

Somalia Country Office Project Initiation Plan



*Empowered lives.
Resilient nations.*

Project Title:	PIP – Second Generation Durable Solutions -2G DS
Somali NDP Pillar	Resilience
Expected CPD/UNSF Strategic Priority Outcome(s):	SP4: Strengthening resilience of Somali institutions, society and population; and SP5: Supporting socioeconomic opportunities for Somalis, leading to meaningful poverty reduction, access to basic social services and sustainable, inclusive and equitable development
Expected PIP Output(s):	<ul style="list-style-type: none"> • Information Management on Durable Solutions is improved • Coordination between and across Durable Solutions partners is improved • A “Second Generation” Joint Programme on Durable Solutions operationalized
Implementing Partner:	UNDP
Responsible Parties:	UNDP
Project Gender Marker Score: 2	3 – Project has gender equality as a principal objective. 2 – Project has gender equality as a significant objective. 1 – Project will contribute in some way to gender equality, but not significantly. 0 – Project is not expected to contribute noticeably to gender equality

Brief Description

As of January 2018, drought and conflict have displaced more than one million women, men, girls and boys in 2017, in addition to the 1.1 million in protracted displacement. While some “first generation” Durable Solutions programmes have begun to emerge, there is an urgent need for dedicated resources to lead the transition towards a comprehensive Joint Programme in support of the National Development Plan and strategically position UNDP as an agency lead for Durable Solutions to consolidate national capacities.

This Project Initiation Plan will strengthen strategic and operational capacities for a programmatic response to the priority needs of Displacement Affected Communities (DACs), through:

1. Information Management on Durable Solutions is improved
2. Coordination between and across Durable Solutions partners is improved
3. A “Second Generation” Joint Programme on Durable Solutions operationalized

Programme Period:	2018-2021
Key Result Area (SP):	advance poverty eradication in all its forms and dimensions
Atlas Award ID:	TBE
Project ID:	TBE
Start date:	1-March-2018
End Date :	28-Feb-2019
PAC Meeting Date:	14-Feb-2018
Management Arrangements:	DIM

2018 AWP budget (USD):	609,126.37
Total resources required:	609,126.37
Total allocated resources:	
• Regular:	150,000
• Other:	
- Loan from TRAC/ERDRC Funding	459,126.37
Unfunded budget:	-
Government (in-kind):	-

Agreed by the Ministry of Humanitarian Affairs and Disaster Management:

A. Ainsane
27/02/2018

Agreed by UNDP:

George Conway
27.02.18
George Conway, Country Director

TABLE OF CONTENTS

I. Purpose	Error! Bookmark not defined.
II. Theory of Change	4
III. Expected Output	4
IV. Management Arrangements.....	5
V. Monitoring	5
VI. Annual Work Plan	6
VII. Annex 1: TOR – Durable Solutions Specialist.....	9
VIII. Annex 2: Draft Concept Note for the Joint Programme on Durable Solutions*	9

I. Background

As of January 2018, drought and conflict have displaced more than one million women, men, girls and boys in 2017, in addition to the 1.1 million in protracted displacement. Based on disaggregated data from household-level interviews, women and children represent around 84 percent of the drought induced displacement since November 2016¹. The 2018 Humanitarian Response Plan estimated recent displacement by region, with a higher incidence in the newly formed Federal Member States (FMSs) of the central-south of Somalia.

2.1M IDPs Internal Displacement (Jan-Oct 2017)

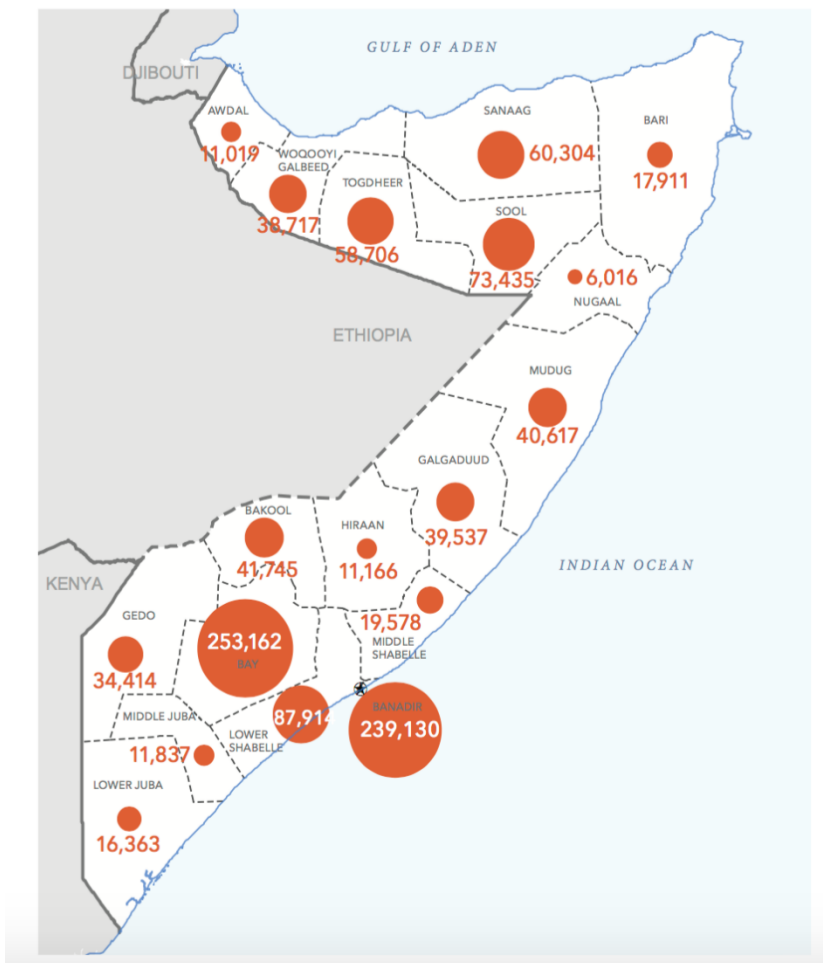


Figure 1 Recent Displacement by Region, Somalia HRP 2018

The Camp Coordination and Camp Management (CCCM) Cluster verified 1,816 sites as of December 2017, profiling settlements in terms of population size and priority needs at an exceptionally granular level based on key informants.

IDPs in Somalia are consistently more vulnerable and have a lower standard of living than host communities or economic migrants, though all face poverty and deprivation. Nine out of ten people living in IDP camps live in poverty, and the internally displaced account for more than two-thirds (68 percent) of those in crisis and emergency.

Moreover, displacement has a differentiated impact on women and girls, men and boys. Pre-existing gender inequalities are exacerbated in situations of displacement resulting in

increased exposure of women and girls to risk. Disruption of social networks and family and household structures increases women's risks, vulnerabilities and result in the feminization of poverty. The number of women-headed households increases significantly placing heavy burden on women as they become the sole supporters of their families. In most situations of displacement, limited economic opportunities and discriminatory practices mean that it is a responsibility that proves difficult for displaced women to fully discharge. In displacement, women face heightened risk of gender based violence, exacerbated by overcrowded makeshift facilities without adequate safety and security measures – from lighting to safe and dignified WASH facilities.²

¹ UNHCR Somalia: PRMN Drought displacement: May 2017

² Somalia Drought Impact Needs Assessment

In all regions, the phenomenon of displacement has compounded underlying rural out-migration trends, thus increasing the pace of urbanization and intensifying pressure on already ailing urban infrastructure and services. Urban displacement is typically of a protracted nature and it has become clear that many displaced people living in urban areas will not return to their rural areas of origin. Distinguishing displaced people from the urban poor more widely poses a significant additional challenge for enumerators and policy makers alike.

As a number of studies have pointed out, the nature of displacement in Somalia does not conform to the simple cause and effect equation seen in many other countries. Moreover, many of the drivers of protracted displacement in Somalia are of a persistent or recurrent nature, meaning that new patterns of internal displacement arise on a more or less regular basis. The main drivers of displacement at the current time are conflict, the forcible acquisition of land by dominant or well-armed clans, forced evictions in urban areas, environmental factors including floods, droughts and competition over dwindling pasture and water resources, and food insecurity.

The task of finding 'durable solutions' to address these problems is further complicated by a range of 'political economy' challenges that affect the situation of displaced persons and undermine the delivery of effective development assistance. These include a well-established network of 'gatekeepers' (intermediaries that effectively tax IDPs and the NGOs that provide services to them), local clan politics, uncertainty over land ownership claims, weak and fragmented governance structures and the lack of adequate coordination between central, regional and local authorities.

There is a growing recognition in government and the international community that humanitarian assistance needs to be supplemented by additional long-term developmental measures aimed *inter alia* at improving infrastructure and services, tackling land tenure issues and forced evictions, securing livelihoods and promoting social and economic reintegration. The Government of Somalia supported by the UN, World Bank and European Union led in 2017 a Drought Impact Needs Assessment (DINA) that will shape a "Recovery and Resilience Framework" to be launched in February 2018. This provide an additional momentum for scaled-up programming along the humanitarian-development nexus and 'New Ways of Working' (NWOW).

To date, efforts to formulate an effective response to displacement in Somalia have been mostly piecemeal and overwhelmingly focused on the delivery of short-term humanitarian efforts such as, shelter and food assistance – with the exception of new initiatives such as *Midnimo*, *Daldhis* and RE-INTEG. Protection has been used more strategically, notably on protection of housing, land and property rights as well as surface clearance clearly leaping towards development. These 'first generation' programmes address several aspects of Durable Solutions have generated important lessons learnt and best practices. With the emergence of the National Development Plan and the activation of a dedicated sub-working group on Durable Solutions under the Resilience Pillar, and the establishment of the Ministry of Humanitarian Affairs and Disaster Management (MoHADM), aligned with the DINA Recovery and Resilience Framework, there is an urgent need to mobilise expertise to strategically support the Government in devising 'second generation' Durable Solutions programming that is community and area-based, inclusive, participatory, following a bottom-up approach that not only looked at supply-driven return or integration packages but holistically support an array of intentions and puts in place referral mechanisms.

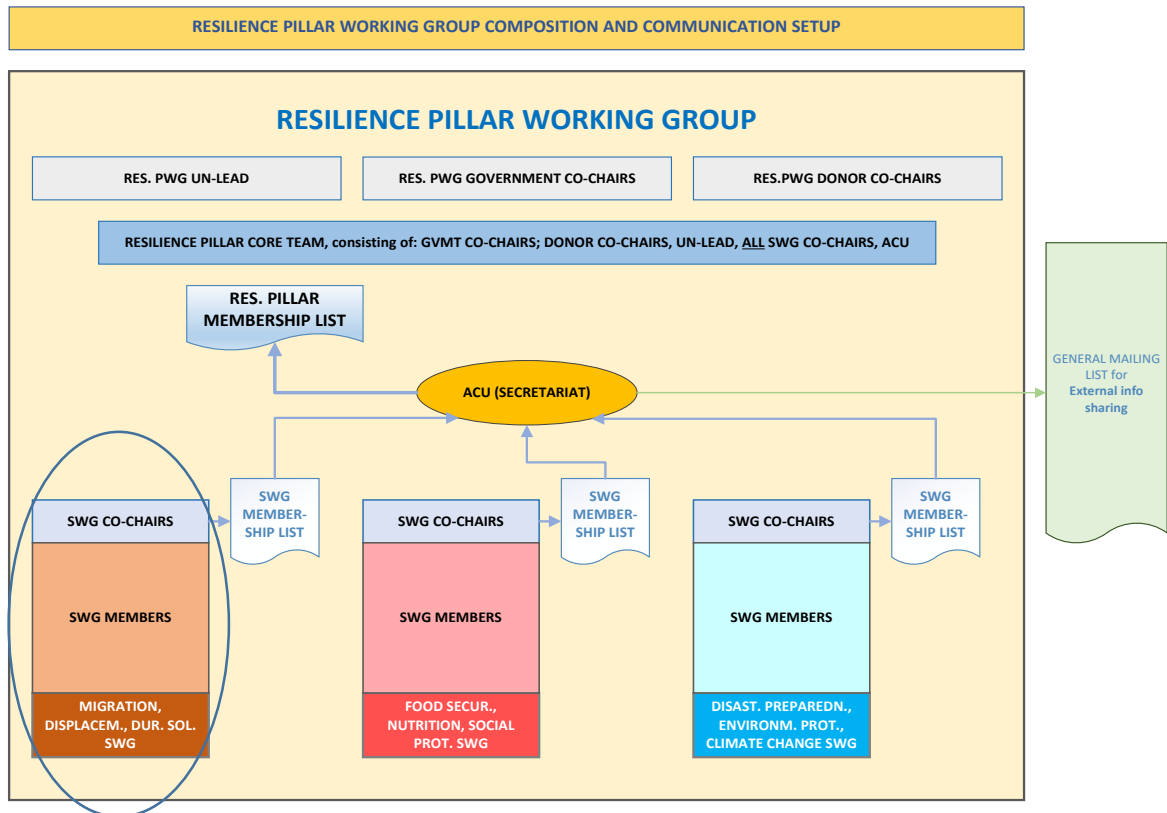


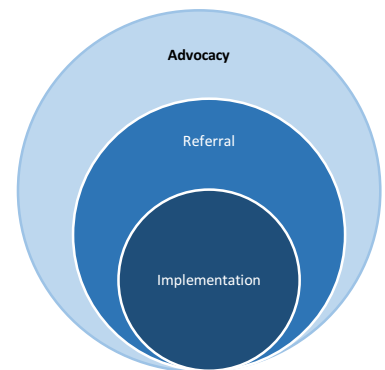
Figure 2 Durable Solutions in the Aid Coordination Architecture of the National Development Plan

II. Strategy

The PIP is aligned with the recovery strategy outlined in the Drought Needs Impact Assessment to address displacement as one its priorities. It refers to the “New Way of Working” emanating from the 2016 World Humanitarian Summit to transcend artificial silos between the humanitarian and development spaces. The Somalia UN Country Team has recently endorsed Collective Outcomes to guide the work of humanitarian and development actors.³ The PIP is also enabling the realisation of the UN Strategic Framework, to provide “comprehensive and sustainable solutions for IDPs, vulnerable migrants, refugee returnees and host communities”⁴

The PIP is designed to mobilise dedicated resources for the formulation of a comprehensive “Second Generation” Durable Solutions Joint Programme, and to support the operational and substantive work of the Sub-Working Group on Migration, Displacement and Durable Solutions (MDDS) under the SDRF Resilience Pillar Working Group.

A three-pronged approach will guide the future Second Generation Durable Solutions programme: i) direct implementation of key DS interventions, ii) referral to other structures/organisations where specific external expertise is sought, iii) advocacy as required on structural reforms, conducive environment and policy changes.



³ Collective Outcome 2 “Risk and vulnerability reduced and resilience of internally displaced persons, refugee returnees and host communities strengthened in order to reach durable solutions for 100,000 displaced households by 2022”

⁴ UNSF Outcome 4.3

III. Theory of Change

The PIP will operate under the theory of change that IF information management on Durable Solutions is enhanced, coordination improved and a “*Second Generation*” *Durable Solutions* programme operational, THEN strategic and operational capacities for a programmatic response prioritising the needs of Displacement Affected Communities are increased, their reliance on external assistance reduced and their overall resilience to future shocks strengthened.

IV. Expected Output

The present PIP will achieve the following output:

1. Strategic and operational capacities strengthened for a programmatic response that addresses the needs of DACs

To support achievement of the above output, the project will carry specific activities contributing to the below results:

- **Information Management on Durable Solutions is improved**

There is a need for increased collection and documentation of sex- disaggregated data in situations of internal displacement. The PIP will enable a review of current information management gaps – namely a “who does what where” for development partners, in close collaboration with the Durable Solutions Coordinator in the Integrated Office and the sub-Working Group on Durable Solutions, with a view of mapping current DS actors across the humanitarian-development-stabilisation spectrum. Along with the Protection and Camp Coordination and Camp Management (CCCM) Clusters, the DS Specialist will also contribute to the substantive analysis of the Detailed Site Assessment data to better understand current needs and priorities for future programming. This will include gender-sensitive analysis of Analysis will mostly focus on 1) root causes of displacement for men, women, boys and girls, and 2) distinct needs, vulnerabilities and capacities of displacement-affected women, girls, men and boys. At the upstream level, s/he will support a review of normative frameworks and DS planning tools at sub-federal levels which have emerged following the 2016-2017 drought to generate a gap and opportunities analysis to generate recommendations along with other partners engaged in Durable Solutions to enhance the government planning and monitoring capacities.

- **Coordination between and across Durable Solutions partners is improved**

To consolidate recent DS coordination efforts, the PIP will adopt a two-pronged approach focusing on i) proactive, gender-responsive coordination of the DS sector according to UNDP’s mandate and as co-chair of the sub-Working Group on Durable Solutions until 1 July 2018, and ii) mainstreaming of DS within other sectors as a cross-cutting consideration. The DS Specialist will undertake a review of programmatic intersectionality to identify possible referral pathways and synergies, with inter alia the Joint Programme on Local Governance, Rule of Law, Resilience, Parliamentary Support Project, Youth Empowerment for Somalia project, *Midnimo*, *Daldhis*, RE-INTEG, NGO implemented initiatives funded under or outside the HRP, Diaspora, private sector and philanthropic initiatives. According to capacities assessed, technical and operational training on Durable Solutions will be devised with other stakeholders to improve partners’ understanding of DS programming and core principles and promote their readiness to collaborate through the Global Cluster for Early Recovery.

- **A joint programme on Durable Solutions is operational**

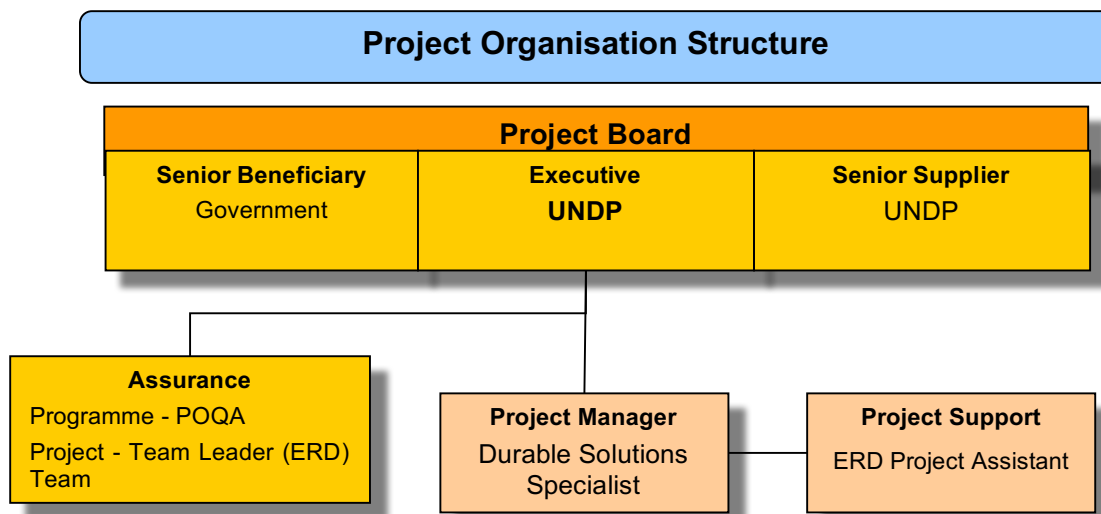
Based on the joint programme concept note prepared for the Somalia Development and Reconstruction Facility (SDRF) Steering Committee where UNDP leads the programme with IOM and UNHABITAT as participating UN Organizations (PUNOs), an implementation approach will be drafted and tested in pilot sites. This will directly inform the substantive formulation of the full project document to be finalised and financed, with proposed DS work-streams in line with the Somalia DS framework, Walter Kaelin’s recommendations and the sub-working Group on Durable Solutions work plan. Attention will be provided to uphold the time-sensitivity of the

programme and fast track where necessary the establishment of project management arrangements including HR, procurement, and financial delivery.

V. Management Arrangements

The PIP will be managed under the overall supervision of the Economic Recovery and Development (ERD) Portfolio Manager. A dedicated Durable Solutions Specialist (*See TOR in Annex 1*) will be fielded to oversee the day to day implementation of this PIP and to lead the operationalisation of a full-fledged Joint Programme on Durable Solutions. While the present PIP is for a proposed duration of one-year, it is envisaged that finalisation of the JP and resource mobilisation may be completed before. Upon his entry on duty, the Durable Solutions Specialist and ERD Team Leader may define an updated work-plan based on progress achieved to date and emerging opportunities/challenges.

The below structure shows the project organization and management arrangements:



The Project Board will meet at least once a year and is accountable for ensuring the success of the PIP. It will provide guidance and direction to safeguard the delivery of inputs, outputs and benefits as per the present document.

VI. Monitoring

The PIP will follow standard UNDP procedures for reporting, monitoring and evaluation. These include follow up on the implementation of work, producing progress updates and tracking of progress based on the benchmarks and reporting on use of resources as per the approved annual work plan (AWP).

As per established requirements in the Country Office, quarterly progress reports will be prepared to take stock of results achieved, plans for the next quarter and issues, risks and lessons learnt during the reporting period. A final report will also be prepared following the closure of the project.

VII. Annual Work Plan

Year: 2018-2019

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				R. PARTY	PLANNED BUDGET				
		Q2	Q3	Q4	Q1		Funding Source	Budget Description	Amount 2018	Amount 2019	Total Amount
<p>Output 1: Strategic and operational capacities strengthened for a programmatic response that addresses the needs of DACs</p> <p><i>Target 2019: A substantive JP 2G-DS project document in close partnership with the government, IOM and UNHABITAT is formulated and financed</i></p> <p><i>Target 2018: A 2G-DS concept note is endorsed by the SDRF SC</i></p> <p><i>Baseline: No Second Generation DS programme formulated</i></p>	<p>1. Information Management on Durable Solutions is improved</p> <ul style="list-style-type: none"> - Establishment of gender/age/location responsive Information Management Tools for Durable Solutions - Analysis of CCCM Detailed Site Assessment data in coordination with other partners - Review of normative frameworks on displacement at FMS level and gap analysis - Document recent lessons learnt of past development responses to displacement in Somalia for institutional learning 	X	X	X	X	UNDP 001981	UNDP	61300-IP staff 20%	47,250	15,750	63,000
								71300 - Local Consultant	35,250	11,750	47,000

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				R. PARTY	PLANNED BUDGET				
		Q2	Q3	Q4	Q1		Funding Source	Budget Description	Amount 2018	Amount 2019	Total Amount
<p><i>Indicator: Formulation of a 'second generation' DS concept note and programme led by UNDP</i></p> <p><i>Related NDP outcome: Reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change</i></p> <p><i>Related CP Output: Output 3.3: 'Durable Solutions' implemented for the reintegration of refugees and IDPs, especially for women and other vulnerable groups in urban and rural areas,</i></p>	<p>2. Coordination between and across Durable Solutions partners is enhanced</p> <ul style="list-style-type: none"> - Technical support to the DINA Resilience and Recovery Framework for the cross-cutting displacement sector is provided - Representation and provision of strategic inputs to the Sub-Working Group on Durable Solutions and Resilience Pillar and the UNCT/HCT Durable Solutions Working Group - Participation to other Pillar Working Groups to support DS mainstreaming efforts - Review of DS linkages between UN programmes (i.e. JPLG, ROL, YES, JPR, Parliament) and NGO consortia, including humanitarian and stabilisation actors to define referral mechanisms and complementarities 					UNDP 001981	UNDP	61300-IP staff 30%	70,875	23,625	94,500
								71600-Travel	3,750	1,250	5,000
								75700-Workshop	1,250	1,250	2,500

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				R. PARTY	PLANNED BUDGET				
		Q2	Q3	Q4	Q1		Funding Source	Budget Description	Amount 2018	Amount 2019	Total Amount
	3. A gender-responsive joint programme on Durable Solutions is operational - Define and pilot draft approach in selected settlements - Document lessons learnt from the pilot - Lead substantive formulation of the JPDS project document in close partnership with the government, IOM and UNHABITAT - Mobilise additional resources for the programme to promote deepening - Establish project management arrangements upon the finalisation of the JPDS document and its financing					UNDP 001981	UNDP	61300-IP staff 50%	118,125	39,375	157,500
								71600-Travel	3,750	1,250	5,000
								75700-Workshops	9,000	3,000	12,000
								72100Contractual Services	112,500	37,500	150,000
								73100-Office Space	7,335	2,445	9,780
		X	X	X	X						
Total Programmable									409,085	137,195	546,280
								Security	14,480.88	4,856.46	19,337.35
								Communications	3,620.22	1,214.12	4,834.34
								M&E	3,620.22	1,214.12	4,834.34
								Prog Oversight	10,860.66	3,642.35	14,503.01
								Operations	14,480.88	4,856.46	19,337.35
TOTAL									456,147.86	152,978.51	609,126.37

VIII. Annex 1: TOR – Durable Solutions Specialist

I. Position Information	
Job Title: Durable Solutions Specialist	Grade Level: P4
Position Number: TBE	Duty Station:
Department: Economic Recovery and Development - ERD	Family Duty Station as of Date of Issuance:
Reports to: Portfolio Manager - ERD	Date of Issuance:
Direct Reports: Project Team	Closing Date:
Position Status: Non-Rotational	Duration and Type of Assignment: One Year - TA
Job Family: Yes	

IX. II. Job Purpose and Organizational Context
<p>As of January 2018, drought and conflict have displaced more than one million women, men, girls and boys in 2017, in addition to the 1.1 million in protracted displacement.</p> <p>IDPs in Somalia are consistently more vulnerable and have a lower standard of living than host communities or economic migrants, though all face poverty and deprivation. Nine out of ten people living in IDP camps live in poverty, and the internally displaced account for more than two-thirds (68 percent) of those in crisis and emergency. The drought has exacerbated the existing vulnerabilities and social marginalization of women and has induced massive displacement, with the majority of the displaced being women and children. As women and girls travel longer distances without protection to find water, food, livelihoods and other resources, particularly IDPs traveling outside formal or informal settlement areas. They are more exposed to gender-based violence (GBV).</p> <p>In all regions, the phenomenon of displacement has compounded underlying rural out-migration trends, thus increasing the pace of urbanization and intensifying pressure on already ailing urban infrastructure and services. Urban displacement is typically of a protracted nature and it has become clear that many displaced people living in urban areas will not return to their rural areas of origin. Distinguishing displaced people from the urban poor more widely poses a significant additional challenge for enumerators and policy makers alike.</p> <p>As a number of studies have pointed out, the nature of displacement in Somalia does not conform to the simple cause and effect equation seen in many other countries. Moreover, many of the drivers of protracted displacement in Somalia are of a persistent or recurrent nature, meaning that new patterns of internal displacement arise on a more or less regular basis. The main drivers of displacement at the current time are conflict, the forcible acquisition of land by dominant or well-armed clans, forced evictions in urban areas, environmental factors including floods, droughts and competition over dwindling pasture and water resources, and food insecurity.</p> <p>The task of finding ‘durable solutions’ to address these problems is further complicated by a range of ‘political economy’ challenges that affect the situation of displaced persons and undermine the delivery of effective development assistance. These include a well-established network of ‘gatekeepers’ (intermediaries that effectively tax IDPs and the NGOs that provide services to them), the continuing machinations of local clan politics, uncertainty over land ownership claims, weak and fragmented governance structures and the lack of adequate coordination between central, regional and local authorities.</p>

To date, efforts to formulate an effective response to displacement in Somalia have been mostly piecemeal and overwhelmingly focused on the delivery of short-term humanitarian efforts such as, shelter and food assistance – with the exception of new initiatives such as *Midnimo*, *Daldhis* and *RE-INTEG*. Protection has been used more strategically, notably on protection of housing, land and property rights as well as surface clearance clearly leaping towards development. The Protection Cluster also was the initiator of the Somalia IDP Solutions Initiative.

There is a growing recognition in government and the international community that humanitarian assistance needs to be supplemented by additional long-term developmental measures aimed *inter alia* at improving infrastructure and services, tackling land tenure issues and forced evictions, securing livelihoods and promoting social and economic reintegration. The Government of Somalia supported by the UN, World Bank and European Union led in 2017 a Drought Impact Needs Assessment (DINA) that will shape a “Recovery and Resilience Framework” to be launched in February 2018. This provide an additional momentum for scaled-up programming along the humanitarian-development nexus and ‘New Ways of Working’ (NWOW).

In addition, in October 2016, the New Urban Agenda was unanimously adopted at the United Nations Conference on Housing and Sustainable Urban Development (Habitat III), serving as a new vision for our cities and municipalities for the next 20 years. UNDP demonstrated its full support to the implementation of the New Urban Agenda with the official launch of its Sustainable Urbanization Strategy in 2017. In 2018, UNDP launched its Strategic Plan (2018-2021) which recognizes that rapid urbanization and changing demographic patterns are challenging conventional thinking on development pathways, and that addressing urban challenges requires cross-cutting, integrated applications of expertise and investment, customized for each country and circumstance and driven by global best practices and international standards.

Through four out of the six Signature Solutions of the Strategic Plan, UNDP sees unique opportunities to scale up its offer of services on sustainable urbanization for example:

- **Signature solution 1** – Keep people out of poverty, which involves a mix of solutions that improve rural and urban livelihoods, strengthen gender equality, build social protection and provide basic services;
- **Signature solution 2** – Strengthen effective, inclusive and accountable governance, including at municipal and sub-national levels;
- **Signature solution 3** – Enhance national prevention and recovery capacities for resilient societies, which will help countries avoid crises and return quickly to stable development after crises occur, especially in large urban settlements; and
- **Signature solution 5** - Close the clean energy access gap and enhance energy efficiency, which will also help countries reduce the impacts of air pollution, particularly in urban areas.

Under the guidance of the new Strategic Plan and the six signature solutions, UNDP is further evolving and adapting to become more innovative and efficient to remain a development partner of choice and to respond effectively to new and emerging needs in an increasingly urbanized world, and to serve the half of the global population that now resides in urban areas.

UNDP - the global co-lead agency on Durable Solutions – currently works on the formulation of a flagship Joint Programme on Durable Solutions, with IOM and UNHABITAT as participating UN organizations (PUNOs) and in close partnership with the Ministry of Humanitarian Affairs and Disaster Management and other relevant federal and sub-federal institutions. It is expected at the Durable Solutions Specialist will assume technical guidance, finalization of the joint programme (if not already approved), resource mobilization and project management functions leading the implementation of this Joint Programme once it is formulated and endorsed in 2018 and supervising technical and support staff.

The Durable Solutions Specialist will work under the direct supervision of the UNDP Portfolio Manager for Economic Recovery and Development (ERD), in close collaboration with Somali federal and federal member states' Durable Solutions focal points, the Durable Solutions Coordinator of the UN Integrated Office, technical leads in sister agencies (IOM, UNHABITAT, UNHCR, FAO, etc.) and NGO partners.

X. III. Duties and Responsibilities

1. Overall technical guidance strategic planning and implementation of the Joint Programme on Durable Solutions
2. Representation, Coordination and Communication
3. Develop strategic partnerships with relevant stakeholders, including government/Durable Solutions focal points, recovery and stabilisation focal points, UN agencies, donors, international and national NGOs, and other civil society organizations and significantly contribute to resource mobilization
4. Facilitation of knowledge building and knowledge sharing on Durable Solutions

1. Overall technical guidance strategic planning, coordination and implementation of the Joint Programme on Durable Solutions

- Analyses the socio-economic and political situation and trends related to displacement (including its differentiated impact on women, men, boys and girls) and identifies opportunities and entry points for UNDP;
- Provides guidance and manages the overall programme development and implementation including planning, budgeting, and implementation and monitoring;
- Critically analyze contemporary urban development issues in the country and propose practical solutions drawing on own experience and available corporate UNDP/UN strategies;
- Ensures overall efficient and gender-responsive coordination of programmes/projects including planning processes and timely delivery of results taking into consideration agreed upon work plans with the UNDP country office and consistency with UNSF and CPD priorities;
- Ensures promotion of joint programming and planning opportunities;
- Oversees project implementation through close monitoring of results. Ensures effective application of RBM tools, management of scorecard targets and other benchmarks;
- Coordinates and follows through on decentralized local evaluations;
- Oversee the programme implementation management functions, provide technical advice and quality assurance on the work of implementing team and partners, monitoring and evaluation and reporting;
- Ensures smooth running of the programme, builds an effective programme team, promotes team work and an environment that is conducive to delivering results;
- Ensures full responsibility for the appropriate use and management of resources attributed to the programme by tracking use of financial resources, ensuring the integrity of financial systems and consistent application of the Internal Control Framework and/or rules and regulations. Continually find ways to systematically identify and integrate efficiency gains and cost reductions in all operations of the programme;
- Responsible for the management of the programme staff, monitors their performance, completing performance assessments where necessary;
- Ensures the project manager role in ATLAS is duly implemented as per UNDP Internal Control Framework;
- Mitigates possible risks and impacts associated with the programme office operations (e.g. logistical, security etc.) by proactively designing reduction measures in collaboration with the Security Advisor;

- Builds capacity of the office staff by identifying capacity needs and establishing training/learning programmes.
- Ensure appropriate recording and accounting documentation as required by UNDP and preparation of required financial reports. Facilitate transparent financial management of the programme that is able to stand up to regular audits and evaluation;
- Ensure that UNDP rules and regulations concerning finance, procurement and human resources are adhered to;
- Manage the programme budget and facilitate budget approvals and revision processes as per UNDP policies and procedures and relevant MPTF guidelines;
- Approve requisitions, and follow up on purchase orders and payment requests in UNDP ATLAS and other relevant systems, and ensure monthly delivery of programme outputs;
- Prepare work plans, produce timely reports – financial and progress reports – as required by UNDP and the JP Steering Committee;
- Ensure conduct of baseline studies and baseline data collection;
- Ensure high-quality and timely reporting to donors and other partners involved in the programme and prepare other documentation as required;
- Ensure regular monitoring and evaluation, including but not limited to, regular field visits and participation in Project Board and/or Steering Committee meetings;
- Coordinate the overall delivery of the programme in an effective, gender-responsive and efficient manner; working closely with the justice and security institutions at national and provincial level to ensure national ownership and build sustainability of the programming efforts;
- Oversee and coordinate the planning and conceptualization of activities in the framework of the Joint Programme on Durable Solutions; in particular ensure the coordinated implementation of all sub-projects and apply an inclusive, participatory, area-based programming approach;
- Supervise staffing and capacity development of the JP staff; ensuring effective liaison with HR Unit of the Country Office for timely and efficient recruitment of the staff;
- Liaise closely with colleagues from UNDP, IOM, UNHABITAT at state and national levels, and engage actively with partners on joint planning and implementation;
- Ensure the integration of cross-cutting issues, such as gender equality and women’s empowerment and SGBV, peace building, integrity/accountability, and human rights into programme implementation and monitoring and evaluation;
- Lead the development, negotiation and implementation of any additional initiatives elaborated in the context of the programme’s area of intervention;
- Develop a close partnership with national Durable Solutions focal points and other key national partners as well as community leaders/elders, national civil society and community-based organizations;
- Develop partnerships between the UN and other stakeholders such as international NGOs, donor partners to support capacity building;
- When required, ensure the representation/leadership of the Joint Programme in (sub) Pillar Working Groups, inter-agency working group meetings or other coordination mechanisms on displacement;
- Perform other duties as assigned by UNDP management.

2. Responsible for representation and coordination and communication flow in the office and amongst the stakeholders focusing on achievement of the following results:

- Represents UNDP with other UN agencies, government and development partners at the local level including Pillar Working/Subworking Group of the aid architecture – Somalia Development and Reconstruction Facility (SDRF);
- Provides strong coordination support to UN Agencies, stakeholders at local level and other organizations through the establishment of a wider consultation process;
- Ensures proper coordination and inputs to interagency initiatives;
- Maintains collaboration and coordination with the other technical experts/portfolios to ensure programmatic integration and sharing of best practices.
- Maximizes communication between the various portfolios and ensures that stakeholders (development partners, bilateral and multilateral donors, private sector, civil society, UN agencies and local agencies);
- Ensures internal communication and coordination at the programme level and effective and proactive communication between relevant CO units (both programme and operations units) and the programme;
- Monitors the perception of UNDP at the local level and suggest media activities that positions UNDP more strategically and effectively as a neutral broker for implementation of durable solutions in Somalia. Enhances local visibility for UNDP in development effectiveness;
- Ensures that local development results are effectively communicated in collaboration with Communication Office in the country office as well as the Integrated Office of the UN.

3. Develop strategic partnerships with relevant stakeholders, including government/Durable Solutions focal points, recovery and stabilisation focal points, UN agencies, donors, international and national NGOs, and other civil society organizations and significantly contribute to resource mobilization:

- Identifies new partnerships and strengthens existing ones at the level through innovative approaches to partnership development;
- Encourages ways of increasing the programme funding base such as engaging in resource mobilization efforts in consultation with local counterparts and following-up with donors on local opportunities.
- Develop, coordinate and implement partnership and resource mobilization strategy for the JP and;
- Elaboration of the project communication and outreach strategy based on the corporate communications strategy;
- Elaborate, plan and implement communication and outreach strategies to enhance the strategic positioning of the JP;
- Plan and coordination convening regular JP Steering Committee meetings ensuring agreed decisions are implemented in a timely manner;
- Regularly produce success stories, human interest stories, case studies and features/infographics to share with stakeholders and audiences;
- Identify and develop creative opportunities up to increase awareness of the project as well as UNDP, using traditional and new media;
- Deepen partnerships with other programmes and initiatives such as Midnimo, Daldhis, RE-INTEG, Cross-Border Reintegration Project, CRESTA/A, JP on Local Governance, JP on Rule of Law, JP on Resilience;
- Identify funding opportunities and lead project resource mobilization efforts with donor partners, including the development of advocacy/communication tools in support of resource mobilization;

<ul style="list-style-type: none"> • Ensure coherence, complementarities and coordination with other development partners in the area of durable solutions, community stabilization, recovery and resilience; • Advocate for and substantially contribute to a Somalia Durable Solutions strategy in and multi-partner joint planning and/or programming initiatives; • Build partnerships with national and international NGOs throughout the project implementation; • Build partnerships with national entities/Durable Solutions focal points and contribute to their capacity development; • Manage, monitor and report on financial resources allocated to and delivered by the project to contributing partners; • Maintain regular communication with internal and external networks on Displacement to enhance advocacy, support resource mobilization and access technical expertise.
<p>4. Ensures facilitation of knowledge building and knowledge sharing in the area of Durable Solutions:</p> <ul style="list-style-type: none"> • Supporting capacity and knowledge building of national counterparts; • Identify and synthesizes best practices and lessons learned directly linked to other projects goals and activities; • Motivate and guide the project team to document best practices covering concepts, strategies and implementation approaches; • Contribute to work-process analysis: suggest effective alternative options for streamlining business processes; • Monitor practices, and project-specific news and developments in order to ensure guidance to the team that reflects the best and most current available information; • Organization and provision of training, consultancy and advice to colleagues on communications; <p>Produces knowledge products to improve understanding of the issues and ways forward emerging through project work;</p>

XI. IV. Competencies and Selection Criteria	Description of Competency at Level Required (For more comprehensive descriptions please see the competency inventory)
Core	
Innovation <i>Ability to make new and useful ideas work</i>	Level 5: Creates new and relevant ideas and leads others to implement them
Leadership <i>Ability to persuade others to follow</i>	Level 5: Plans and acts transparently, actively works to remove barriers
People Management <i>Ability to improve performance and satisfaction</i>	Level 5: Models high professional standards and motivates excellence in others
Communication <i>Ability to listen, adapt, persuade and transform</i>	Level 5: Gains trust of peers, partners, clients by presenting complex concepts in practical terms to others

<p>Delivery <i>Ability to get things done while exercising good judgement</i></p>	<p>Level 5: Critically assesses value and relevance of existing policy / practice and contributes to enhanced delivery of products, services, and innovative solutions</p>
<p>Technical/Functional</p>	
<p>Knowledge Management <i>Ability to capture, develop, share and effectively use information and knowledge</i></p>	<p>Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise</p>
<p>Partnerships <i>Ability to engage with other agencies, donors, and other development stakeholders and forge productive working relationships</i></p>	<p>Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise</p>
<p>Project Management <i>Ability to plan, organize, and control resources, procedures and protocols to achieve specific goals</i></p>	<p>Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise</p>
<p>Relationship Management <i>Ability to engage and foster strategic partnerships with other parties, Inter-Agency Coordination and forge productive working relationships</i></p>	<p>Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise</p>
<p>Report Writing <i>Ability to prepare quality reports</i></p>	<p>Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise</p>
<p>Representation <i>Ability to productively share UNDP knowledge and activities (at UN and other venues)</i></p>	<p>Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise</p>
<p>Resource Mobilization <i>Ability to identify and organize programmes and projects to implement solutions and generate resources</i></p>	<p>Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise</p>
<p>Trends and emerging areas analytics <i>Ability to scan the horizon and identify approaches and initiatives to bring into</i></p>	<p>Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise</p>

<i>policy and programme design</i>	
Results-based Management <i>Ability to manage programmes and projects with a strategy aimed at improved performance and demonstrable results</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Capacity Development <i>Ability to support partner countries' capacity to manage ODA resources effectively and harmonise with national policy and financing frameworks</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Coordination provider-recipient <i>Ability to manage complex relationships through pathways of knowledge exchange, capacity development, funding relationships and strategic engagement</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Monitoring and Evaluation <i>Knowledge of methodologies, assessment tools, systems and apply practical experience in planning, monitoring, evaluating and reporting and ability to apply to practical situations</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Knowledge Facilitation <i>Ability to animate individuals and communities of contributors to participate and share</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Displaced Communities/ Populations <i>Knowledge of displaced communities/populations issues and solutions and ability to apply to strategic and/or practical situations</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Reintegration of IDPs, refugees, returnees <i>Knowledge of methods to reintegrate IDPs,</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise

<i>refugees, returnees for early recovery and ability to apply to strategic and/or practical situations</i>	
Economic Recovery <i>Knowledge of Economic Recovery concepts and the ability to apply to strategic and/or practical situations</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Jobs and Livelihoods <i>Knowledge of Employment Creation, Income Generation, emergency employment and the ability to apply to strategic and/or practical situations</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Migration and Displacement <i>Knowledge of migration and displacement and the ability to apply to strategic and/or practical situations</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Social inclusion and inequalities <i>Knowledge of nature and trends of multidimensional inequalities and disparities, issues of social exclusion (including issues of disabilities and ageing) and ability to apply in strategic and/or practical situations</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Poverty and Human Development <i>Knowledge of poverty, human development and inclusive and sustainable growth issues and the ability to apply to strategic and/or practical situations</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Competency Name <i>Competency Definition</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise
Competency Name <i>Competency Definition</i>	Level 5: Originate: Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise

V. Recruitment Qualifications	
Education:	Master's degree in social policy, public policy, politics, economics, development studies or a related area.

	Master's Degree or equivalent in International Relations, Political Science, Economics, Social Policy, Development Studies or related social sciences.
Experience:	<p>7 years of relevant experience in recovery/international development.</p> <p>5 years of senior-level management responsibilities of similar size and complexities.</p> <p>Demonstrated experience (at least 3 years) related to durable solutions, local economic development, and/or community development, and/or related issue.</p> <p>Proven professional record working on policy and/or programme implementation related to durable solutions, displacement, and urban development solutions demonstrating conceptual understanding and field experience</p> <p>Familiarity with results-based management tools and approaches</p> <p>Understanding of area-based recovery/development and conflict-sensitive programming</p> <p>Previous experience in emergency/crisis setting</p> <p>Previous experience with UN joint programming a strong asset</p> <p>Experience in the usage of computers and office software packages, experience in handling of web based management systems.</p>
Language Requirements:	English. Other official language of the Un will be desirable
Other:	<ul style="list-style-type: none"> • Proficiency in English. • Working knowledge of other UN languages desirable • Non-Smoking environment

XII. Annex 2: Draft Concept Note for the Joint Programme on Durable Solutions*

*as of January 2018

<h3>Joint Programme to Promote Durable Solutions for Displacement-Affected Communities</h3> <p>SDRF Funding Window: UN MPTF</p> <p>Links to past / ongoing projects: The proposed programme will build on the <i>Midnimo, Daldhis and RE-INTEG</i> experience and lessons learnt.</p>	
<p>Timeframe for implementation: <i>April 2018 – October 2021 (3.5 Years)</i></p>	
<p>Objective(s)</p>	<p>The Objectives of the programme is aligned to the NDP Resilience Chapter, <i>“To reverse the trend of protracted displacement and substantially reduce the number of IDPs in such displacement by facilitating and supporting durable solutions that bring them back into mainstream life and address underlying causes of their displacement and its protracted nature.”</i></p>
<p>Alignment to NDP</p>	<p>The proposed project is aligned to Pillar 9 of the NDP, under its “Building Resilience Capacity” chapter. The project will contribute to the following strategic goals to support the return and reintegration of IDPs:</p> <ul style="list-style-type: none"> • Strategic goal 1: To protect, respect and ensure the social, economic, cultural, political and civil rights of IDPs and refugee returnees reversing social marginalization and displacement-related discrimination through enhanced governance and rule of law ensuring access to relevant offices and justice mechanisms at district, municipal, state and federal levels. • Strategic goal 2: To create opportunities for IDPs and refugee returnees to participate in public affairs and most importantly in decision-making pertaining to their own future, such as local and urban development processes, and remove obstacles to such participation. • Strategic goal 3: To systematically enhance the absorption capacity of basic services for IDPs and returning refugees, enhance access to affordable housing and land as well as to vocational skill and professional development and facilitate and diversify access to employment sectors and labour market.
<p>Relevant working group(s)</p>	<ul style="list-style-type: none"> • Resilience Pillar Working Group <ul style="list-style-type: none"> ○ Migration, Displacement, Refugees and Durable Solutions Sub Working Group
<p>Coordination</p>	<p>Coordination of the programme will be led at different levels: a Programme Management Unit (PMU) for Management and Coordination of the Joint Programme, Pillar Sub-Working Group; Steering Committee Co-Chaired by Government Focal Point and UN-Chair and attended by key stakeholders (donors, government institutions both from federal and federal member states); UNRC Office in different functions, e.g. MPTF Secretariat for resource mobilization, funds transfer to agencies, communications, and reporting. Coordination structures will be adjusted according to the project’s requirements and to promote accountability and effectiveness.</p>
<p>Sector context</p>	<p>The programme is formulated in a context where 1.1 million IDPs are living in protracted displacement across the country, with the majority in southern and central regions. An additional 900,000 IDPs are estimated to have been newly displaced by the 2017 drought.</p> <p>With a high concentration of IDPs and returnees in urban and peri-urban areas, key thematic sectors become inevitable priorities, such as urban planning/development, land tenure security, socio-economic integration, as well as basic service provision. The programme will support interventions that will: i) advance community-based inclusive</p>

	<p>planning, ii) address DS gaps through community-based initiatives and a referral mechanism, and iii) develop institutional capacities for improved coherence and coordination. This will be led to uphold the overall objective of DS to gradually diminish “the needs and vulnerabilities of displacement affected communities, while strengthening their capacities, skills, and increasing their resilience, so that displaced persons can increasingly enjoy their human rights without discrimination based on their displacement”. This will only be possible with significant investments at community-level, complemented with institutional resilience building to support peace and state-building processes.</p> <p>The extreme level of chronic poverty of the country, the increasing number of IDPs and the influx of refugees returnees that settled among IDPs and host communities, have taken a toll on an already fragile context, where social and economic factors are still not addressed, and risk to increase the country’s instability.</p>
Budget	TBC
Outlook for financing	<p><i>Identified funding sources and gaps</i></p> <p><i>Possible funding streams: MPTF, bilateral- or multi-donor pooled funding</i></p> <p>Indicative UNDP Core Resources – USD 500,000</p>
Beneficiaries	<p>Displacement Affected Communities – IDPs, host- and communities of possible return/resettlement</p> <p>Federal, State and local institutions</p>
Government counterparts	Federal and Regional Government Focal Points for Durable Solutions, Regional Governors/Mayors and District Offices.
Implementation Arrangements	The programme will be jointly implemented by UNDP, IOM and UNHABITAT, in close collaboration with FGS, FMS, local authorities and displacement affected communities.
Geographic Coverage	Benadir Regional Administration, Jubbaland, South West, and Hirshabelle States initially, based on pre-established criteria and synergies with other development programmes.
Description of Components	<p>Output 1: Grassroot Durable Solutions inclusive governance and referral mechanisms are established and operate effectively.</p> <ul style="list-style-type: none"> • Selection of communities/locations and stakeholder mapping • Form and equip inclusive Durable Solutions Committee • Produce Community Opportunities and Participatory Planning (COPP) Report using innovation tools and approaches such as asset-based appreciative enquiry, human-centred design, foresight and ideation • Prioritise action streams and refer/advocate as applicable <p>Output 2: Urban human settlements are upgraded and local planning capacities for urban development and resilience are strengthened</p> <ul style="list-style-type: none"> • Establish participatory urban upgrade committee and financing mechanisms • Conduct urban/spatial planning exercise, i.e. City Profiles • Implement prioritised projects, including greening and user-oriented design • Raise awareness on land/tenure rights • Support the establishment of legal frameworks pertaining to land use and land dispute resolution, wherever possible and in accordance to the hierarchy of national and federal laws. <p>Output 3: Local public/community infrastructure are rehabilitated</p> <ul style="list-style-type: none"> • Conduct feasibility study of labour-intensive light rehabilitation works

- Define selection criteria for cash-for-work participants, including a minimum of 40% women
- Contract implementing partners and procure equipment for workers
- Conduct BOQ and tendering for larger rehabilitation works
- Select qualified contractor(s)
- Upgrade obsolete equipment/infrastructure, including renewable energy
- Monitor, document lessons learnt and evaluate

Output 4: Job opportunities are created for employment and to stimulate the local economy

- Conduct market assessment to identify most viable job opportunities
- Define selection criteria for participants and select them through screening interviews
- Conduct vocational and business trainings
- Provide grant (financial or in-kind) to most viable business plans
- Facilitate networking opportunities and handshakes with the business community, particularly the financing sector
- Monitor, document lessons learnt and evaluate

Modifications *N/A*

For more information about this project, please contact the following:

- Federal and Regional Government Focal Points for Durable Solutions
- UNDP
- IOM
- UNHABITAT