemen.		

OUTCOME 4.4: *Sustainable management of environment and natural resources*

Indicators	**Baseline & Targets**	**Means of Verification**	**Role of the UN**
4.4.1 Proportion of households in urban areas using alternative energy sources instead of charcoal.	**Baseline:** *98 percent of urban households in Somalia use traditional fuels for cooking (mainly charcoal)*	• *UNDP and MPTF report -Joint Programme for Sustainable Charcoal Reduction*	• *Technical support to Somali counterparts;* • *Coordination assistance with stakeholders;* • *Facilitation, policy and strategic advice and technical support*

UNDP (Reporting Focal Point), UNOPS, UNEP, UN Women	**Target:** *Alternative sources of energy replace 20% use of charcoal at household level in urban areas.*		• *Engagement with civil society partners for advocacy and outreach*

STRATEGIC PRIORITY 5: *Supporting socio-economic opportunities for Somalis, leading to meaningful poverty reduction, access to basic social services and sustainable, inclusive and equitable development.*

Related National Development Priority: 3) Inclusive and sustainable economic growth; 5) Social and human capital development.

Related SDG(s): *SDG 1 (Ending Poverty); SDG 2 (Zero hunger); SDG 3 (Good Health & well-being); SDG 4 (Quality education); SDG 5 (Gender Equality); SDG 6 (Clean Water and Sanitation); SDG 7 (Affordable & clean energy); SDG 8 (Decent work & Economic growth); SDG 9 (Industry, Innovation & Infrastructure); SDG 10 (Reduced Inequalities); SDG 11 (Sustainable cities & Communities); SDG 12 (Responsible Consumption & Production); SDG 13 (Climate Action); SDG 14 (Life on Land); SDG 16 (Peace, Justice and Strong Institutions); SDG 17 (Partnerships for the Goals).*

UN Partners: *UNICEF, UNESCO, WHO, UNFPA, IOM, UNDP, UNIDO, ILO, WFP, FAO, UN Habitat*

Partners/Counterparts: *World Bank*

OUTCOME 5.1: *The Somali population has improved access to and benefits from equitable and quality essential social services.*

Indicators	Baseline & Targets	Means of Verification	Role of the UN
5.1.1. *Percentage of population using safe water disaggregated by sex/gender* *UNICEF (Reporting Focal Point), UNHABITAT, IOM*	**Baseline:** *53%* **Target:** *65%*	• *KAP;* • *DHS;* • *UNICEF programme reports.*	• *Support to strengthening, rehabilitating and maintaining water supply systems (rural and urban) including shallow wells and boreholes;* • *Support water policy development, planning and coordination.*
5.1.2. *Primary education enrolment ratio disaggregated by sex/gender* *UNICEF (Reporting Focal Point), WFP, UNESCO*	**Baseline:** *32%* **Target:** *41%*	• *EMIS;* • *Statistical yearbooks of ministries of education;* • *ES Annual review reports*	• *Build national capacity to deliver primary education through improving curricula and standards;* • *Support education for excluded, out-of-school children through provision of materials and teacher training and incentives;*

			• *Improve education sector management, including strengthening information systems.*
5.1.3. Proncortion of *births attended by skilled health personnel* *WHO (Reporting Focal Point), UNICEF, UNFPA, IOM*	**Baseline:** *38% Somalia / 44% Somaliland* **Target:** *TBD*	• *HMIS.*	• *Public awareness campaigns;* • *Increasing availability of skilled birth personnel through strengthening the capacity of training institutes, updating curricula and developing guidelines and tools;* • *Reducing inequalities and reaching marginalized population;* • *Improving the quality of delivery care services.*

OUTCOME 5.2: *Productive sectors strengthened to promote inclusive growth, employment opportunities and sustainable development.*

Indicators	**Baseline & Targets**	**Means of Verification**	**Role of the UN**

5.2.1. *Employment rate in UN targeted areas (disaggregated by age, gender and disability status).* *UNDP (Reporting Focal Point), ILO, UNIDO, IOM, WFP, UNESCO, FAO*	**Baseline:** *TBC* **Target:** *TBC*	• *World Bank High Frequency Survey;* • *Labour force survey.*	• *Technical support to Somali counterparts;* • *Coordination assistance with stakeholders;* • *Facilitation, policy and strategic advice and technical support.*
5.2.2. *Number of policies, laws, strategies, formulated and adopted for the labour market* *ILO (Reporting Focal Point), UNDP, IOM*	**Baseline:** *0* **Target:** *3*	• *Policies, laws, strategies documents.*	• *Provide technical assistance;* • *Provide training and capacity building were required.*

5.2.3. *Production level in crop, livestock, and fish sectors* *FAO (Reporting Focal Point), UNDP, WFP*	<u>Agriculture</u> **Baseline:** *main crops 1MT for sorghum and 1.5 MT for maize* **Target:** *25% Increment in production and productivity*	• *Crop Yield Assessments;* • *Post Distribution Reviews;*	• *Provision of improved inputs package which are nutrient sensitive;* • *Provision of diversified cropping pattern, legumes and vegetables;* • *Train HH/Farmer organizations/Groups on new technologies and applied knowledge.*
	<u>Livestock</u> **Baseline:** *Milk yield main breed- 0.4 Lts/day goats;* *Less than 1% of livestock farmers growing more productive fodder or with requisite technical skills* **Target:** *20% increment in livestock production and productivity*	• *Assessment reports;* • *Service providers' reports;* • *Beneficiary feedbacks and storylines;*	• *Provision of livestock vaccination and treatment;* • *Provision of training on disease early warning system, surveillance and reporting;* • *Provision of fodder production inputs and equipment;* • *Training on fodder, honey, poultry and milk production.*
	<u>Fisheries</u> **Baseline:** *30,000 Tonnes of Marine Catches* **Target:** *15% Increment in production and productivity*	• *Landing Sites Data;* • *Government reports.*	• *Training and Capacity Building of Government Officers/Fishers/Fishers Cooperatives;* • *Provision of fishing gear;* • *Infrastructure (local markets and connecting) rehabilitation.*
5.2.4 *Number of gender-sensitive employment opportunities in the green energy sector* *UNDP (Reporting Focal Point), UNOPS, UNEP, UN Women*	**Baseline:** *N/A* **Target:** *New employment opportunities created in the green energy sector; New business/private sector initiatives promoting green energy.*	• *Report of new Joint Programme on Green Energy (to be created).*	• *Technical support to Somali counterparts;* • *Coordination assistance with stakeholders;* • *Facilitation, policy and strategic advice.*

ANNEX II: COMMON BUDGETARY FRAMEWORK

Strategic Priority 1: Deepening federalism and state-building, supporting conflict resolution and reconciliation, and preparing for universal elections

Agency	Projected to be available ($)[8]	To be mobilized (funding gap) ($)[9]	Total Required ($)
UNSOM	13,507,694	0	13,507,694
UNDP	6,000,000	50,000,000	56,000,000
UN Women	1,884,733	1,014,856	2,899,589
IOM	9,000,000	8,000,000	17,000,000
SP1 TOTAL:	**30,392,427**	**59,014,856**	**89,407,283**

Strategic Priority 2: Supporting institutions to improve Peace, Security, Justice, the Rule of Law and Safety of Somalis

Agency	Projected to be available ($)	To be mobilized (funding gap) ($)	Total Required ($)
UNSOM	53,998,344	0	53,998,344
UNMAS	4,259,942	26,291,000	30,550,942
UNOPS	114,575,000	31,200,000	145,775,000
UNDP	2,000,000	20,000,000	22,000,000
UNODC	600,000	8,100,000	8,700,000
UNICEF	8,600,000	5,400,000	14,000,000
UNFPA	600,000	2,000,000	2,600,000
UN Women	600,000	7,500,000	8,100,000
IOM	25,200,000	128,050,000	153,250,000
UNESCO	200,000	300,000	500,000
UN Habitat	0	5,000,000	5,000,000
SP2 TOTAL:	**210,633,286**	**233,841,000**	**444,474,286**

Strategic Priority 3: Strengthening accountability and supporting institutions that protect

Agency	Projected to be available ($)	To be mobilized (funding gap) ($)	Total Required ($)
UNICEF	1,230,000	770,000	2,000,000
UNDP	4,000,000	30,000,000	34,000,000

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[8] These are funds available from all sources and already secured (including under contract) at the time of preparation. They can include core/regular budget funds, as well as donor contributions received in-country, allocated from headquarters or regional levels, and/or received through global funds and multi-donor trust funds. They include confirmed donor resources, plus all pipeline funds under negotiation by UN organizations and any expected potential resource contributions from other sources.

[9] This is the difference between resources already secured and firmly available and the required resources to implement the UNSF. This gap should be based both on needs and realistic projections of new resources that can be mobilized.

	Projected to be available ($)	To be mobilized (funding gap) ($)	Total Required ($)
IOM	7,000,000	8,500,000	15,500,000
UNFPA	600,000	1,400,000	2,000,000
UNSOM	13,507,694	0	13,507,694
UN Women	718,000	0	718,000
UNHCR	1,270,000	1,343,599	2,613,599
UNOPS	11,180,000	4,000,000	15,180,000
UN Habitat	0	15,000,000	15,000,000
UNODC	0	600,000	600,000
UNESCO	150,000	600,000	750,000
SP3 TOTAL:	**39,655,694**	**62,213,599**	**101,869,293**

Strategic Priority 4: *Strengthening resilience of Somali institutions, society and population*

Agency	Projected to be available ($)	To be mobilized (funding gap) ($)	Total Required ($)
UNICEF	35,000,000	22,000,000	57,000,000
IOM	14,250,000	32,750,000	47,000,000
WFP	64,993,375	726,420,136	791,413,511
FAO	73,700,000	83,600,000	157,300,000
UNDP	3,000,000	30,000,000	33,000,000
UNHCR	11,818,457	11,027,733	22,846,190
WHO	18,414,735	10,000,000	28,414,735
UNFPA	1,000,000	5,000,000	6,000,000
UN Habitat	6,266,000	26,000,000	32,266,000
UNOPS	70,200,000	0	70,200,000
UNESCO	300,000	1,000,000	1,300,000
UNCDF	300,000	4,700,000	5,000,000
UNIDO	600,000	2,400,000	3,000,000
SP4 TOTAL:	**299,842,567**	**954,897,869**	**1,254,740,436**

Strategic Priority 5: *Supporting socio-economic opportunities for Somalis, leading to meaningful poverty reduction, access to basic social services and sustainable, inclusive and equitable development.*

Agency	Projected to be available ($)	To be mobilized (funding gap) ($)	Total Required ($)
UNICEF	95,000,000	60,000,000	155,000,000
UNESCO	1,000,000	500,000	1,500,000
WHO	34,576,086	17,750,000	52,326,086
UNFPA	3,000,000	31,000,000	34,000,000
IOM	39,800,000	64,200,000	104,000,000
UNDP	3,000,000	40,000,000	43,000,000
UNIDO	5,000,000	5,000,000	10,000,000
ILO	4,200,000	3,800,000	8,000,000

WFP	*2,324,853*	*110,647,864*	*112,972,717*
UN Habitat	*14,150,000*	*56,000,000*	*70,150,000*
FAO	*15,900,000*	*16,200,000*	*32,100,000*
UNCDF	*300,000*	*4,300,000*	*4,600,000*
UNOPS	*362,150,000*	*0*	*362,150,000*
SP5 TOTAL:	**580,400,939**	**409,397,864**	**989,798,803**

Total UNSF ($)	**1,160,924,913**	**1,719,365,188**	**2,880,290,101**

Other UNSF-related resource requirements

	Projected to be available ($)	To be mobilized ($)	Total ($)
UNSF Evaluation	*0*	*50,000*	*50,000*

* Please note that this Common Budgetary Framework does not include the costs for certain functions that enable the UN to stay and deliver in Somalia including RCO, UNDSS, Risk Management Unit (RMU) and the UN Guard Unit (UNGU). The budget for UNSOS is also not included in this framework.

ANNEX III: UN ALIGNMENT WITH PARTNERSHIP PRINCIPLES & APPROACHES

Thematic Area	Indicator	Baseline	Target	Means of Verification
Planning & Coordination	UN programmatic alignment behind NDP and/or FMS strategic plans. *(JPU/RCO)*	No UN system-wide FMS regional plans formulated.	UN system-wide regional plans formulated and endorsed and aligned to FMS regional plans, NDP and UNSF.	Endorsed UN system-wide FMS regional plans.
	Number of agreed and functioning UN coordination arrangements in FMS'. *(RCO/JPU)*	Agreed and functioning regional UN coordination arrangements in **4** FMS'.	Regional UN coordination arrangements operational in all FMS'.	Terms of Reference; Minutes of meetings.
Coordination between levels of Government	Involvement of FMS' in design, planning, implementation, coordination and monitoring of MPTF Joint Programmes. *(RCO)*	**60%** of Joint Programmes have engaged FMS in design, planning, implementation, coordination and/or monitoring of MPTF Joint Programmes. *(9 of 15 Joint Programmes)*	Annual increase in proportion of Joint Programmes which have engaged FMS in design, planning, implementation, coordination and monitoring of MPTF Joint Programmes.	MPTF quarterly and annual reports.
UN Staff presence in & across Somalia	Proportion of UN staff based in Somalia (*vis-à-vis* Kenya) including Heads and Deputy Heads of UN Entities. *(RCO/JPU)*	**65%** of all UN staff based in Somalia (Dec 2016); **33%** of Heads and **33%** of Deputy Heads of UN Entities based in Somalia. (Jun 2017)	Annual increase in proportion of UN staff based in Somalia, including Heads and Deputy Heads of UN entities.	UNDSS/Programme Criticality Exercise.
	Number of UN staff stationed in FMS (disaggregated by international/national, UNCT/UNSOM and FMS). *(RCO/JPU)*	**59%** of all UN Somalia based staff based in FMS; **29%** of international and **72%** of national staff in Somalia based in FMS.	Annual increase in proportion of UN staff based in FMS.	UNDSS/ Programme Criticality Exercise.
Civil Society Participation	Existence of Federal NGO Law *(RCO)*	No Federal NGO Law in place	Federal NGO Law in passed and operational by Q1 2018.	National Federal Parliament.

	Status of implementation of the UN Youth Strategy. *(Youth Advisor)*	Youth Advisory Board not in existence (mid-2017); **1** Youth coordination meeting held up until June 2017; **1** Annual National Youth Conference held in 2015, none in 2016.	Youth Advisory Board established and operational by end of 2017 with quarterly meetings held; 1 Youth coordination meeting held in each FMS per year; 1 Annual National Youth Conference held per year.	Terms of Reference; Minutes of meetings; conference reports; monthly implantation reports.
	Amount of UN funding going to youth specific interventions. *(RCO)*	**$28,645,000** (2016-2017)	Annual increase in amount of UN funding going to youth specific interventions.	UN Annual Youth Programming mapping; MPTF Secretariat.
Collaborative *Approaches*	Existence of functional and integrated coordination architecture for implementation of UNSF. *(RCO/JPU)*	Coordination structures not established (mid-2017)	End of 2017 – Strategic Priority Results Groups (SPRGs) established with ToRs; SPRGs hold quarterly coordination meetings; SPRG Annual Work Plans (AWPs) developed and endorsed.	ToRs for each SPRG; Minutes for coordination meetings; Finalized AWPs.
	Number of UN entities participating in MPTF Joint Programme initiatives (including UNSOM). *(RCO)*	**16** [10]	Annual increase in the number of UN entities participating in MPTF Joint Programmes (including Mission Sections).	MPTF quarterly and annual reports.
	Existence of Integrated Enabling platform, with regular meetings, active participation of relevant agencies and government counterparts. *(RCO/JPU)*	Enabling functions provided through different entities	Integrated Enabling platform established, with defined/ agreed ToR, adequately resources for planning, risk management, etc.	ToRs; Minutes of meetings.

[10] UNSOM, UNDP, FAO, UN Habitat, ILO, UNIDO, UNICEF, UN Women, IOM, UNCDF, UNODC, UNOPS, UNEP, UNHCR, WFP and UNDSS.

National Window & use of country systems	% of MPTF resources channelled through National Window *(RCO)*	**2.7%** (Q1 2017)	Annual increase in proportion of MPTF resources channelled through National Window	MPTF quarterly and annual reports
National cost-sharing	Number of MPTF Joint Programmes with national cost-sharing component (including in-kind contributions). *(RCO)*	**1** of 15 Joint Programmes[11]	Annual increase in the number of UN programmes with national cost-sharing component.	MPTF quarterly and annual reports
Humanitarian-Development Nexus	Proportion of MPTF Joint Programmes specifically designed to link humanitarian and development activities. *(RCO)*	**3** out of 16 (Midnimo, Refugee Return and Reintegration, Social Protection Project)	Annual increase in the proportion of MPTF Joint Programmes specifically designed to link humanitarian and development activities.	MPTF quarterly and annual reports; Project reports.
	UN corporate processes/initiatives promoting humanitarian-development cooperation. *(RCO)*	UNSF; UNSA; UNCT Durable Solutions Working Group; UNDP Early Recovery Surge Capacity Support.	Improved UN system-wide humanitarian-development cooperation.	Assessment of UN system-wide humanitarian-development cooperation.
Risk Management	Implementation of SDRF risk management strategy. *(RMU)*	SDRF risk management strategy under implementation.	6 RMG meetings per year; 2 Fund Risk Management updates to SDRF Steering Committee per year.	RMG Reports.
	Number of Risk Management trainings to LNGOs and government entities. *(RMU)*	On average 3 trainings undertaken a year	Minimum of 5 trainings per year.	RMU through Joint Programme on Enablers.
Transparency	% of UN funding channelled through SDRF financial mechanism (MPTF). *(RCO)*	*25% (2015) (2016 Aid Flow Analysis)* *30% (2016) (2017 Aid Flow Analysis)*	Annual increase in proportion of UN resources channelled through MPTF/SDRF	Aid Flow Analysis

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[11] Refugee Return & Reintegration

	Proportion of UN entities providing timely reporting to MoPIED led Aid Mapping. *(RCO)*	**76%** [12]	100%	Data from MoPIED Aid Mapping exercises
Gender Equality & Women's *Empowerment*	Existence and operationalization of UN Gender Strategy for Somalia. *(RCO/JPU)*	No endorsed UN Gender Strategy (June 2017).	UN Gender Strategy for Somalia launched by end of 2017.	Gender Theme Group.
	Proportion of women in senior positions within the UN system in Somalia. *(RCO/JPU)*	TBD	Annual increase in proportion of women in senior positions (P5 and above).	Survey of UN AFPs and UNSOM.

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[12] 19 reported from 25 UN entities. Entities which report are: FAO, ILO, IOM, RCO, UN Women, UN Habitat, UNAIDS, UNCDF, UNDP, UNESCO, UNFPA, UNHCR, UNMAS, UNICEF, UNODC, UNOPS, UNSOM, WFP, WHO. Please note that for the purposes of this exercise, UNSOS is not considered a UN entity.

ANNEX IV: LEGAL CLAUSES

1. Partnerships, Values and Principles

Whereas the Government of Somalia (hereinafter referred to as "the Government") has entered into the following:

a) WHEREAS the Government and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP's assistance to the country (Standard Basic Assistance Agreement (SBAA), which was signed by both parties on 31 May 1977. Based on Article I, paragraph 2 of the SBAA, UNDP's assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of 'execution' and 'implementation' enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonization initiative. In light of this decision this UNSF together with a work plan (which shall form part of this UNSF, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA [or other appropriate governing agreement [13]].

b) With the United Nations Children's Fund (UNICEF) a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 24 April 1982.

c) With the Office of the United Nations High Commissioner for Refugees (UNHCR) a Country Co-operation Agreement concluded between the Government and UNHCR on 4 July 1979.

d) With the World Food Programme (WFP) a Basic Agreement concerning assistance from the World Food Programme, which Agreement was signed by the Government and WFP on December 2015 by the then Minister of Foreign Affairs and Investment Promotion.

e) The Basic Agreement concluded between the Government and the United Nations Development Programme on 16 May 1977 (the "Basic Agreement") mutatis mutandis applies to the activities and personnel of the United Nations Population Fund (UNFPA). This UNSF together with any work plan concluded hereunder, which shall form part of this UNSF and is incorporated herein by reference, constitutes the Project Document as referred to in the Basic Agreement.

f) With the Food and Agriculture Organization (FAO) of the United Nations the Agreement for the establishment of the FAO Representation in Somalia, constituted by Exchange of Letters, comprising the

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[13] In the countries where SBAA [or other agreement depending on country] have not been signed, the Standard annex to project documents for use in countries which are not parties to the Standard Basic Assistance Agreement (SBAA) should be attached to the UNSF. These documents together with the work plan constitute the "project document".

letter dated 14 March 1980 from the Director-General to the Minister of State Planning, and the reply from the Minister of State Planning to the Director-General dated 10 April 1980.

g) With the United Nations Capital Development Fund (UNCDF) a Basic Agreement signed between the Government and UNCDF on 18 December 1981.

h) With the World Health Organization (WHO) a Basic Agreement for the Provision of Technical Advisory Assistance signed in 1961 by then Somalia Prime Minister and EMRO Regional Director and Agreement for the Provision of Operational Assistance signed in 1963 by the then Somalia Minister of Health and EMRO Regional Director.

i) With the International Organization for Migration (previously the Intergovernmental Committee for Migration) a basic agreement was concluded between the Government and IOM on 13 November 1983.

j) With the United Nations Assistance Mission in Somalia (UNSOM) the Agreement between the United Nations and the Government of the Federal Republic of Somalia concerning the status of the United Nations Assistance Mission in Somalia concluded between the Government and the UN on 26 February 2014.

k) With the International Labour Organization (ILO), an exchange of letters concerning the privileges and immunities provided in the UN Convention on the Privileges and Immunities of the Specialized Agencies of 21 November 1947 and its Annex I relating to the ILO, occurred on 26 September 2008 and 1 February 2009, respectively.

l) For all agencies: Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UN system agency's governing structures.

The UNSF will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement between such United Nations system agency and the Host Government.

2. Programme Management and Accountability Arrangements

The programme will be nationally executed under the overall co-ordination of the Ministry of Planning, Investment and Economic Development (MoPIED). Government coordinating authorities for specific UN system agency programmes are noted in Annex I (Results Matrix). Government Ministries, NGOs, INGOs and UN system agencies will implement programme activities. The UNSF will be made operational through the development of joint work plan(s) (JWPs) [14] and/or agency-specific work plans and project documents as necessary which describe the specific results to be achieved and will form an agreement between the UN system agencies and each implementing partner as necessary on the use of resources. To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed UNSF and signed joint or agency-specific work plans and project documents to implement

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[14] As per the UNDG Standard Operating Procedures (SOPs) for countries adopting the "Delivering as One" approach

programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the UNSF and joint or agency-specific work plans and / or project documents.[15]

For those UN system agencies following HACT procedures:

All cash transfers to an Implementing Partner are based on the Work Plans (WPs[16]) agreed between the Implementing Partner and the UN system agencies.

Cash transfers for activities detailed in work plans (WPs) can be made by the UN system agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner:
    a. Prior to the start of activities (direct cash transfer), or
    b. After activities have been completed (reimbursement);

2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;

3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts. Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN[17] Implementing Partner. A qualified consultant, such as a public accounting firm, selected by the UN system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

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[15] In the case of UNDP, the Government Coordinating Authority will nominate the Government Co-operating Agency directly responsible for the Government's participation in each UNDP-assisted work plan. The reference to "Implementing Partner(s)" shall mean "Executing Agency(s)" as used in the SBAA. Where there are multiple implementing partners identified in a work plan, a Principal Implementing Partner will be identified as who will have responsibility for convening, co-ordinating and overall monitoring (programme and financial) of all the Implementing Partners identified in the work plan to ensure that inputs are provided and activities undertaken in a coherent manner to produce the results of the work Plan.
[16] Refers to results Groups' or agency specific annual, bi-annual or multiyear work plans
[17] For the purposes of these clauses, "the UN" includes the IFIs.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

3. Resources and Resource Mobilization Strategy

The UN system agencies will provide support to the development and implementation of activities within the UNSF, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN system agencies' support may be provided to non-governmental and civil society organizations as agreed within the framework of the individual work plans (WPs) and project documents.

Additional support may include access to UN organization-managed global information systems, the network of the UN system agencies' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN specialized agencies, funds and programmes.

The UN system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

Subject to annual reviews and progress in the implementation of the programme, the UN system agencies' funds are distributed by calendar year and in accordance with the UNSF. These budgets will be reviewed and further detailed in the work plans (WPs) and project documents. By mutual consent between the Government and the UN system agencies, funds not earmarked by donors to the UN system agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities.

For those UN system agencies following HACT procedures:

In case of direct cash transfer or reimbursement, the UN system agencies shall notify the Implementing Partner of the amount approved by the UN system agencies and shall disburse funds to the Implementing Partner within the number of days consistent with each UN agencies' guidelines.

In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the UN system agencies in support of activities agreed with Implementing Partners, the UN system agencies shall proceed with the payment within the number of days consistent with each UN agencies' guidelines.

The UN system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

Where the UN system agencies and other UN system agency provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN system agencies.

4. Monitoring and Evaluation

Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. To that effect, Implementing Partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/ contracts with the UN system agencies'
2. Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring,
3. Special or scheduled audits. Each UN organization, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.

For those UN system agencies following HACT procedures:

The audits will be commissioned by the UN system agencies and undertaken by private audit services.

5. Commitments of the Government

The Government will support the UN system agencies' efforts to raise funds required to meet the needs of this UNSF and will cooperate with the UN system agencies including: encouraging potential donor Governments to make available to the UN system agencies the funds needed to implement unfunded components of the programme; endorsing the UN system agencies' efforts to raise funds for the programme from other sources, including the private sector both internationally and in Somalia; and by permitting contributions from individuals, corporations and foundations in Somalia to support this programme which will be tax exempt for the Donor, to the maximum extent permissible under applicable law.

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as stated in the ICSC circulars).

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in paragraph 1 (Partnerships, Values and Principles).

Without prejudice to these agreements, the Government shall apply the respective provisions of the Convention on the Privileges and Immunities of the United Nations (the "General Convention") or the Convention on the Privileges and Immunities of the Specialized Agencies (the "Specialized Agencies Convention") to the Agencies' property, funds, and assets and to their officials and experts on mission. The Government shall also accord to the Agencies and their officials and to other persons performing

services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. In addition, it is understood that all United Nations Volunteers shall be assimilated to officials of the Agencies, entitled to the privileges and immunities accorded to such officials under the General Convention or the Specialized Agencies Convention. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and their officials, experts on mission or other persons performing services on their behalf and shall hold them harmless in respect of any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

[If required]: Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by the Government.

(a) "Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement".

(b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13th February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21st November 1947, as applicable, and no provisions of this document or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

For those UN system agencies following HACT procedures:

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan (WP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP/UNICEF/UNFPA will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the work plans (WPs) only.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans (WPs), and ensuring that reports on the utilization of all received cash are submitted to UNDP/UNICEF/UNFPA within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not

consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of international NGO/CSO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the work plans (WPs), and ensuring that reports on the full utilization of all received cash are submitted to UNDP/UNICEF/UNFPA within six months after receipt of the funds.

To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP/UNICEF/UNFPA will provide UN system agency or its representative with timely access to:

- all financial records which establish the transactional record of the cash transfers provided by UNDP/UNICEF/UNFPA, together with relevant documentation;
- all relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

The findings of each audit will be reported to the Implementing Partner and UNDP/UNICEF/UNFPA. Each Implementing Partner will furthermore:

- Receive and review the audit report issued by the auditors.
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNDP/UNICEF/UNFPA that provided cash (and where the SAI has been identified to conduct the audits, add: and to the SAI) so that the auditors include these statements in their final audit report before submitting it to UNDP/UNICEF/UNFPA.
- Undertake timely actions to address the accepted audit recommendations.

Report on the actions taken to implement accepted recommendations to the UN system agencies (and where the SAI has been identified to conduct the audits, add: and to the SAI), on a quarterly basis (or as locally agreed).

ANNEX V: SUMMARY OF CONSULTATIONS

Internal UN Consultations

During Phase 1 (November-December 2016) of the UN Strategic Assessment process, nine working groups were established and tasked, within their respective area of focus, with a diagnostic of the situation and of UN performance, consultations with relevant stakeholders on ambitions and indicators of success. Below is a list of these thematic working groups and numbers of meetings held.

	Phase I Working Group Meetings	No. of meetings
1.	Political Processes, Federalism & Reconciliation	6
2.	Comprehensive Approach to Security	4
3.	Socio-Economic Development	3
4.	Human Rights and Protection	7
5.	National Capacity and Service Delivery	5
6.	Gender	5
7.	Security Arrangements & Resources to Enable UN System to Stay & Deliver Safely	6
8.	UN Footprint, Posture, & Ways of Doing Business	6
9.	Internal Coherence & Effectiveness across the UN	4
10.	*Working Group Leads and Co-Leads meeting (chaired by SRSG)*	6
	Total:	**53**

Participating UN AFPs & Mission Sections

UNCT: UNDP; FAO; UNICEF; UNDP; WFP; UN Habitat; UNESCO; UNHCR; UNFPA; UNOPS; IOM; OCHA; UN Women; UNMAS; WHO; UNAIDS; UNDSS (17 AFPs)

UNSOM: Rule of Law and Security Institutions Group (ROLSIG); Comprehensive Approach to Security Secretariat; Integrated Office - Community Recovery & Extension of State Authority/Accountability (CRESTA/A); Public Information Office; Human Rights & Protection Group (HRPG); Integrated Electoral Support Group (IESG); Political Affairs & Mediation Group (PAMG); Joint Planning Unit (JPU); Integrated Gender Office (IGO); Integrated Information Hub (IIH); Office of the SRSG.

Other: UNSOS; World Bank

Phase 2 (January-February 2017) was structured as consolidation phase, with four Working Groups established to further explore the nature, scope and implications of phase 1 recommendations. Thematic workshops were also organized.

	Phase II Working Group Meetings	No.
1.	One UN Strategies	4
2.	New Roles & Mandate	4
3.	Internal UN Structures & Processes	2
4.	UN Footprint Posture & Security	3
5.	*Joint Working Group 1 & 2 Meeting*	1

	Total:	**14**

	Workshops	**No.**
1.	Integration	1
2.	Joint Programming	1
3.	Macro-Economic Developments	1
Total:		**3**

Finally, throughout, and in addition to Working Group specific outreach efforts, an extensive consultation process was undertaken within the UN and beyond, including with outgoing government, FMS leadership, civil society, donors and Member State representatives in Somalia.

While the basis and content of the UNSF is drawn largely from the outcome of the Strategic Assessment process as well as the provisional UNSF, an internal iterative consultative process was undertaken in the development of the document and results framework. Five rounds of consultations on successive drafts of the UNSF were undertaken with the UNCT/PMT and UNSOM Mission Sections. The document was also reviewed by the SRSG and both DSRSGs. Consultations were also undertaken with the Integrated Task Force (ITF) and the Regional UNDG Peer Support Group.

External Consultations

During the Strategic Assessment Mission (SAM) undertaken in Somalia from 4 to 15 March 2017, the Mission team met and consulted with various actors within Somalia. External consultations undertaken during the Mission include, but not limited to:

- President, Prime Minister and Speakers of the Federal Government of Somalia;
- CSOs in Kismayo (Jubbaland); Garowe (Puntland), Hargeisa (Somaliland) and Mogadishu;
- Jubbaland President and Administration;
- Puntland Minister of Planning and International Cooperation, the Presidency, Good Governance Bureau and others;
- Somaliland Ministries of Foreign Affairs, Interior, National Planning & Development;
- Governor of Hiraan (HirShabelle);
- Somali intellectuals/think-tanks;
- Youth Organizations;
- Women's groups (Parliamentarians and Goodwill Ambassadors);
- Private Sector;
- AMISOM;
- World Bank;
- Security Council Members in Somalia.

A roundtable discussion was held between the UN (AFPs and UNSOM Sections) and various Federal Government line ministries in Mogadishu on the 19 June 2017 where detailed feedback was received on the draft UNSF.

ANNEX VI: NORMATIVE FRAMEWORK OF THE UN IN SOMALIA

i.   UN Engagement with External Actors

Federal Government of Somalia: The FGS is the sole internationally recognised body with authority for the whole territory of Somalia. The UN, working with other international partners, should support and build the FGS' capacity to undertake its constitutional role, oversee broader peacebuilding and statebuilding, as well as humanitarian assistance. It should also build the capacity of the Somali people to interact with and hold the FGS and federal and sub-federal institutions to account. Supporting federal and sub-federal institutions, promoting national unity and reconciliation will require capacity building that can only be delivered through greater physical presence of the UN.

Federal Member States: UN support to sub-federal administrations should continue in full transparency with the FGS. However, the UN should support Somali actors in leading a national dialogue in areas of common interest and in support of unity. All international actors should encourage and facilitate cooperation and relationship- and confidence-building between and amongst federal and sub-national entities, whilst respecting legal and constitutional provisions.

Newly recovered/accessible areas: UNSOM, working with the relevant UN Agencies, Funds and Programmes (AFPs), should continue to support the implementation of the FGS' strategy for the newly recovered areas and assist coordination with international partners, particularly AMISOM and IGAD. In addition, the UN will support the FGS and the international community to plan and carry out early-recovery and conflict-sensitive programme interventions in existing accessible areas, consolidating security gains, disengaging/protecting youth and providing support to Somali civilians, thereby laying the foundations for longer-term development, peace and stability.

ii.   Parties to armed conflict

All parties to the armed conflict in Somalia have obligations under international humanitarian law: they must respect the humanitarian principles of humanity, neutrality, impartiality and independence in the delivery of humanitarian assistance, and facilitate the delivery of aid to people in need; protect and promote the safety, security and freedom of humanitarian agencies and their personnel; prevent the use of humanitarian resources for purposes that have no connection with humanitarian work; ensure good conduct of troops under their command and prevent punitive actions against civilians; ensure the provision of security to civilians, in particular women and children; prevent all forms of sexual exploitation and abuse; prevent grave violations against children, protect displaced civilians against forcible return to or resettlement in any place where their life, safety, liberty and/or health would be at risk; and refrain from engaging in combat methods that can lead to the unnecessary suffering of civilians.

Somali security forces: The UN, working with other international partners, should support the FGS in SSR and capacity building to create national and state security forces that are inclusive and representative of Somalia and which act in full compliance with Somalia's obligations under international law, including

international humanitarian and human rights law. UN assistance will be provided in accordance with the HRDDP.

Al Shabaab: The UN Security Council has repeatedly condemned AS attacks against the FGS, AMISOM, UN personnel and facilities as well as the civilian population, and stressed that Somali armed opposition groups and foreign fighters, particularly AS, constitute a threat to international peace and security. AMISOM has been authorised to use force, in accordance with applicable international humanitarian and human rights law, to reduce the threat posed by AS and other armed opposition groups in order to establish conditions for effective and legitimate governance across Somalia. Under UNSCR 2036 (2012), a ban was imposed on the export of charcoal, a key source of revenue for AS from Somalia. However, the UN may explore the potential for using direct or indirect humanitarian access negotiations as a precursor for determining the feasibility of a broader political dialogue with AS, in coordination with federal and state authorities, and Member States.

AMISOM: AMISOM was created by the AU Peace and Security Council in January 2007, and was mandated by UNSCR 1744 (2007) under Chapter VII of the UN Charter to take all necessary measures to support reconciliation, SSR, humanitarian assistance, and to protect itself and the then Somali Transitional Federal Government. Its current mandate, set out in UNSCR 2093 (2013) and renewed in UNSCR 2124 (2014) mandates it to undertake the following tasks:

> (a) Reduce the threat posed by AS and other armed opposition groups, including receiving, on a transitory basis, defectors, as appropriate, and in coordination with the UN;
> (b) Assist with the free movement, safe passage and protection of all those involved with the peace and reconciliation process in Somalia;
> (c) To protect key FGS infrastructure;
> (d) Assist SSR, including through joint operations;
> (e) To contribute to the creation of the necessary security conditions for humanitarian assistance;
> (f) To assist the FGS, in collaboration with the UN, to extend state authority in areas recovered from AS;
> (g) To protect itself and ensure the security and freedom of movement of its personnel, as well as of UN personnel carrying out functions mandated by the UN Security Council.

The UN works closely with AMISOM in implementing its various mandates, both through regular liaison and engagement, and implementation of joint and coordinated activities.

iii. Arms embargo

Any relevant assistance provided by the UN to the FGS must be notified to the UN Security Council Sanctions Committee under the Somalia-Eritrea sanctions regime imposed by the UN Security Council. The FGS lacks capacity to prevent illicit diversion of weapons in accordance with Sanctions Committee requirements.

iv. Corruption

The UN will work with the FGS, FMSs, and civil society to support the establishment of legal and institutional anti-corruption mechanisms in the spirit of the UN Convention against Corruption. The UN will also continue to strengthen its risk management practices, with the support of the UN Risk Management Unit to take all appropriate due diligence measures and ensure that assistance is not diverted or abused.

The UN will also closely collaborate with the Financial Governance Committee comprising representatives from the FGS, World Bank, African Development Bank, and an observer from the International Monetary Fund. The committee oversees the implementation of a Financial Governance Programme designed to strengthen public finance and central bank management and provide independent advice in key areas related to financial governance.

v.   *Humanitarian assistance*

Relevant UN AFPs and the wider humanitarian community will continue to provide needs-based humanitarian assistance. Enshrined in multiple UN Security Council and General Assembly resolutions, including UNSCR 2297 (2016), humanitarian action will remain a priority for the UN in Somalia. While humanitarian activities are not a central focus of the UNSF, they are a key element of the UN's operations in Somalia. A detailed outline of the current priorities and response plans for humanitarian action are outlined in the Humanitarian Response Plans (HRP).

Humanitarian assistance is provided under the leadership of the Humanitarian Coordinator, in accordance with the principles of humanity, neutrality, impartiality and operational independence. Unhindered humanitarian access should be secured. The Humanitarian Coordinator and relevant UN agencies will support appropriate linkages between humanitarian action and the UN's peace consolidation priorities.

United Nations Strategic Framework for Somalia

2017-2020

December 2017