



United Nations Development Programme

**Area-Based Early Recovery
for affected Communities in South-Central Somalia**

Project Document

Cover Page

Country: **Somalia**

UNDAF Outcome (UNTP 2008-2009): Vulnerable and marginalized groups have improved sustainable food security and economic opportunities

Expected Outcome(s) / Indicator (s): Vulnerable communities have increased income from equitable and sustainable employment opportunities and are better able to manage natural resources and hazards / disasters:

- Benefits from new or rehabilitated productive infrastructure quantified in terms of value to identified number of people, disaggregated by age and gender: at least 10,000.
- Change in number of people affected by floods: 20,000 less.
- Change in number of people affected by droughts: 20,000 less.
- Change in USD turnover among businesses assisted by the project: at least 8,000 USD per community.
- Total and average increase in revenues for assisted households: at least 100 USD per months and household average.

Expected Output(s) / Annual Targets:

1. Technical design of community driven intervention packages and strategies for sustainable livelihoods finalized
2. Livelihood outcomes of target communities improved
3. Required structures and institutional capacities for sustainable livelihoods and hazard / disaster risk management established and strengthened in support of community resilience

Executing Entity UNDP - DEX

Implementing agencies UNDP, Community-based organizations, UN Agencies

Executive Summary: The present project which will serve as a pilot is based on an area-based early recovery approach that is both community and household-driven. Building on the communities' coping mechanisms, it will simultaneously address and provide targeted support to three elements that determine the livelihood situation of the population in the selected areas and communities: (1) the vulnerability context of the communities and households in terms of natural hazards and disasters, (2) the livelihood assets and opportunities of households and (3) the policies, institutions and structures related to livelihood development and hazard and disaster management.

During its two-year implementation phase it will focus on two selected regions, namely Middle-Shabelle and Bay, which are heavily affected by seasonal flooding, droughts and the impact of big IDP populations. The simultaneous presence of the Local Governance, the Shabelle flood control project and employment generation initiatives will generate synergies by building on each others activities. Experiences and lessons learned during the first year of implementation will serve to extend the support provided to further regions (if additional resources can be mobilized) and to review the implementation strategy and methodology if required.

The project will be implemented in two phases. During the first (inception) phase, the participatory and engendered intervention strategies for the different components in support of livelihood assets and of institutions will be developed on basis of regional hazard and livelihood assessments. In the second phase, the project will fully roll out its support.

Programme Period: 2008-2009
 Programme Comp.: Crisis Prevention and Recovery
 Project Title: **Area Based Early Recovery for affected communities in South-Central Somalia**
 Project ID: XXX
 Project Duration: 2 years
 Management Arrangement: Direct Execution (DEX)

Total Budget:	\$ 5,669,880.00
Allocated resources:	\$ 3,650,000.00
• Government	\$ 0.00
• Regular	\$ 0.00
• Other:	
o BCPR	\$ 3,650,000.00
o Donors	\$ 0.00
Unfunded budget:	\$ 2,019,880.00

Agreed by / Date:



Bruno Lemarquis
Country Director, UNDP Somalia

02/07/2008

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1 Situation Analysis

1.1 Country context

In January 2007, Transitional Federal Government (TFG) troops, backed by Ethiopian forces, took control of much of South/Central Somalia from the Islamic Courts Union (ICU). It was hoped that the arrival of the TFG represented a chance for the establishment of law and order in the capital. However, in the ensuing months, violence escalated, with ongoing conflict between insurgents and TFG/Ethiopian forces. The fighting has been the worst since the civil war of the early 1990s and has resulted in the deaths of hundreds of civilians. Thousands more have been injured and human rights abuses have been committed by all sides. The conflict has caused massive displacement from Mogadishu and other areas.

Following Security Council Resolution 1744, African Union Mission in Somalia (AMISOM) troops arrived in the country in March 2007. AMISOM's mandate was extended in August for another six months. Discussions have since been taking place within the Security Council on the possibility of a United Nations peace-keeping mission to Somalia. In July and August, the TFG held a forty-five-day National Reconciliation Conference in Mogadishu, bringing together over 2,000 representatives from throughout Somalia. While some key members of the opposition did not attend, it is still hoped that the Conference marks a first step towards a genuine political process. In the relatively stable zones of Puntland and Somaliland, violence erupted in October over the long-contested regions of Sool and Sanaag, displacing well over 20,000 people; insecurity in South/Central and other factors have the potential to further destabilize either or both of the northern zones.

The recurrence of armed conflict in 2006 and 2007 in Somalia caused devastating human and material losses, created new grievances and exacerbated old disputes, and set back the process of reconciliation and establishment of credible transitional government institutions. Deadlines set out in the Federal Charter are tight and support for the Transitional Federal Institutions is required to enable leadership and citizen participation toward the aims of the Transitional Federal Charter. Inclusive reconciliation and the rebuilding of representative and accountable institutions are central to a lasting peace.

1.2 Poverty and Livelihood situation

The poverty and livelihood situation in Somalia and particularly in South Central Somalia is influenced by a combination of mutually reinforcing factors: cyclic natural phenomena often resulting in disasters, diseases, resource and clan-based conflicts, dependency on humanitarian assistance, economic factors such as hyper-inflation, worsening terms of trade and soaring global oil and food prices. In fact, the collapse of state in the early 1990s, continued insecurity, and more recently the escalating conflict has prevented the emergence of stable conditions for recovery and development.

Estimates of MDG status for Somalia indicate that three-quarters of Somalis are living in poverty, and that 43% are considered living in extreme poverty (below 1 USD/day). The population resides mainly in rural areas, and is dependent on a narrow range of livelihoods related to farming and livestock (*see maps at end of the section*).

These sources of living are vulnerable to external factors, in particular climatic factors (floods and droughts), but also other environmental factors (such as disease or pests) and political or economic factors, such as foreign bans on imports of livestock from Somalia, and local conflict. In Somaliland and Puntland, for example, crop production is hampered by unreliable rainfall, while along the Juba and Shabelle Rivers it is more vulnerable to flooding, which is exacerbated by inadequate or deteriorated flood control structures and irrigation systems. Coastal fishermen are affected by illegal fishing close to shore which depletes local fish and seafood stocks. Many Somalis are also affected by unreliable access to appropriate livestock, farming or fishing inputs and markets.

Overall, around 80% of Somali households rely on natural resource-dependent activities for their livelihood. Given the vulnerability of these livelihoods to external shocks, food security can fluctuate widely. For example, as of March 2007, it was estimated that 990,000 people (including 400,000 IDPs) needed humanitarian assistance and livelihood support, compared with 1.8m in 2006.¹ This decrease was despite significant flooding in late 2006 and some conflict. All the same, out of the population considered to be in need of humanitarian assistance, 230,000 were considered to be in a state of humanitarian emergency and 270,000 in a state of acute food and livelihood crisis. Humanitarian needs were particularly concentrated among the riverine populations in the Gedo, Hiran and Juba regions, where flooding had been compounded by four consecutive seasons of low crop production.

Entrepreneurs and the private sector continue to play a vital role in providing employment and services in the absence of large-scale public enterprises and high public sector employment. All the same, prospects for economic growth and increased job and livelihood creation, are constrained by shortcomings in the business environment which result from the weakness or absence of relevant governance and government institutions. These shortcomings include the lack of adequate legal and regulatory systems, the lack of public investment in enabling infrastructure, poor access to finance and business support services, and inadequate management and regulation of natural resources. These factors affect economic and livelihood prospects in rural and urban areas. However, the expectation of better opportunities in urban areas continues to encourage rural-to-urban migration, leading to unplanned urban growth and pressure on already inadequate services.

The conflict throughout 2007 has caused massive displacement from Mogadishu. As of 1 November, it was estimated that there are 450,000 new Internally Displaced Persons (IDPs) in Somalia in addition to the estimated 400,000 protracted IDPs. Late October saw particularly intense fighting, with up to 90,000 people believed to have been displaced in three days. Displacement has led to a further deterioration of the nutrition situation in South-Central, particularly in regions that absorbed large numbers of conflict-related IDPs – e.g., Lower and Middle Shabelle, traditionally the most agriculturally productive areas. An estimated 83,000 children are moderately or severely malnourished in these regions, a figure that excludes IDPs, among whom malnutrition rates are often higher. These children are at increased risk of death in a country where, already, one in 12 children will die before his or her first birthday and one in seven will die before reaching the age of five.

¹ Food Security Analysis Unit, 'Food Security and Nutrition: Quarterly Brief - Focus on Risk Factors' (Nairobi: FSAU Somalia, 2007).

Agricultural Land Use and Natural Resources

Agriculture

- Fodder
- Dry land (arable)
- Rough grazing lands (no trees)
- Fodder (arable) in grass, vegetation and grazing
- Pasture
- Sugarcane
- Citrus

Minerals

- Copper
- Gold
- Iron
- Manganese
- Salt
- Zinc
- Uranium



Population

- Most densely populated
- Less densely populated
- Unpopulated

The last census was in 1975. There is no reliable data for population density for 2010-2015. The period 1990-2010 witnessed an overall decline in population in large-scale migration and conflict. The map reflects the general pattern of population density as of 1990.



2 International Assistance

2.1 Institutional Framework

The Reconstruction and Development Framework 2007-11 (RDF) is the overarching programming framework for development in Somalia, defined through a participatory Joint Needs Assessment exercise undertaken in 2005-6 that focused primarily on identifying stabilization and recovery needs across their social, economic, governance, and security dimensions. The three programming pillars of the RDF are: a) Deepening peace and security and establishing good governance through DDR and the establishment of core public and private sector institutions and conflict resolution mechanisms; b) Investing in people through improved social services (especially education and health) to raise human skills, and actions to address the needs of specific vulnerable groups such as IDPs; and c) Establishing an enabling environment for rapid poverty-reducing development, to expand employment and reduce poverty e.g. infrastructure, policies and actions to overcome constraints facing the livestock and agriculture sectors and ensure protection of the environment and sustainable use of natural resources.

In line with the outcome of the high level panel on UN reform, the UN agencies have formulated the UN Transition Plan (UNTP) for 2008-9, in support of the RDF. The UNTP is structured around 5 strategic outcomes: (i) Key federal, Somaliland and Puntland institutions administer and manage core government functions more effectively; (ii) Local governance contributes to peace and equitable priority service delivery in selected locations; (iii) Improved security and protection under the law for all Somalis; (iv) Children, youth and vulnerable groups have increased, more equitable access to quality education and health services; and (v) Vulnerable and marginalised groups have improved sustainable food security and economic opportunities.

Early recovery and livelihood support falls under Outcome 5 of the UNTP. The expected sub outcomes in this area are:

- Rural communities have increased, diversified production and productivity
- More people have increased income from equitable and sustainable employment opportunities;
- Targeted beneficiaries have improved nutritional status;
- Communities are better able to manage natural resources in a sustainable manner.

2.2 International responses to the humanitarian and livelihood situation

The urgent need for an integrated approach to emergency operations, hazard and disaster risk mitigation and livelihood support is underscored by the deteriorating malnutrition situation and chronic nutrition crisis. At present, however, international responses to the above-described situation are still much focused on humanitarian assistance.

For 2008, United Nations agencies and NGOs have agreed (CAP 2008, November 2007) to provide assistance to 1.5 million people identified as being in a state of Humanitarian Emergency or Acute Food and Livelihood Crisis or as internally displaced, including an estimated 400,000 protracted IDPs and approximately 450,000 newly displaced. The severe

deterioration of humanitarian and livelihood conditions in the first months of 2008 are increasing the number of people in need of humanitarian assistance to levels above the 2 million mark.

At the same time, recent efforts strongly supported by UNDP have led to better coordination between humanitarian interventions and longer-term development activities. It is hoped that facilitated reconciliation at the local level can provide a sufficient level of stabilization to not only increase access for humanitarian assistance, but also ease the expansion of longer-term interventions in support of broader recovery and development. Therefore, development partners have agreed to develop an integrated multi-sectoral approach in Somalia in line with the UNTP to strengthen local capacity for improved livelihood outcomes, delivery of basic social services and disaster risk reduction, preparedness and response. Geographic priority areas have been identified and coordinated interventions will focus on these areas.

2.3 UNDP interventions in the field of early recovery

UNDP's 2007 activities in support of early recovery have included: (i) supporting the set up of district and regional authorities in Central South Somalia through a participatory reconciliation process, (ii) flood control activities through flood diversion gates, irrigation and water reservoirs rehabilitated and constructed through community empowerment, (iii) providing livelihoods opportunities to riverine communities, including resettling IDPs, (iii) roll-out of governance and rule of law/security activities in regions with newly set up district and regional authorities and (iv) reconciliation in conflict areas.

While UNDP will continue its early recovery activities during the 2008 – 2009 programme cycle, it intends to establish a more comprehensive and coordinated early recovery framework. The present project intends to build the basis for this endeavor.

3 Intervention Strategy

3.1 Priorities for early recovery and justification for UNDP interventions

In light of the above described situation, UNDP has defined five priority areas for interventions supporting effective early recovery in Somalia:

1. Assisting the emergence of a local governance framework with links to communities to lay the basis for their responsibilities to supply social services and for area-based recovery.
2. Creating the conditions of basic security on community level through law enforcement and related institutions and the populations.
3. Empowering communities to drive and monitor processes for rehabilitation of productive assets and promote livelihood-supporting activities reducing vulnerability.
4. Creating an enabling environment for the private sector including financial services.
5. Support development of disaster risk management plans and systems and civil societies' and communities' involvement in risk reduction systems and activities.

The present project will concentrate on priority areas 3 – 5. At the same time, linkages will be established to and synergies created with the Local Governance project and the Law

Enforcement component of the Rule of Law and Security programme, which are targeting priorities 1 and 2.

UNDP's comparative advantage in Early Recovery is based on its institutional know-how and expertise developed through interventions in post-conflict countries throughout the world. The UNDP Bureau for Crisis Prevention and Recovery (BCPR) is the corporate center for the compilation and development of this expertise. Part of the mandate of BCPR is to provide advice and targeted assistance to early recovery interventions of UNDP country offices.

UNDP Somalia has gained country-specific experience for early recovery during the last three years. In addition, it has established a Sub Office structure that ensures operational efficiency and programmatic coherence throughout Somalia. Interventions in South-Central are coordinated through the Baidoa Field Office and project offices in Beledweyne, Jowahr.

UNDP Somalia is therefore best placed to ensure coordination of efforts by local and international stakeholders for stabilization, disaster risk management and recovery, to build national capacities for making such efforts sustainable, and – as the lead agency for Early Recovery – to implement activities in areas not covered by other agencies. It is important to note that UNDP will not seek to duplicate the roles of other agencies such as FAO or ILO but rather seek integration and to extend the services that these agencies provide for the benefit of overall project impact.

3.2 Objectives and expected outputs

The overall objective of the present project is to support the recovery of Somali communities in target regions stressed by conflict, hazards, disasters and the movement of populations. Its intended outcome is a

tangible income increase of vulnerable communities from equitable and sustainable employment opportunities and improved community capacities to manage natural resources as well as hazard and disaster risks.

The expected outputs of the project are:

- 1) Technical design of community driven intervention packages and strategies for sustainable livelihoods finalized;
- 2) Livelihood outcomes of target communities improved;
- 3) Required structures and institutional capacities for sustainable livelihoods and hazard and disaster risk management established and strengthened in support of community resilience.

3.3 Project overview

The present project which will serve as a pilot is based on an area-based early recovery approach that is both community and household-driven. Building on the communities' coping mechanisms, it will simultaneously address and provide targeted support to three elements that determine the livelihood situation of the population in the selected areas and

communities: (1) the vulnerability context of the communities and households in terms of natural hazards and disasters, (2) the livelihood assets and opportunities of households and (3) the policies, institutions and structures related to livelihood development and hazard and disaster management.

During its two-year implementation phase it will focus mainly on two selected regions, namely Middle-Shabelle and Bay, which are heavily affected by seasonal flooding, droughts and the impact of big IDP populations. The simultaneous presence of the Local Governance and the Shabelle flood control projects will generate synergies by building on each others activities. Experiences and lessons learned during the first year of implementation will serve to extend the support provided to further regions (if additional resources can be mobilized) and to review the implementation strategy and methodology if required.

Since the poverty and livelihood situation described in chapter 1 is multi-causal, the specificities and needs of each region must be carefully assessed and addressed in a comprehensive manner. Priorities for region and community-specific interventions need to be carefully established and activities coordinated and correctly sequenced.

For this reason, the project will be implemented in two phases. During the first (inception) phase, the participatory and engendered intervention strategies for the different components in support of livelihood assets and of institutions will be developed on basis of regional hazard and livelihood assessments. The assessments will also lay the ground for sensitization of local authorities, Civil Society and communities and the following process of capacity building aiming to, through participatory processes in dialogue with the local authorities, start development planning, define priorities, develop implementation capacity and projects, implement, monitor and evaluate results. It will also build partnerships and consolidate existing ones, to maximize synergies among different UN and non-UN actors.

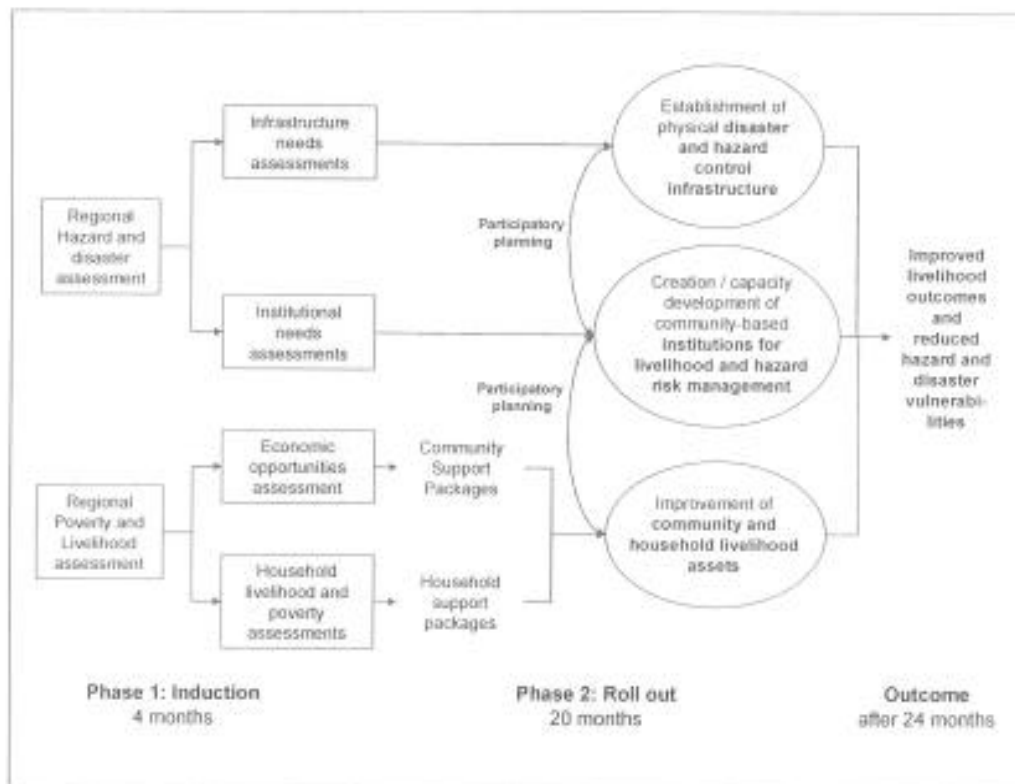
In the second phase, the project will fully roll out its support. Household poverty and livelihood assessments in target communities will lead to defining individual support packages for increased production and income especially for women and women headed households but not excluding other households with specific needs. These assessments will result in designed training like diversification of products, value adding and time saving practices. To enhance the potential for new or expanded activities or businesses, access to Micro Finance through situation designed schemes will be a part of the approach. Further activities targeting livelihood assets will include creation of short-term employment opportunities and vocational and technical training. The interventions may also include rehabilitation of productive infrastructure and diversification of productive opportunities. A specific focus will be given to promote the role of youth and women in recovery.

Activities targeting institutions and structures will include the introduction of management committees and coordination systems related to hazards, disaster prevention or control, development of community-based financial and social protection schemes and capacity building for participatory planning, implementation, M&E, disaster risk management and sustainable livelihoods. In addition the project will establish and support coordination mechanisms for early recovery at the regional level.

The introduction of sustainable land management and hazard / disaster impact reduction and prevention schemes and systems will help and secure sustainability of gained progress. The

process contains sensitization of all stakeholders based on the results from the hazard assessment and a following consultative process.

Table 1: Project Implementation Flowchart



The recovery coordination within UN as well as with other partners will gain considerably from planned BCPR support in critical areas combined with projects staff with strong recovery background.

The BCPR support will include:

- Integrated technical assistance mission for definition of UNDP's early recovery activities under the umbrella of the interagency Livelihood Framework and UN transition plan;
- Technical assistance for addressing gender challenges mainstreamed into early recovery/livelihoods initiative;
- Technical assistance for Early Recovery network coordination;
- Technical assistance for strengthening early warning initiatives for flood prevention (as part of livelihood programme components).

3.4 Potential elements of project interventions

The different elements of support provided by the project will be developed following the livelihood and hazard assessments. Based on experiences in other countries, however, it is

expected that the following elements will constitute a part of the support packages provided to communities and households:

Establishing Community based Local Development Committees (LDCs)

Community Based Local Development Committees (LDCs) are public organizations at the rural level with mandates changed to promote advocacy, civic education, community mobilization and build strong partnership with local authorities and private sector for improved local self governance. The members of LDCs are elected in general forum of Village population and represent the interests of villagers in the geographical area concerned. LDCs in line with indirect support of agriculture and livestock production and trades through micro loans, provide extension services and advice on improved farming and business plan development. LDCs are registered under existing law on NGOs/ CBOs, have stamps, bank accounts and equipped offices.

Revolving Funds (RFs) can be established at the LDCs level to create job opportunities and increase family income for rural poor and managed by LDCs.

For the functioning of LDCs and management of RFs, travels associated with withdrawal of funds and study tours, a small fund will be made available for the management of LDCs/RFs during the implementation stage. Future costs of the LDCs/RFs will be covered on account of interests from credits. While funds revolve in the targeted Communities, the implementation of at least one community based infrastructure project per target Community will be proposed based on needs identified during the capacity building trainings. The implementation of such projects will be piloted to practically train the LDCs, RF staff, DCs and the Local Administrations in prioritization of community needs, participatory design, planning, implementation, monitoring and sustainability of supported infrastructure.

Boosting economic activities & growth

Although almost every household in the region has access to small plots of land for home farming, improving food security is linked to a better use of scarce lands. Improving yields of household plots will require better farming practices, irrigation methods, pest management, crop diversification, using steep slopes of hills and decision making for profitable and sustainable farming systems. Boosting productivity will depend on better animal husbandry and improving feeding practices adapted to local eco-systems, as well as basic pasture management and animal health information. These activities can be implemented through a number of mechanisms through specialized agencies such as farmer field schools (FFS), advisory and extension services, small grants programmes etc.

Depending on local acceptance as well as on national legislation, the institutional design of such organizations needs further elaboration. Farmers associations as well as possibly agricultural cooperatives will be developed as the main instruments for dissemination of best practice, as sources for consultation and market information, and for marketing of produce.

Close links to and participation in District Councils will facilitate the selection of investment needs in public and economic infrastructure (roads as well as, for example, irrigation) needed

for increasing agricultural productivity. Such links will equally be important for further facilitating access to land and the protection of existing property rights.

Access to micro-finance

Pro-poor economic development in Bay and Middle Shabelle regions continues to rely on the growth of agriculture, livestock, poultry horticulture (where it is possible) and micro and small enterprises in rural areas. As shown by years of the UNDP practice, this growth can be achieved most successfully through the provision of improved financial services to both the most vulnerable and the most entrepreneurial sectors of the population. This component aims at diversifying these services at the community level thereby establishing enhanced mechanisms for developing sustainable local capital.

Micro credit activities in the targeted areas are currently not developed. UNDP will bring increased microfinance opportunities to the regions by implementing an integrated network of microfinance service points to ensure harmonized operating standards, and providing technical advice in developing these micro-finance structures /Revolving Funds within Community Development Centers.

Private entrepreneurship

Economic activities are presently concentrated in established sectors, which generate immediate returns. New investments, especially in production and processing, but also in agricultural sectors including poultry and livestock need better financing over a longer time period. They equally may need more advice and mentoring for a realistic assessment of opportunities and risks, for the development of sound business plans, start up facilities, networking capacity and information on best practices.

Business incubators, under the guidance of a full time manager, may be a tool to sponsor and support promising ideas and assist them to maturity. Such centers may play a crucial role in preparing local entrepreneurs for professional participation in public tenders, providing legal and management advice and fostering public private partnership.

Connections to micro-finance schemes, to state employment services and to specialized international and national NGOs will facilitate the provision marketable skills to vulnerable and marginalized groups of population.

It is envisaged that in the first stage potential investment into promising start up businesses, which can not get finance from local banks will be screened by an advisory board, set up by UNDP in agreement with Donor. Applications will be assessed in accordance with agreed criteria, including feasibility and financial soundness. In subsequent stages, this function may gradually shift to the business incubators in cooperation with local banks or separately established venture funds.

3.5 Coordination with other actors

The project will provide systematic coordination services to ensure that all sector components outlined above are addressed, and that humanitarian assistance and any other activities promoting livelihoods recovery in the area are integrated. Whilst it is expected that coordination services will be sustained through local capacities rather than driven by the international community, in the early stages UN/UNDP will provide the main part of coordination services, through a network of agencies operational in Early Recovery under the IASC Cluster approach for Somalia, and under close guidance by (and reporting to) the RC/HC, not to overlap with the general humanitarian coordination led by OCHA.

This project will also actively pursue partnerships and joint implementation (through coordinated programming, subcontracting, or both) with other agencies. It is anticipated that FAO will play an important role in the promotion of livelihoods support (for example related to agricultural extension and capacity building in productive sectors) and that ILO, through its experience with community works schemes, can ensure labour-intensive approaches in public works undertaken in the project.

4 Project Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework:

Vulnerable communities have increased income from equitable and sustainable employment opportunities and are better able to manage natural resources and hazards / disasters

Outcome Indicators and targets (indicators and targets are indicative since dependent on specific assessments):

- Benefits from new or rehabilitated productive infrastructure quantified in terms of value to identified number of people, disaggregated by age and gender: **at least 10,000**
- Change in number of people affected by floods: **20,000 less**
- Change in number of people affected by droughts: **20,000 less**
- Change in USD turnover among businesses assisted by the project: **at least 8,000 USD per community**
- Total and average increase in revenues for assisted households: **at least 100 USD per month and household average**.

Baseline:

- Limited capacity of local administrations and communities to manage and maintain community and public infrastructure
- Irrigation infrastructure in dilapidated condition, no integrated flood control, water harvesting and management systems
- No systems for environmental protection and natural resource management exist
- Virtually no Micro Finance providers
- More than 325,000 agriculturalists and agro-pastoralists in states of humanitarian emergency
- Shabelle region most affected by IDPs from Mogadishu (> 367,000)
- Shabelle three seasons of low harvests (50-60% of average)
- Failed Deyr rains;
- Sever water shortage in pockets of Bay;
- Sever malnutrition Bay and Shabelle GAM 19.3%/17.6% and SAM 2.1%/3.2%;

UNDP Strategic Plan: Key result area 3.1. Enhancing conflict and disaster risk management capabilities; Key result area 3.3. Restoring the foundations for development at local level.

Partnership Strategy: Implementation in close coordination with and potentially through sub-contracting other UN agencies, based on respective comparative advantages in the context of the One UN approach to sustainable livelihoods and food security. Capacity building of community based organizations through sub-contracting and local-level partnerships.

Project title and ID (ATLAS Award ID):

Area-Based Early Recovery for affected communities in South-Central Somalia

Intended Outputs	Indicative Activities	Responsible parties	Inputs
<p>1. Technical design of community driven intervention packages and strategies for sustainable livelihoods finalized.</p> <p>Indicative targets:</p> <ul style="list-style-type: none"> - 25 target communities identified and needs assessment done - Hazard assessment of the 25 communities/ possibly of the 2 districts - Assessment of the institutional needs related to the 25 communities / and related councils - Intervention plan and approach developed for targeting of individual households - Intervention plans and approach developed and agreements done for at least 10 communities 	<p>1.1 Sensitization and general needs assessment of target communities covering a stratified sample in the south central with focus on Bay and middle Shabelle regions.</p> <p>1.2 Mapping of hazard and disaster risks in selected geographic area and application of this mapping to the existing livelihood maps for Somalia</p> <p>1.3 Assessment of existing institutional capacities and institutional needs for sustainable livelihood support and hazard / disaster risk management</p> <p>1.4 Design of tools for targeting and assessment of individual household needs and livelihood potentials; Poverty score card , Livelihood assessment tool.</p> <p>1.5 Design of participatory and engendered intervention strategies for the various components supporting livelihoods assets and institutional support.</p>	<p>Responsible: UNDP (DEX)</p> <p>Involved partners: Communities, Councils, UN Agencies ...</p> <p>Implementation partners: NGOs, Community organizations</p>	<p>Consultants, campaigns, workshops, transport,</p> <p>US\$ 635,055</p>
<p>2. Livelihood outcomes of target communities improved</p> <p>Indicative targets:</p> <ul style="list-style-type: none"> - Labor-intensive projects designed and implemented and female / youth employment opportunities created for at least 10 communities (2009 – 15 communities) - At least 400 households identified and support implemented (2009 – 600 households) - 10 communities sensitized and potential value chain improvements identified and supported. (2009 – 15 communities) - Need for technical and vocational training identified and supported for increased productivity in 10 communities (2009 – 15 communities) 	<p>2.1 Design labor intensive interventions for improvement or construction of infrastructure for increased production or reduction of losses.</p> <p>2.2 Develop Short-term employment opportunities with special attention to youths and women in relation to productive infrastructure or protection of natural resources</p> <p>2.3 Improving access to micro finance and income generating opportunities for women in the formal and informal sectors</p> <p>2.4 Support introduction of value chains for agricultural products and small ruminants</p> <p>2.5 Introduction and training of technical and vocational skills for increased productivity and improved land use.</p>	<p>Responsible: UNDP (DEX)</p> <p>Involved partners: Communities, Councils, UN Agencies, ...</p> <p>Implementation partners: NGOs, Community organizations, contractors</p>	<p>Project design, contracting, Fuel procurement, Supplies, workshops & training, grants, travel,</p> <p>US\$ 3, 148,825</p>
<p>3. Required structures and institutional capacities for sustainable livelihoods and hazard / disaster risk management established and strengthened in support of community resilience</p>	<p>3.1 Introduction of systems related to hazards, disaster prevention or control.</p> <p>3.2 Development of community-based financial and social protection schemes</p>	<p>Responsible: UNDP (DEX)</p>	<p>Recruitment, facilitators, workshops & training, Travel</p>

Intended Outputs	Indicative Activities	Responsible parties	Inputs
<p>Indicative targets:</p> <ul style="list-style-type: none"> - Systems for disaster risk reduction and prevention identified and training / sensitization started in 25 communities (2009 – follow up of training) interventions - Social protection schemes identified and implementation started in 10 communities (2009 – 15 communities) - Courses / workshops and sensitization timed with other interventions for participatory and transparent approaches (minimum of 10 communities 2008 and the rest 2009) - Coordination mechanisms and staff in place for efficient early recovery coordination early 2008 and continuation until end of project 	<p>3.3 Human resources development at the local level for participatory planning, implementation, M&E , disaster risk management and sustainable livelihoods.</p> <p>3.4 Establishment of coordination mechanisms for early recovery</p>	<p>Involvement partners: Communities, Councils, UN Agencies, ...</p> <p>Implementation partners: NGOs, Community organizations</p>	<p>US\$ 1,866,600</p>

5 Annual Work Plan Budget Sheet

5.1 Indicative Annual Work Plan 2008 – Fully Funded

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE	PLANNED BUDGET in US\$			
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount	
1. Technical design of community driven intervention packages and strategies for sustainable livelihoods finalized Indicative Targets: - 25 target communities identified and needs assessment done - Hazard assessment of the 25 communities/ possibility of the 2 districts. - Assessment of the institutional needs related to the 25 communities / and related councils. - Intervention plan and approach developed for targeting of individual households. - Intervention plans and approach developed and agreements done for at least 10 communities.	1.1 Sensitization and general needs assessment of target communities covering a stratified sample in the south central with focus on Bay and middle Shabelle regions.		X	X	X	UNDP	BCPR, donors	71200 71600	18,000 10,610	
	1.2 Mapping of hazard and disaster risks in selected geographic area and application of this mapping to the existing livelihood maps for Somalia		X		X		UNDP	BCPR, donors	71200 71400 71600 74500	26,000 6,000 32,045 4,000
	1.3 Assessment of existing institutional capacities and institutional needs for sustainable livelihood support and hazard / disaster risk management		X		X		UNDP	BCPR, donors	71200	24,000
	1.4 Design of tools for targeting and assessment of individual household needs and livelihood potentials; Poverty score card, Livelihood assessment tool.			X		X	UNDP, Implementing Partners	BCPR, donors	71200	12,000
	1.5 Design of participatory and engendered intervention strategies for the various components supporting livelihoods assets and institutional support.			X		X	UNDP, Implementing Partners	BCPR, donors	71100 71400 72100	10,000 25,000 80,000
2.1 Develop Short-term employment opportunities with special attention to youths and women in relation to productive infrastructure or protection of natural resources			X		X	UNDP, Implementing Partners	BCPR, donors	71600 72100 74500	3,625 75,000 15,000	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE	PLANNED BUDGET in US\$		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
2. Livelihood outcomes of target communities improved Indicative targets: - Projects designed and implemented for at least 10 communities. - At least 400 households identified and support implemented - 10 communities sensitized and potential value chain improvements identified and supported. - Need for technical and vocational training identified and supported for increased productivity in 10 communities.	2.2 Carryout labor intensive interventions for improvement or construction of infrastructure for increased production or reduction of losses.		X	X	X	UNDP, Implementing Partners	BCPR, donors	71600 72100 74500	3,625 375,000 15,000
	2.3 Support introduction of value chains for agricultural products and small ruminants		X	X		UNDP, Implementing Partners	BCPR, donors	72100	50,000
	2.5 Introduction and training of technical and vocational skills for increased productivity and improved land use.			X	X	UNDP, Implementing Partners	BCPR, donors	72100	113,200
	3.1 Introduction of systems related to hazards, disaster prevention or control.			X	X	UNDP, Implementing Partners	BCPR, donors	71600	170,000
	3.2 Development of community-based financial and social protection schemes			X	X	Implementing Partners	BCPR, donors	72100	83,200
3. Required structures and institutional capacities for sustainable livelihoods and hazard / disaster risk management established and strengthened in support of community resilience Indicative targets: - Systems for disaster risk reduction and prevention identified and training / sensitization started in 25 communities. - Social protection schemes	3.3 Human resource development at the local level for participatory planning, implementation, M&E, disaster risk management and sustainable livelihoods.		X	X		UNDP, Implementing Partners	BCPR, donors	71400 71600 72100 72200 74000 74500	67,200 10,400 94,600 20,000 3,840 20,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE	PLANNED BUDGET in US\$		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
Identified and implementation started in 10 communities - Courses / workshops and sensitization timed with other interventions for participatory and transparent approaches in 10 communities. - Coordination mechanisms and staff in place for efficient early recovery coordination early 2008 and continuation until end of project.	3.4 Establishment of coordination mechanisms for early recovery		X		X	UN / UNDP			
							BCPR, donors	71100 71400 71600	124,000 21,600 25,000
		TOTAL							1,537,945

5.2 Indicative Annual Work Plan 2009 – Fully Funded

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET in US\$		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
1. Technical design of community driven intervention packages and strategies for sustainable livelihoods finalized	5.1 Sensitization and general needs assessment of target communities covering a stratified sample in the south central with focus on Bay and middle Shabelle regions.	X	X			UNDP	BCPR, donors	71200 71600	10,000 4,000
	5.2 Mapping of hazard and disaster risks in selected geographic area and application of this mapping to the existing livelihood maps for Somalia	X				UNDP	BCPR, Donors	71200 71600 74500	30,000 40,000 6,000
	5.3 Design of tools for targeting and assessment of individual household needs and livelihood potentials; Poverty score card, Livelihood assessment tool.	X	X	X	X	UNDP, Implementing Partners	BCPR, donors	71200	12,000
	5.4 Design of participatory and engendered intervention strategies for the various components supporting livelihoods assets and institutional support.	X	X	X	X	UNDP	BCPR, Donors	71100 71400 72100	10,000 45,000 55,000
2. Livelihood outcomes of target communities improved	2.1 Carryout labor intensive interventions for improvement or construction of infrastructure for increased production or reduction of losses	X	X	X	X	UNDP, implementing partners	BCPR, Donors	71600 72100 74500	5,438 250,000 22,500

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET in US\$		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
3. Required structures and institutional capacities for sustainable livelihoods and hazard / disaster risk management established and strengthened in support of community resilience	2.2 Develop Short-term employment opportunities with special attention to youths and women in relation to productive infrastructure or protection of natural resources	x	x	x	x	UNDP, Implementing partners	BCPR, Donors	71600 72100 74500	5,437 350,000 22,500
	2.3 Improving access to micro finance and income generating opportunities for women in the formal and informal sectors	x	x		x	UNDP, Implementing partners	BCPR, Donors	72100	165,000
	2.4 Support introduction of value chains for agricultural products and small ruminants	x	x	x	x	UNDP, Implementing partners	BCPR, Donors	72100	150,000
	2.5 Introduction and training of technical and vocational skills for increased productivity and improved land use.	x	x	x	x	UNDP, Implementing partners	BCPR, Donors	72100	294,800
	3.1 Introduction of systems related to hazards, disaster prevention or control	x	x	x	x	UNDP, Implementing partners	BCPR, Donors	72100	84,500
	3.2 Development of community-based financial and social protection schemes	x	x	x	x	UNDP, Implementing partners	BCPR, Donors	72100	162,000
	3.3 Human resource development at the local level for participatory planning, implementation, M&E, disaster risk management and sustainable livelihoods.	x	x	x	x	UNDP, Implementing partners	BCPR, Donors	71400 71600 72100 72200 74000 74500	35,000 15,600 115,000 20,000 5,760 42,120
	3.4 Establishment of coordination mechanisms for early recovery	x	x	x	x	UN / UNDP	BCPR, Donors	71100 71400 71600	107,800 21,600 25,000
	TOTAL								2,112,055

5.5 Indicative Annual Work Plan 2010 – Not Funded

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET in US\$		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
1. Technical design of community driven intervention packages and strategies for sustainable livelihoods finalized	1.1 Design of participatory and engendered intervention strategies for the various components supporting livelihoods assets and institutional support.	x	x			UNDP	BCPR, Donors	71400 72100	50,000 145,400
	2. Livelihood outcomes of target communities improved	2.1 Carry out Short-term employment opportunities with special attention to youths and women in relation to productive infrastructure or protection of natural resources	x	x			UNDP, Implementing partners	BCPR, Donors	71600 72100 74500
3. Required structures and institutional capacities for sustainable livelihoods and hazard / disaster risk management established and strengthened in support of community resilience	2.2 Improving access to micro finance and income generating opportunities for women and youth in the formal and informal sectors	x	x			UNDP, Implementing partners	BCPR, Donors	72100	320,000
	2.3 Support introduction of value chains for agricultural products and small ruminants	x	x			UNDP, Implementing partners	BCPR, Donors	72100	150,000
	2.4 Introduction and training of technical and vocational skills for increased productivity and improved land use.	x	x			UNDP, Implementing partners	BCPR, Donors	72100	95,000
	3.1 Development of community-based financial and social protection schemes	x	x			UNDP, Implementing partners	BCPR, Donors	72100	126,800
	3.2 Human resource development at the local level for participatory planning . implementation, M&E , disaster risk management and sustainable livelihoods	x	x			UNDP, Implementing partners	BCPR, Donors	71400 71600 72100 74000 74500	60,200 15,000 182,700 5,700 10,380

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET in US\$		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
	3.4 Establishment of coordination mechanisms for early recovery	x	x			UN / UNDP	BCPR, Donors	71100 71400 71600	155,000 15,000 21,000
TOTAL									2,019,880

6 Management arrangements

6.1 Implementation modalities

The project will be implemented by UNDP and sub-contracted partners under the direct execution modality (DEX). The capacity of potential implementing partners and sub-contractors will be assessed through standard UNDP procedures. Capacity strengthening measures of national implementing partners will be integrated into the training activities of the project.

6.2 Planning and management of activities

The Project Manager will run the project on a day-to-day basis within the constraints laid down by the Project Board. The Project Manager who will have extensive management experience in the field of early recovery is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

In order to ensure effective implementation and continuous activities progress monitoring, the project manager is assisted by component coordinators for livelihood assets, institutions & systems and hazard / disaster control infrastructure. Under the supervision of the project manager, the component coordinators conceive, plan and implement activities for their components. To that effect, there are experiences practitioners in respective fields.

Project Support will be provided by additional administrative staff. Initially, one Finance and Administration Associate and one Project Assistant will be recruited. Based on an evaluation of the management work load of the project after the first six months of execution, additional support staff might be recruited as required.

In addition, general operational support will be provided by the Field Office in Baidoa and by the Nairobi Office for international procurement of goods and services.

6.3 Project oversight and assurance

The Project Board is the group responsible for making management decisions on a consensus basis for the project when guidance is required by the Project Manager, including recommendations for approval of project revisions. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (i.e. constraints normally in terms of time and budget) have been exceeded. The Project Board will convene quarterly, in Baidoa as the situation permits. The Project Board consists of the following:

- *Executive* representing the project ownership to chair the group (Deputy Country Director, Programme).

- *Senior Supplier* to provide guidance regarding the technical feasibility of the project (Programme Manager, Recovery and Sustainable Livelihoods as well as a representative of any UN agency partner)
- *Senior Beneficiary* to ensure the realization of project benefits from the perspective of project beneficiaries (One or several representatives of the local administrations and/or community management committees in the Bay/Middle-Shabelle region)

The project board makes decisions on a consensus basis. Final decision making on project activities and accountability rests with UNDP however, in accordance with its applicable regulations, rules, policies and procedures.

Project Assurance for this project will rest with the Recovery and Sustainable Livelihoods (RSL) programme management unit (responsibility generally delegated to the Deputy RSL Programme Manager). The Project Assurance role supports the Project Board by carrying out regular objective and independent project oversight and monitoring functions. It ensures that appropriate project management milestones are managed and completed.



7 Monitoring & Evaluation

7.1 General provisions

The project will prepare a Communication and Monitoring plan (C&M plan) in support of project objectives with details on external and internal monitoring and communication activities. The Project Manager will need to ensure adequate monitoring of all project

activities and should draw on counterpart authorities' resources for activity monitoring in a bid to strengthen capacities in this regard.

The contribution of achieved project outputs to the intended outcomes will be monitored by the Recovery and Sustainable Livelihoods Programme team in close connection with monitoring arrangements under the CAP/IASC and UN Transition Plan for Somalia. Provisions for project evaluation in support of lessons learned in the implementation of an area-based approach have been made in the budget. The Project Board should make recommendations for the application of such an evaluation, building on dialogue with local stakeholders.

7.2 Regular monitoring activities

On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below. An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project. A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Table 2: Quality Management Table

OUTPUT X:		
Activity Result X (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	Start Date: End Date:
Purpose	<i>What is the purpose of the activity?</i>	
Description	<i>Planned actions to produce the activity result.</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification, what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>

7.3 Annual Monitoring and Evaluation activities

An Annual Progress Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Progress Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

The project is also included into the 2008-2009 Country Office evaluation plan. In this context, an independent project evaluation will be carried out end of 2009.

8 Risk assessment and management

The opportunity costs of not providing Early Recovery support are significant since leaving affected populations in the target regions without international assistance would lead to a serious deterioration of living conditions.

In order to ensure project success in the given operational and security environment, a comprehensive assessment has been undertaken to evaluate the risks for international partners and UNDP in funding and implementing respectively the present project. The assessment is based on experience and lessons learned in the framework of 2006 - 2007 early recovery interventions. In addition, a risk management strategy has been designed that will significantly increase the probability of successful implementation in the given risk environment.

8.1 Assessment

The overall risk levels of the present project are low to medium. Project delivery incurs operational, programme and, to a certain degree, institutional risks for international partners (see detailed risk matrix below).

The highest operational risks (medium level) concern transport of equipment and asset management and maintenance as well as the rehabilitation of disaster control infrastructure. Risk levels regarding training activities and household and community support are significantly lower. First, international partners can be confronted with a security situation that prevents access and endangers (timely) delivery of assets. The security situation would also have a direct impact on rehabilitation works since it would hinder or prevent proper monitoring of progress and quality of constructions. A serious worsening of the situation (fighting in target areas) would endanger implementation progress and the safety of procured assets. Secondly, there is a risk that established infrastructure is not properly maintained and managed. Some of the equipment might also disappear.

Since the project will mainly work with community-based institutions and households the project does not incur institutional risks such as a potential involvement of national counterparts in serious Human Rights violations. Therefore, a negative impact on the reputation of partners supporting or implementing the project is not expected.

Risks that could lead to programme failure relate to insufficient delivery of key outputs. This depends on the level of conflict within the communities and on the occurrence of unexpectedly heavy natural hazards, both of which would prevent the project as a whole to deliver. Regarding the former, the ethnic structure within the selected regions is relatively homogenous. However, tensions and conflicts should be anticipated between IDP populations and host communities.

8.2 Mitigation

As to the operational risks, planned mitigation measures include special protection arrangements for transport, assets and premises; assessments that inform choice of locations; targeted maintenance and asset management support through UNDP and regular verification visits.

The risk of insufficient delivery of key outputs (milestones) as defined in the project log frame relates to tensions and conflicts among project beneficiaries and to natural disasters. The risk of rising conflict levels between IDP populations and host communities requires continuous conflict monitoring and participatory planning mechanisms that involve both groups and ensure benefits for both sides. The risk of unexpectedly heavy natural disasters will be mitigated through the establishment of early warning mechanisms and comprehensive hazard assessments that inform the design and planning of activities. In addition, regular board meetings should review the hazard situation and the conflict situation as well as the progress of project implementation.

8.3 Decision-making on programme responses

In case the above mitigation measures do not prevent the materialization of a risk, appropriate programme responses need to be defined. The options for these responses are relatively limited and mainly include issue-specific consultations with communities and their representatives and partial or complete suspending of support.

More specific and targeted responses can only be defined based on a situation analysis once a risk materializes. For this purpose and related decision-making, UNDP will call for an extraordinary meeting that involves the project manager, UNDP senior management and high-level representatives of international project partners. Decisions regarding the appropriate response will be taken on consensual basis. UNDP being ultimately responsible for project delivery will decide in case of disagreement amongst project partners.

Table 3: Detailed Risk Management Matrix

Area	Risk	Mitigation Measures	Options for Programme Responses
Operational Risks			
Equipment / Running costs	<ul style="list-style-type: none"> - Security situation prevents access and endangers delivery of assets - Procured equipment is not properly maintained / managed - Procured equipment disappears - Running cost items such as fuel are continuously embezzled. 	<ul style="list-style-type: none"> - Specific arrangements with Somali Police and communities for delivery protection - Generator Operators recruited and trained by UNDP - Quarterly equipment maintenance budget; assigned Administrative Associate monitors regular maintenance. - During project duration UNDP undertakes regular asset verification visits - UNDP carries out regular monitoring and verification of running costs 	<ul style="list-style-type: none"> - Transport: Police and Communities are requested to improve protection; UNDP suspends delivery of goods. - Asset management: Community Representatives are informed about situation and requested to ensure proper management; UNDP suspends activities.
Rehabilitation of Disaster Control Infrastructure	<ul style="list-style-type: none"> - General insecurity prevents proper monitoring of rehabilitation and construction work - Fighting prevents progress or destroys newly constructed infrastructure 	<ul style="list-style-type: none"> - UNDP undertakes assessment of political and security situation on a regular basis to inform project decisions; - Security assessment informs choice of locations; - Specific arrangements with Communities for protection of premises. 	<ul style="list-style-type: none"> - UNDP suspends construction works.
Programme Risks			
Project Implementation / Progress	<ul style="list-style-type: none"> - Tensions between IDP populations and host communities lead to a significant increase of conflict levels and prevent the successful implementation of the project. 	<ul style="list-style-type: none"> - Continuous monitoring of conflict levels; - Participatory planning mechanisms ensure inclusion of host communities and IDP populations and lead to benefits for both groups; - Continuous monitoring of delivery of key milestones; joint planning sessions for project delivery; 	<ul style="list-style-type: none"> - UNDP creates a conflict mediation forum to address rising tensions; - UNDP suspends support.
Project outcome	<ul style="list-style-type: none"> - Unexpectedly heavy natural disasters lead to destruction of livelihood assets and increase vulnerabilities 	<ul style="list-style-type: none"> - Establishment of early warning mechanisms - Natural Hazard and disaster assessment informs activities design and planning. 	<ul style="list-style-type: none"> - UNDP reviews intervention strategy to respond to disaster; - UNDP suspends support.

9 Legal Context

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Somalia and UNDP, signed on 16 May 1977.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the implementing partner.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.