**Country: SOMALIA**

**Initiation Plan**

**Project Title:** Building Foundations for a Sustainable Security Sector in Somalia (SSR-IP)

**Expected UNSDCF Outcome(s): Outcome 2.1. Respect, protection and promotion of human rights, gender equality, tolerance, climate security and environmental governance would be sustained by strengthened Security and Rule of Law institutions and improved accountability mechanisms and legal frameworks.**

**Expected CPD Output(s): Output 2.1. Capacity of security institutions strengthened to ensure service delivery in line with the Somalia Transition Plan and National Security Architecture, and compliance with human rights due diligence policy (HRDDP) standards**

**Initiation Plan Start/End Dates:** 1 July 2021 – 30 June 2022

**Implementing Partner:** UNDP in partnership with UNSOM

**Brief Description**

The Inception Plan succeeds the Joint Security Sector Governance Programme (2019-2021) and offers a medium-term bridge towards a fully-fledged SSR Programme in 2022. The plan which is done in collaboration with UNSOM through the integrated SSR unit (I-SSR) aims to build on the lessons learned from JSSGP, secure and enhance the investments made into security oversight institutions and create space to develop a new programme that can also be coordinated with a new FGS government that is expected to be in place in 2022 following successful elections. This plan is focused on immediate security challenges like the Somali Transition Plan, it includes initiatives to advance the WPS agenda and lays the ground for continued and more longer-term approach to institutional development to increase oversight in the security sector. The plan has 3 main outputs:

Output 1: Somali security institutions are better able to plan, implement and monitor the Somali Transition Plan

Output 2:Advancement of Women’s participation in the Somalia Security Sector

Output 3. Somali security oversight institutions are increasingly capable of exercising effective oversight over the security sector

The Initiation plan is funded for 6 months but anticipates operating as a temporary instrument for up to 12 months if required or until the next generation of SSR programming for UNSOM-UNDP.

Programme Period: 1 July 2021 – 30 June 2022

Atlas Project Number: 00128741

Atlas Output ID: 00122652

Gender Marker: 2

Total resources required: USD 1,765,892.50

Total allocated resources:

* UNDP TRAC 703,521
* Unfunded (Output 2) 72,371.50
* FCDO 990,000

Agreed by UNDP:

# Purpose and Expected Output

*Purpose*

The UNSOM-UNDP Integrated Security Sector Reform (I-SSR) Unit has supported security sector governance through the Joint Security Sector Governance Programme (JSSGP) since 2018 funded by EU, Sweden, UK and UNDP. The programme was dedicated to enhancing civilian oversight of the security sector at national and in the Federal Member States (FMS) through institutional development and capacity building of both executive and legislative security institutions. The programme was developed as a response to the lack of investment made in Somalia´s security oversight institutions. Considerable international investment and attention had gone into supporting ‘hard security’ at the federal level, and similarly large investments were made at the tactical and operational levels, such as training and equipping the security forces, while little attention had been paid to the importance of the executive and legislative institutions responsible for legislation, budgets, policy, and civilian oversight, in particular that relate to human rights and rule of law.

JSSGP partnered with all major security oversight institutions throughout the country[[1]](#footnote-1). It offered an important insight into the institutions themselves, their challenges, their ability to manage civilian oversight, coordination, as well as their capacity to implement the Somali Transition Plan (STP), force generation, including integration of forces, and the National Development Plan (NDP) 9. The programme was initially a 2-year programme and was to end in December 2020, but was extended for 6 months, during which important programme management reforms were initiated to increase programme oversight and more efficient implementation, but also to cut down the number of consultants and advisers injected into the JSSGP beneficiary institutions, who were supported through salary payments that were not yielding the desired outcomes. The 6-month extension period allowed for some important reconfiguration, as well as a more hands on collaboration with the beneficiary institutions. At the FMS level, the programme facilitated the development of the Regional Security Offices (RSOs) and FMS Ministries of Security, that in some cases hardly existed before the programme. This progress and collaboration with important lessons learned has laid the foundations to develop new approaches to achieve more impact and sustainable reforms.

The principles of the programme remain relevant for while some important systems, processes and policies have been put in-place in many of the beneficiary institutions with support from JSSGP, they require considerably more capacity building to function as they should, in particular when it comes to civilian oversight of the security sector. This is due in large part to structural impediments, such as weak human resources that are tied to necessary civil service reform and sustainable government funding as well as issues with leadership. There is therefore a need to rethink the programmatic approach to security sector reform and governance, with more attention paid to the political dimension, strategic analysis and decision-making, longer term vision, and by investing in more sustainable institutional development and capacity building through agents of change that champion reform and contribute to better coordination and implementation for these institutions to operate more effectively in delivering their mandates. Equally, a more flexible programmatic approach is required to be more responsive as well as enable donors to support specific areas of security sector governance based on their strategic interest or national programmes.

The political impasse that resulted in delayed elections has made it difficult to design a fully-fledged longer term programme and given these circumstances an exercise of this kind should only take place following the election of a new Federal Government of Somalia (FGS), while recognizing that the situation is very different at the FGS and FMS levels due to different election cycles. There is a danger that if the JSSGP ceases without a contingency plan, then the investments made, and the partnerships forged between the UN and the various security institutions could be lost altogether. Furthermore, four of the FMS will see serious gaps at the operational and technical level due to heavy reliance on JSSGP for human resources and support to operations and policy development. This could have a negative impact as parts of the country are still experiencing significant security threats while expected to deliver against the STP to facilitate the reconfiguration of AMISOM.

This Initiation Plan is based on lessons learned from assessments that include the EU funded Third Party Monitoring Report, the Joint National Review, the OPM’s 2019 and 2021 assessments of national institutions, the regular UNDP sponsored spot checks, micro assessment and daily monitoring of delivery and reports from national counterparts. The Initiation Plan is first and foremost a financial instrument that provides a temporary but a critical solution that retains investments made in the security sector through the JSSGP but offers an important space to restructure support to SSR that also entails better coordination with other UN agencies, in particular UNOPS, and international partners active in security sector assistance in Somalia. The plan suggests investing in fewer and better ‘Somali security champions’ to drive through sustainable reforms at both the FGS and FMS levels. Unlike JSSGP, while funds will be allocated to carefully selected consultants and advisors at both FGS and FMS level, funds will not be automatically allocated to each institution through letters of agreement. Instead, national institutions can bring forward concept notes that will be considered for funding in key areas suggested under the SSR-IP outputs. It is suggested that the Initiation Plan is for a maximum of 12 months, taking into consideration any risk or delays due to the elections, but during which a new programme(s) will be developed to come into effect in 2022. The programme development is done alongside the implementation of the bridge period using internal and existing human resources but involves no additional costs. The bridge will however builds the foundations for new programming through the development of the implementation plans for the Somalia Transition Plan, by delivering the assessment and establishing baselines for women’s role in the security sector and developing longer term strategic plans in the ministries.

*Expected Outputs*

**Output 1: Somali security institutions are better able to plan, implement and monitor the Somali Transition Plan**

The STP is the result of a Somali-owned and led process to determine the security transition priorities of Somalia through to the end of 2023, to be achieved through the joint endeavors of the FGS, FMS and international partners, in-line with the Security Pact (2017) and Security & Rule of Law Mutual Accountability Framework (MAF) 2021, agreed at the Security & Justice Committee on 1 December 2020 and the Somali Partnership Forum on 7 December 2020.

The STP is a living document that reflects the ongoing process of security transition and defines strategic priorities and operational interventions according to agreed timelines to ensure the country stays on the path to long-term Somali owned and led security with reliable, transparent, accountable and functioning state institutions rooted in the rule of law. Ultimately, the success of this Transition Plan will facilitate the process of dialogue on federalization and be measured by improvements in the lives of the Somali people. The STP supports an African Union led transition mission beyond 2021 that assumes a supporting role, facilitating the Somali Security Forces to progressively assume full responsibility for security across the whole of Somalia by the end of 2023.

The STP acknowledges that security improvements cannot be achieved by military means alone, but will require equal efforts in state-building, security sector governance, economic development, local governance, institutional capacity building, stabilization and the extension of State authority through an inclusive political settlement and long-term reconciliation process. The STP developed an approach to transition along three lines of activity – operational activities, supporting activities and institutional capacity building activities.

However, it is acknowledged that Somali security institutions and forces still have limited capacity when it comes to planning and implementation in relation to skillsets and the ability to manage a successful implementation of STP’s three lines of activity. While some institutions have come a long way in recent years, structures within the FMSs still have limited capacity to implement and manage the STP to create accountable, affordable and professional security and justice services.

Output 1 focuses on supporting institutional capacity building of Somalia’s security oversight institutions to monitor, manage and implement successfully the STP, supported also by the Comprehensive Approach to Security (CAS) that is the conceptual framework established in the 2017 Security Pact for international commitments to develop affordable, acceptable, accountable and able security sector in Somalia. It entails more robust coordination with UNOPS´s SSJP programme and other international partners present at the FGS and FMS levels.

Activity 1.1: Security institutions are supported to develop implementation plans for the STP

* 1. FGS Institutions. Key institutions to be supported substantively are the Office of Prime Minister (OPM) Security Analysis Unit (SAU), Office of National Security (ONS), Ministry of Internal Security (MOIS) and Ministry of Defense (MOD), with the programme focused on improved coordination and decision-making, linked to delivery of the National Security Architecture. The primary objective will be to build capacity of key staff to enable more effective delivery of the STP through the design of costed implementation plans.
  2. FMS Institutions. Somalia’s federated security model requires increased capacity within the FMSs primary security structures, represented by the RSOs and Ministries of Security.
     1. Regional Security Office (RSOs) serve the Regional Security Councils and provide security advice to the State Houses, Ministries of Security, the State Police and the Security Forces. They facilitate security coordination and can be central to the formation of the STP implementation plans.
     2. Ministries of Security. Like the FGS ministries listed above, there is a need for each FMS Ministry of Security to continue to build capacity to ensure delivery of the STP that also entails the design of local implementation plans that include estimated costs.

Activity 1.2: Security institutions can monitor the implementation of the STP

Installing a monitoring system for both FGS and FMS security institutions to be able to monitor and report on progress is a prerequisite for an informed reconfiguration and drawdown of African Union Mission in Somalia (AMISOM) security forces from Somalia. Before a successful monitoring and evaluation system (M&E) can be developed to monitor implementation and progress of the STP, staff need to be further trained on M&E. This will build on JSSGP the Training of Trainers (TOT) programme that covered basic M&E, but here it will be tailored for the STP. Institutions will be supported with establishing baselines, indicators and targets and build reporting systems to ensure the sustainability of the reporting mechanisms. The RSOs will assist with the design of the M&E and facilitate collection of reporting.

Activity 1.3: Community engagement is enhanced through dialogue and inclusion around decision making to achieve the STP

Community engagement is enhanced through dialogue and inclusion around decision making to achieve the STP activities that are critical to consolidate the operational gains made by Somalia’s security institutions and to pursue community recovery, social reconciliation, local governance, and rule of law. The National Stabilization Strategy and State Stabilization Plans are aligned with the STP, but coordination between security and civilian components needs to be strengthened. Community involvement and inclusion in decision making around the implementation of the STP, local security delivery is essential for buy-in, support and to ensure that the plans serve the people are multiple effective tools to ensure regular community engagement and participation which can be shared and developed in cooperation with the security institutions with involvement from community actors. The project will train security institutions on community engagements and support the development of sustainable mechanisms that ensure constant engagement with communities in decision making over local security arrangements.

Activity 1.4: Parliamentary oversight of security institutions strengthened

Although the Parliament retains supreme responsibility to hold the government accountable for the security sector service delivery and spending, institutional development, and capacity building efforts of the JSSGP mainly focused on the executive. The federal and FMS Parliaments are constitutionally mandated to review and approve legal parameters for security and ensure that security legislation, the National Security Architecture (NSArch), State Police Plans and STP to ensure full implementation, both at national and state levels. The Federal and FMS Parliaments have also constitutional authority to hold the Government accountable for the effective, timely and regular implementation; approve and monitor the spending of the security budget as approved. As representatives of the People, legislators are also constitutionally mandated to hold the Executive accountable and exercise civilian control over security institutions and forces ensuring that they are able, affordable, accountable, acceptable and responsive to the security needs of the population they serve Specifically, the programme will support the Federal Parliamentary Defence and Security Committees and the FMS Parliamentary Security Committees through a series of workshops that will enable increased use of oversight tools and procedures to ensure that the security sector is able, affordable, acceptable and accountable and supports the development of the country’s inclusive federated security model.

Activity 1.5: Resources made available for functioning of ONS and RSOs

The ONS and RSOs have been highly dependent on JSSGP support in the past. The initiation plan proposes that there is a continuation of support to key champions in ONS and RSOs to drive developments such as policy and advisory support around the STP and civilian oversight as per the ONS and RSO mandates.

**Output 2:Advancement of Women’s participation in the Somalia Security Sector**

Activity 2.1: Assessment of women’s representation and participation in the security institutions

This output envisages a mapping women’s representation in the security institutions, including land and sea forces, quantitative figures and disaggregated data by unit structure, rank, hiring, position, and role to establish important baselines. Identification and analysis of cultural, political, legislative gaps and institutional barriers to women’s recruitment, retention and promotion in the security sector, including the types of Sexual and Gender Based Violence (SGBV) to which female personnel may be subjected in the security sector, and the level of effectiveness of the accountability mechanisms. Identification of norms, policies and commitments of the FGS and FMS to advance the recruitment, retention and promotion of women at all levels of the security sector and analysis of the implementation of national policies, including those that address SGBV and the challenges for their satisfactory achievement.

The report will include recommendations to increase women’s representation in leadership positions and participation in overall security institutions, including producing a draft proposal for a national community outreach campaign to attract women to the security sector. To develop the report, the consultant will closely work with female personnel in the security sector, women’s civil society organizations (CSOs) and request the support of the FGS and FMS counterparts such as Ministry of Internal Security (MOIS), Ministry of Defense (MOD), Somali Police Force (SPF), Somali Defense Forces (SDF), National Intelligence and Security Agency (NISA), Immigration and Border Security and Custodial Corps, as well as female personnel in the security sector, women’s civil society organizations (CSOs) and other stakeholders, with the OPM Security Analysis Unit (SAU) having the overall lead and oversight of the assessment.

Activity 2.2: Institutional mechanism to support the WPS agenda in Somalia

Drawing from the assessment report and consultations the project, in collaboration with key national counterparts will examine institutional mechanism to support the WPS agenda in Somalia, connected to the Comprehensive Approach to Security (CAS) coordination structure and the STP. This institutional mechanism would support the strategic coordination, monitoring and implementation of the WPS agenda in Somali security institutions at all levels and the alignment of gender policies for the security sector between the FGS and FMS, and will be developed out of the assessment, the analysis and the consultations. As an example, it may take the form of a cross-ministerial and technical working group of gender focal points to be led by the OPM.

A consultant in collaboration with the national institutions supported by the UNSOM-UNDP Integrated SSR Unit will undertake consultations with the security sector institutions to analyze, review and discuss the potential forms and features of the institutional mechanism and agree on the most suitable one. I-SSR Section will also advise national authorities in establishing a mechanism that is appropriately interlinked with the existing platforms for monitoring and implementation of broader gender and security issues.

The work will be supported by UNSOM ROLSIG team, i.e. I-SSR, UN Police and Defense Sector Reform Sections, and the good offices and engagement of UNSOM leadership with the country high-level authorities on the need to elevate the discussions on the implementation of WPS agenda in the security sector. The national consultants will be supported by I-SSR, Police and Defence sector experts and UNDP M&E and data experts, as well as UNSOM’s and UNDP’s gender experts in formulating the mapping exercise and extraction of information, the analysis and the drafting.

Activity 2.3: Advocacy and networking forums to advance WPS Agenda

A national consultant in cooperation with key security institutions will be hired to conduct forums and several smaller targeted consultations, following the release of the assessment report, which will aim to consult a range of relevant stakeholders and in particular women’s groups, assess further the barriers related women’s participation in the security sector, and women’s and girls’ security needs. In particular the consultations will help raise awareness of the opportunities to promoting women’s representation and participation in the security sector, and advocacy and network among women leaders in the field of security. The smaller consultations will offer more in-depth conversations that can feed into a comprehensive report that builds on the report delivered by consultant A and with the feedback from the consultations to be held nationwide.

**Output 3. Somali security oversight institutions are increasingly capable of exercising effective oversight over the security sector**

Ministries have an essential role in overseeing the Police. This requires them to have strong systems and structures in place as well as established linkages to the police to enable effective oversight which will be done in coordination with UNDP’s police component and JPP.

This output builds on:

* a) the Institutional Development and Capacity Building Plans that were developed in each beneficiary institutions under JSSGP
* b) the ‘Training of Trainers’ package of 2020 and 2021 that was supported by JSSGP and organized by the MOIS and the OPM for all beneficiary ministries at the federal and FMS level
* c) the MOIS comprehensive training package that is a pilot conducted in the MOIS.

Already the tools to conduct extensive assessments have been developed and likewise guidance notes and training modules were already developed by three Somali companies under the MOIS training package that can be adjusted for FMS ministries. The OPM FMS capacity building team has also developed several tools to support ministries at both FGS and FMS level. The training will be outsourced or managed and overseen by UNDP and OPM FMS capacity building team to ensure the quality of the training and capacity building efforts. The training package will include (among other things):

* Planning and development
* Policy and Legal
* Administration: procurement, human resource management (HRM), finance and asset management

The assessments and the training will take place over a 4-month period with a follow-up visits from members of OPM FMS capacity building team to support training and implementation.

Activity 3.2: Development of Strategic Plan – Multiyear vision for sustainable development

The inception plan is a prelude to a fully-fledged programme. For the UN to be able to develop a multi-year programme there is a need to develop a road map with national institutions. Such a road map should include a strategic plan that examines the mandate and delivery as well as a vision on what the institution should ultimately delivery and look like. It should also anticipate how much it would cost for the FGS and FMS to run the institution from the national budget. In many cases the institutions are almost entirely dependent on bilateral and external funding. This funding is finite, and FGS and FMS need to reduce the risk of dependency on external contributions by examining revenue projections and the ability of the institutions to be increasingly funded by the Somali State Budget.

One of the biggest challenges for Somali institutions is lack of staff capacity. The Civil Service requires extensive reforms. Introducing meritocracy into hiring processes is an important first step. Open recruitment and proper Human Resource Management lies is essential to achieve reforms. Therefore, through strategic planning, the inception plan will seek to convene national counterparts to examine necessary reforms to civil service reform.

The OPM FMS capacity building team, in cooperation with ONS and MOIS will work with beneficiary institutions to develop a roadmap for longer term reform and strategic plans through training and workshops.

Activity 3.3: Human Resource support for specialized expertise

Like in the case of the ONS and the RSOs, the FMS Ministries for Security are heavily reliant on external support and in some cases receive no other budgetary support. This over reliance on external funding poses sever risk to security development and in particular the implementation of the STP.

To overcome this short term, the initial plan fund champions form previous JSSGP payrolls in the FMS ministries and make them the agents of change in developing the capacity in the ministries, to work with the OPM FMS capacity building team on the strategic plans and on the implementation plans for the STP. The selection is based on well informed reports and oversight obtained during JSSGP.

There are 6-8 champions from JSSGP at federal level that have been identified as high performing agents of change. The initiation plan will enable these champions to drive reform in security institutions in Somalia and support the ministries to perform. The selection of these champions is based on proven track record and continuous work with well performing individuals in 2020 and 2021. Using champions in a coherent manner is a new approach to extend the outreach of the UN support to SSR that also ensures more national ownership but by extending the reach through these agents of change the reform efforts become more effective. The champions will coordinate, be potentially mobile to work across ministries to share best practices and knowledge between national institutions.

# Management Arrangements

**UNDP core project implementation group**

The UNDP SSR Technical Specialist (SSRTS) will be responsible for daily implementation of the initiation plan. The SSRTS is supported by National officer, project management specialist, reporting and monitoring analyst, operations analyst, finance officer and project assistant. This is referred to as the core project implementation group in UNDP, which in turn is supported by national interlocutors on government contracts in respective beneficiary institutions.

**Project quality assurance**

The core project implementation group is supported by UNDP Programme Oversight and Quality Assurance Unit as well as UNDP finance, human resources and procurement units, in addition to the regional finance support hub.

**UNSOM and the Integrated SSR Unit**

The SSRTS coordinates the implementation of the initiation plan with the UNSOM ROLSIG SSR Unit through the I-SSR Team, that includes the SSRTS.

UNSOM ROLSIG SSR through the I-SSR lends technical expertise and good offices to support and facilitate implementation of the initiation plan where feasible and gives strategic guidance and support to coordination with other UN agencies and international efforts that are supporting the Somali security sector.

Through the Integrated SSR unit, UNSOM ROLSIG SSR is furthermore the substantive lead of the WPS output 2.

One dedicated officer from UNSOM ROLSIG SSR, will be fully dedicated to support the implementation of the initiation plan focusing on Outputs 1 and 2. Several UNSOM ROLSIG officers will offer expertise on substantive areas as needed, in particular for the parliamentary component.

# Monitoring

This Initiation Plan will benefit from systems developed under the JSSGP that includes an online monitoring platform to improve programme oversight and reporting to donors. This platform allows both the project team and the donors to monitor the implementation of the programme in real time concentrating also on expenditure in line with the Letters of Agreements that channel resources towards national institutions and progress towards deliverables. The platform also serves as a depository of important documents and reports. The M&E platform is also a tool to monitor any person funded by the Initiation Plan in national beneficiary institutions against clear sets of deliverables.

* The online M&E platform will continue to be developed under the Initiation Plan with focus on examining how to better manage baselines, indicators and targets as presented in the annual workplan to help with the overall examination of delivery. The Initiation Plan will, following from JSSGP, and as a precursor for a future programme examine institutional baselines in national institutions that help with examining what impact the interventions are having over a period of time and how to link these to the MAF, the STP and the National Development Plan (NPD 9).
* In addition to regular monitoring and monthly reporting from beneficiary institutions the project will continue to carry out spot checks and micro assessments in recipient institutions which is an important continuation from JSSGP. The output that strengthens the WPS agenda will also enable the team to set some important baselines in the security sector that pertains to women’s participation in the security sector.
* The project itself will also support national counterparts to set themselves important baselines to monitor the implementation of the STP.
* Monthly updates will be given to donors and a six months status report as well as a final report

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| Output | Indicator | Baseline | Target | Responsible entity |
| **Output 1: Somali security institutions are better able to plan, monitor and implement the Somali Transition Plan** | STP Implementation plan in key institutions is developed: Y/N  M&E framework to measure the implementation of the Somali Transition Plan is developed: Y/N | No Implementation plans for Somali Transition Plan exist.  No monitoring mechanism in place for the implementation of the Somali Transition Plan | All targeted oversight security institutions have costed implementation plans for the Somali Transition Plan  National and federal M&E framework is in place to measure progress towards implementing the Somali Transition Plan | UNSOM I-SSR (to which UNDP SSR lead also belongs to) in collaboration with the Office of the National Security and the Office of the Prime Minister, Security Analysis Unit |
| **Output 2: Advancement of women’s participation in the Somali Security Sector (WPS)** | In-depth assessment is developed that shows the status of women in the security sector: Y/N  # of women already working in the security sector and function/rank | No overview or assessment exists on women’s participation in the security sector  No policy exists to increase women working in the security forces | A comprehensive overview is available on women’s participation in the security sector  Policy developed to increase women´s participation in the security sector. | UNSOM ROLISG SSR Unit in collaboration with the Office of the Prime Minister Peacebuilding Unit that has the lead on the WPS agenda. |
| **Output 3: Somali security oversight institutions are increasingly capable of exercising effective oversight over the security sector** | % change in organizational capacity (perception surveys)  # ministerial strategic plans developed | Capacity assessments 2019 and 2021 that show % of capacity evaluation, IDCBPs, Spot checks, HACT assessments, Quarterly Reports and Individual reports illustrate existing capacity.  Existing strategic plans (FGS level). No strategic plans exist at FMS level. | Ministerial proficiency in 3 major key ministerial functions is enhanced (measured through perception as part of continuous capacity assessment).  All ministries have longer term strategic plans that can inform future programming | UNDP SSR leads in collaboration with UNSOM Integrated Security Sector Reform Unit and the Office of the Prime Minister’s Security Analysis Unit |

# WORK PLAN (Activities not conducted in 2021 will be transferred to first quarter of 2022)

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| Activities | Description | | | | | | Q3 ‘21 | Q4 ‘21 | Q1 ‘22 | Q2 ‘22 | | Responsible Party | Fund Source | | A/C Code | A/C Category | 2021 | | 2022 | TOTAL |
| Output 1: **Somali security institutions are better able to plan, monitor and implement the Somali Transition Plan** | | | | | | | | | | | | | | | | | | | | |
| 1.1 Activity Result: Security institutions have implementation plans for the STP | Funding considered for the following areas:  - Capacity building and training on policy and planning  - Workshops and mentoring to support oversight institutions to develop realistic implementation plans that are costed.   * -Coordination facilitation and joint events/forums to: * - Create political space to build relations between the FGS and FMS for security sector reform; revitalization of the National Integration Committee to discuss the National Integration Policy, agreed on by all FGS and FMS stakeholders, for the integration of regional forces into the SNA and Police. * - Ensure a concerted FGS-FMS effort to plan for a successful and effective transition and accelerate implementation of National Security Architecture Agreement.   - Facilitate dialogue between the FGS and FMS and the international community, including the SEMG, on establishing a comprehensive country-wide WAM system. | | | | | | x | x |  |  | | UNDP  MOIS  MOD  OPM  all MOS - FMS  ONS/RSOs | UK (subject to funding) | | 75700  71600  72200  73100 | Training, Workshop, Conferences  Travel  Equipment  Rental and Maintenance  Service contracts | 81,400 | |  | 81,400 |
| 1.2 Activity Result: Security institutions can monitor the implementation of the STP. | Funding allocated for areas such as:  -Training on Monitoring and Evaluation in preparation for the formulation of the M&E framework for the STP.  - Workshop/mentoring and guidance to support institutions to formulate baselines, indicators, and targets to monitor progress with special emphasis on community consultation. | | | | | | x | x |  |  | | UNDP  MOIS  MOD  OPM  all MOS - FMS  ONS/RSOs | UK (subject to funding) | | 75700  71600  72200  73100 | Training, Workshop, Conferences  Travel  Equipment  Rental and Maintenance  Service contracts | 25,000 | |  | 25,000 |
| 1.3 Activity Result: Community engagement is enhanced through dialogue and inclusion around decision making to achieve the STP. | Support to effective community engagement. Proposals to include:  - Community engagement that could include mechanisms/channels developed.  - Funding to organized community forums (could be conducted in each state) on challenges and the approach to security and proposed security forces roll out. | | | | | | x | x |  |  | | UNDP  MOIS  MOD  OPM  all MOS - FMS  ONS/RSOs | UK (subject to funding) | | 75700  71600  72200  73100  71800 | Training, Workshop, Conferences  Travel  Equipment  Rental and Maintenance  Service contracts | 55,000 | |  | 55,000 |
| 1.4 Parliamentary oversight of security institutions strengthened | - Building on pilot from JSSGP transition period work with 1-2 FMS Parliamentary Security Committees to exercise civilian oversight of security institutions, reforms, with a special emphasize on the STP and spending and engage with community. | | | | | | x | x |  |  | | UNDP  MOIS  MOD  OPM  all MOS - FMS  ONS/RSOs | UK (subject to funding) | | 75700  71600  72200  73100  71800 | Training, Workshop, Conferences  Travel  Equipment  Rental and Maintenance  Service contracts | 18,826 | |  | 18,826 |
| 1.5 Activity Result: Resources made available to ensure a functional institution | Consultancy fees for advisors to develop plans and frameworks with special attention to supporting coordination and national dialogue on security in relation to the STP | | | | | | x | x |  |  | | UNDP  ONS/RSOs | TRAC | | 71800 | Service contracts | 182,731 | |  | 182,731 |
| UK (subject to funding) | | 71800 | Service contracts | 255,869 | |  | 255,869 |
| Total Output 1 | $618,826 | | | | | | | | | | | | | | | | | | | |
| Output 2: **Advancement of women’s participation in the Somali Security Sector (WPS)** | | | | | | | | | | | | | | | | | | | | |
| Activity 2.1: Assessment of women’s representation and participation in the security institutions | - Assessment  - Report with recommendations  Identify the obstacles women face in engaging with, and being recruited to the country’s security sector institutions, and identify options and opportunities to overcome these obstacles. | | | | | | x | x |  |  | | UNDP  OPM  MOIS  MOD | DPPA | | 75700  71600  72200  73100  71800 | Training, Workshop, Conferences  Travel  Equipment  Rental and Maintenance  Service contracts | 15,750 | |  | 15,750 |
| Activity 2.2: Institutional mechanism developed to support WPS Agenda in Somalia | - Coordination mechanisms developed  - Policies developed  *The activity will increase Government institutions’ ability to strategically coordinate the implementation of the WPS agenda across the country’s security sector* | | | | | | x | x |  |  | | UNDP  OPM  MOIS  MOD | TRAC | | 71800  75700  71600 | Service contracts  Training, Workshops, Conferences  Travel | 13,500 | |  | 13,500 |
| Activity 2.3: Advocacy and networking forums/events | - Development of a Women’s Peace Network, which can assist in promoting effective gender-based decision-making and women’s leadership that will in- turn improve gendered relationships within Somalia’s security institutions. | | | | | | x | x |  |  | | UNDP  OPM  MOIS  MOD | DPPA | | 75700  71600  71200  73100  71800 | Training, Workshop, Conferences  Travel  Equipment  Rental and Maintenance  Service contracts | 55,551.97 | |  | 55,552 |
| **Total Output 2** | **$84,802** | | | | | | | | | | | | | | | | | | | |
| **Output 3: Somali security oversight institutions are increasingly capable of exercising effective oversight over the security sector** | | | | | | | | | | | | | | | | | | | | |
| Activity 3.1: Comprehensive Training Package delivered | - Staff in FGS and FMS ministries receive a comprehensive training and mentoring based on the MOIS pilot  - SSRTOC supports the implementation of systems and reforms of policies and procedures. | | | | | | x | x |  |  | | UNDP  MOIS  MOD  OPM  all MOS - FMS  ONS/RSOs | UK (subject to funding) | | 75700  71600  72200  73100  71800 | Training, Workshop, Conferences  Travel  Equipment  Rental and Maintenance  Service contracts | 128,426.12 | |  | 128,426.12 |
| Activity 3.2: Development of Strategic Plan – Multiyear vision for sustainable development | - SSRTOC support Ministries to develop longer term strategies  - Budget exercise with MOF for sustainable funding projection  -Workshops to develop the strategic plans that includes heavy emphasis on civilian oversight, and builds into the SOPs regular consultations with civil society | | | | | | x | x |  |  | | UNDP  MOIS  MOD  OPM  all MOS - FMS  ONS/RSOs | UK (subject to funding) | | 75700  71600  72200  73100  71800 | Training, Workshop, Conferences  Travel  Equipment  Rental and Maintenance  Service contracts | 21,200 | |  | 21,200 |
| Activity 3.3: Human Resource support for specialized expertise | Appraisal and interview = 4 best performing staff from JSSGP picked as champions in the ministry to accelerate ministerial implementation and reform ($144,000)  SSR Team of Champions (SSRTOC) – A team of national high performing advisors identified for their skills and contribution that form the core national and federal reform team (MOIS: 38,000; MOD: 21,000; OPM+: 52,800 or total of $112,600)  OPM capacity injection team  UN support to policy, planning and coordination. I-SSR will seek to identify substantive support to pair UN expertise with OPM advisors where feasible ($87,000)  \*All of the advisors will receive COVID briefs and training and help with drafting and carrying out policies that reduce risks of transmission. | | | | | | x | x |  |  | | UNDP  MOIS  MOD  OPM  all MOS - FMS  ONS/RSOs | TRAC | | 71800 | Service contracts | 233,500 | |  | 233,500 |
| UK (subject to funding) | | 71800 | Service contracts | 213,500 | |  | 213,500 |
| **Total Output 3** | **$596,839.62** | | | | | | | | | | | | | | | | | | | |
| Total Programmable Funds for activities | **$1,300,254** | | | | | | | | | | | | | | | | | | | |
| *Output 4 Management and Monitoring* | | **TIMEFRAME** | | | | **RESPONSIBLE PARTY** | | | | | **PLANNED BUDGET** | | | | | | | | | |
| Q1 | Q2 | Q3 | Q4 |  | | | | | Funding Source | | | Budget Description | | | | Amount | | |
| 1. UNDP SSR Technical Specialist (80%) 6 months | | x | x |  |  | UNDP | | | | | TRAC | | | Salary Int. Professional Staff | | | | 98,342 | | |
| 2. National staff officer – Coordinator (50%) 6 months | | x | x |  |  | UNDP | | | | | TRAC | | | Salary Service Contract | | | | 10,722 | | |
| 3. Project Management Specialist 40% for 3 months | | x | x |  |  | UNDP | | | | | TRAC | | | Salary Service Contract | | | | 26,021 | | |
| 4. Reporting and monitoring Analyst for 6 months | | x | x |  |  | UNDP | | | | | TRAC | | | Salary Service Contract | | | | 50,000 | | |
| 5. Operations analyst (50%) 3 months | | x | x |  |  | UNDP | | | | | TRAC | | | Salary Service Contract | | | | 7,390 | | |
| 6.Finance Officer (50%) for 3 months | | x | x |  |  | UNDP | | | | | TRAC | | | Salary Service Contract | | | | 4,236 | | |
| 7.Project Assistant 6 months | | x | x |  |  | UNDP | | | | | TRAC | | | Salary Service Contract | | | | 16,944 | | |
| 8. Equipment | | x | x |  |  | UNDP | | | | | TRAC | | | Contingency | | | | 2,000 | | |
| 9. Workshop/facilitation for new programme development | | x | x |  |  | UNDP | | | | | TRAC | | | Training, Workshop, Conferences, Service Contract | | | | 12,738 | | |
| 10. HACT and SPOT checks and TPM | | x | x |  |  | UNDP | | | | | TRAC | | | Professional Service | | | | 25,000 | | |
| 11. Travel expenses | | x | x |  |  | UNDP | | | | | TRAC | | | Travel | | | | 10,000 | | |
| 12. Bank Charges for activities (TRAC) | | x | x |  |  | UNDP | | | | | TRAC | | | Bank Charges | | | | 10,397 | | |
| 13. Bank Charges for activities that are “unfunded” (DPPA) | | x | x |  |  | UNDP | | | | | UK (subject to funding) | | | Bank charges calculated against unfunded activities in output 1 and 3 | | | | 1,070 | | |
| 14. DPC UK | | x | x |  |  | UNDP | | | | | UK (subject to funding) | | | Training, Workshop, Conferences, Service Contract | | | | 105,457.23 | | |
| 15. GMS UK | | x | x |  |  | UNDP | | | | | T UK (subject to funding) | | | Training, Workshop, Conferences, Service Contract | | | | 73,333.33 | | |
| **Total Management, Operational and M&E Costs** | | | | | | | | | | | | | | | | | | **465,638** | | |
| **TOTAL Budget Initiation Plan** | | | | | | | | | | | | | | | | | | **1,765,892** | | |

1. Office of the Prime Minister, Office of National Security, Ministry of Internal Security, Ministry of Defense, 5 Ministries of Security in Federal Member States and 6 Regional Security Offices, Federal Parliament Security and Defence Committees (in 2019-2020) and 2 FMS Parliaments Security in Galmudug and SWS. [↑](#footnote-ref-1)