



United Nations Development Programme
Somalia Country Office
Project Document



Project Title Community Stabilization through the Socio-economic Integration of Vulnerable Youth

Expected CP Outcome(s): Somali women and men benefit from increased sustainable livelihood opportunities and improved natural resources

Expected Outputs: 300 youth at risk (including IDPs, refugees, ex-offenders etc.) provided with social rehabilitation support, market-based vocational training and education and / or basic business skills (approximately 150 per NRA).
(Those that will result from the project)

4 community and/or productive assets rehabilitated (2 in each of 2 selected NRAs. Examples might include hospitals, community centres, feeder roads, water points etc.).

Executing Entity: UNDP

Implementing Agencies: UNDP, The Federal Ministries of Justice, Labour and Social Affairs, Interior and Federal Affairs, Youth and Sports; district authorities; civil society groups; women’s groups; community-based organizations and youth groups

Brief Description

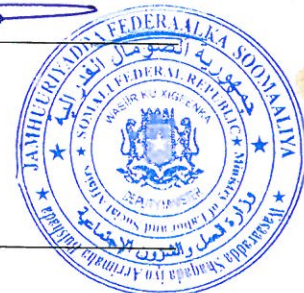
The overall goal of the project is to expedite community stabilization and sustainable recovery in selected Newly Recovered Areas (NRAs) of South and Central Somalia with high concentrations of vulnerable youth (IDPs, refugees, ex-offenders, and youth at risk of engaging in illicit activities such as piracy and terrorism).

Programme Period:	2011-2016
Key Result Area (Strategic Plan):	Growth and development are inclusive and sustainable
Atlas Award ID:	
Start Date:	March, 2016
End Date:	March, 2017
PAC Meeting Date:	
Management Arrangements:	Direct Implementation

Total Resources Required:	USD 1,500,000
Total Allocated Resources:	USD 1,500,000
Regular:	
Other:	
Japan:	USD 1,500,000

For: Osman; Deputy minister

Agreed by (Government):- H.E Abdiwali Ibrahim Sheikh Muudey,
 Minister of Labour and Social Affairs



Agreed by (UNDP): George Conway
 Country Director

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ABBREVIATIONS

Atlas	UNDP's Enterprise Resource Planning System
AWP	Annual Work Plan
BoQ	Bill of Quantity
CP	Country Programme
CPD	Country Programme Document
CSO	Civil Society Organization
GMS	General Management Services
IDPs	Internal Displaced Persons
M&E	Monitoring and Evaluation
MPTF	Multi Partner Trust Fund
NGO	Non-Governmental Organization
NRAs	Newly Recovered Areas
NYK	Nippon Yusen Kabushiki
PPR	Project Progress Report
PSG	Peace and State-building Goal of the Somali New Deal Compact
RBAS	Regional Bureau for Arab States
SBAA	Standard Basic Assistance Agreement
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees

1. SITUATION ANALYSIS

Despite their status as ‘newly recovered’ or ‘liberated’ areas, communities in Central and Southern Somalia continue to experience a lack of authoritative government structures, sporadic armed conflict, low levels of economic recovery and endemic humanitarian needs. Many were profoundly affected by the famine of 2011, and have since been struggling with the additional burdens of damaged livelihood assets and high levels of household displacement. The vulnerability of these communities is now being compounded by soaring rates of youth unemployment and demographic pressures caused *inter alia* by burgeoning youth populations and the expectation of further in-migration from Somali refugees currently located in Kenya and Yemen.

In this context, the widely acknowledged problem of ‘youth at risk’ in the Newly Recovered Areas (NRAs) is assuming new and urgent proportions. Recent estimates suggest that some two thirds of all young people in Somalia are either unemployed or underemployed, and therefore unable to make a living wage. In addition to the parlous economic consequences of such wide-scale joblessness, it is well known that unemployed youth make up the majority of participants in armed gangs and militia groups, including Al Shabaab. Past experience suggests that in the absence of measures to reintegrate these young people into their communities and to provide significantly improved access to economic opportunities, they will continue to provide a ready source of potential recruits for ethnic, religious and ideological extremists seeking to pursue their aims through violence.

The potential destabilizing consequences of these developments for communities in the NRAs cannot be overstated and are increasingly recognized in the priorities of the Federal Government and emerging states. PSG1 of the ‘Somalia New Deal Compact,’ for instance, highlights the importance of social reconciliation as a cornerstone for stabilization, arguing that ‘it will be critical to initiate inclusive processes of reconciliation and healing between communities at the local level to restore trust through community dialogue and mediation.’ Meanwhile PSG4 highlights the central importance of expanding opportunities for youth employment through the development *inter alia* of ‘short-term labour intensive employment and demand-driven skills development.’

The current project is intended to respond to these challenges by strengthening community stabilization and resilience in two selected NRAs. The project will combine successful elements of past and on-going UNDP projects aimed at social reconciliation, community stabilization and youth employment. In particular, it will build on and carry forward achievements and lessons learned from the ‘Youth for Change’ project which was generously supported by the Government of Japan’s supplementary budget in the period 2011-15. As a result of this project, life-changing support was provided to approximately 5,000 youth at risk. It will also build upon a number of existing UNDP projects in the framework of PSGs 4 and 5, including the award-winning Alternative Livelihoods to Piracy project - which receives partial funding from the Japanese shipping company NYK - and the MPTF supported UN Joint Programme on Youth Employment.

2. STRATEGY AND APPROACH

2.1 Target Locations and Beneficiaries

The selection of NRAs for inclusion in the project will be based on a range of criteria including priority communities identified by UNHCR on the basis of existing levels of displacement and the potential for high levels of return. In general, priority will be given to areas of South Central Somalia strongly affected by violence but which have recently seen encouraging developments in the establishment and consolidation of governmental

structures and authority. The Interim Jubbaland Administration in Kismaayo and the Interim South West Administration based in Baidoa are potential candidates.

The target beneficiaries will be young adults between the ages of 18 and 29 years. The project will target a minimum of 50% IDPs and 40% girls and women as direct beneficiaries. Youth who are known to be serious crime offenders and affiliated with murder, rape, terrorism, high-level piracy will not be qualified for the project. Youth currently in jail will not be qualified unless referred to the project by their communities upon serving their sentences. In accordance with established best practices, the project will ensure that youth who are not engaged in troublesome or criminal behavior also augment the caseload.

In both districts, no more than 80 adult youth will be selected at one time to enroll into the social and economic reintegration components of the project. Following the successful experience of the 'Youth for Change project,' project beneficiaries will be selected in close consultation with community representatives in the selected NRAs and a system of full-time local mentors will be established.

2.2 Specific to the selection of beneficiaries UNDP will engage with the communities to ensure that there is a thorough understanding of the project objectives and targeted groups in order to facilitate outreach and identification, as well as be better able to manage those expectations of the community at large. Community members, local authorities and traditional leaders will be approached to assist in the screening processes for the identification and selection of the target youth. Based on the established criteria above, once the greater pool of potential beneficiaries is established, the youth themselves are approached and given the opportunity to voluntarily enrol into the programme. Guiding Principles

The guiding principles of the project will be as follows:

- **Context sensitivity.** Causes and drivers of conflict and violence vary greatly between one community to the next in Somalia. The project is designed to take the specific needs of each location into consideration and tailor activities to ensure effective and needs based delivery (e.g. fine tuning selection of target groups, outreach, sensitization).
- **Do No Harm.** Interventions will be designed to ensure no vulnerable communities, or groups within communities are created - the project will also not perpetuate gender inequalities.
- **Community empowerment.** Participatory approaches are at the heart of successful programming, as communities are in the best position to identify target groups for interventions and develop action plans for violence reduction. Care will be taken to consult a wide range of groups within the community (elders, religious leaders, women, IDPs, youth) and ensure each stakeholder has the opportunity to voice concerns openly. In addition, the community will be encouraged to work hand in hand with local authorities, with whom the responsibility for safety and security rests.
- **Gender mainstreaming.** Experiences in conflict and violence in situations of insecurity vary significantly between women and men, girls and boys. However, while men tend to be the key actors, females can play support roles and even encourage men to pick up arms, or support criminal activity.
- **National Ownership.** The project reflects national perspectives and is linked to the country's national, regional and local development plans and policies. The programme will, as far as possible, rely on national expertise and capacities, ensuring that processes are participatory and work towards building national credibility and ownership.

3. GOAL AND OBJECTIVES

The project will provide vulnerable youth (IDPs, refugees, ex-offenders, and youth at risk of engaging in illicit activities such as piracy and terrorism) with social rehabilitation support and employment skills as a way to expedite their reintegration into selected NRAs, thus promoting community stabilization.

The overall goal of the project is to expedite community stabilization and sustainable recovery in selected NRAs. The specific outputs are:

- 300 youth at risk (including IDPs, refugees and ex-offenders) provided with social rehabilitation support, market-based vocational training and education and / or basic business skills (approximately 150 per NRA).
- 4 productive and/ or community assets rehabilitated (2 in each of 2 selected NRAs) Examples might include feeder roads, water points, hospitals and community centres).

Specific outcomes indicators will be developed to capture the impact of these activities in terms of community cohesion, crime prevention, service delivery, employment generation and (local) economic recovery.

4. ACTIVITIES

While the social rehabilitation component of the project will ensure that youth acquire the social and civic skills required to become engaged and active community members, the economic integration components will significantly increase their prospects of obtaining sustainable employment, thus contributing to poverty reduction and increased community resilience.

4.1 Social Rehabilitation

Orientation of support staff

An extensive orientation will be conducted for all project staff to familiarize them with the overall scope and structure of the project as well as specific project interventions. Every effort will be made to disseminate 'lessons learned' from previous projects such as 'Youth for Change' and 'Alternative Livelihoods to Piracy.'

Sensitization, Outreach and Identification

In the first phase of the project, selected communities will be engaged to ensure that there is a thorough understanding of the project objectives and targeted groups in order to facilitate outreach and identification, and manage community expectations. During this outreach phase, community members, local authorities and traditional leaders will be approached to assist in screening processes for the identification and selection of the youth beneficiaries. Once a pool of potential beneficiaries is established, the youth themselves will be approached and given the opportunity to voluntarily enrol into the project.

Social Rehabilitation for Young Adults

During the implementation phase, youth will commence the social rehabilitation process and will receive structured training in peacebuilding, social skills, governance and rule of law, youth empowerment and leadership, gender and the environment. These courses will be complemented with trauma healing, arts, drama, sports, Islamic education, and community volunteer activities. The social rehabilitation classes will be

implemented over a six month period.

Mentoring

Recognized and respected individuals from the selected communities will be chosen to act as 'role models' and provide personalised monitoring and coaching for individual beneficiaries throughout the social rehabilitation process. They will be chosen from prominent elders, religious leaders, members of the District Safety Committees or young people who have successfully concluded other recognised social and civic rehabilitation programmes. Mentors will undergo a standardised training before the project begins and meet individual beneficiaries and their families weekly. One mentor will be assigned for every ten adult beneficiaries.

4.2 Economic Integration

Successful completion of the social reintegration activities above will be a pre-requisite for entry into the economic integration support activities. 'Graduating' youth will be given the options of participating in cash for work initiatives, market-based vocational education and training and basic business skills training. In addition, and wherever feasible, beneficiaries undertaking vocational training courses will be linked to potential employees to secure job placements and apprenticeships.

Economic integration activities will be selected on the basis of participatory local needs assessments in the two selected districts. These assessments will be undertaken concurrently with the *Sensitization, Outreach and Identification* component of the project (above) and will cover *inter alia* growth potential sectors in the local economy, productive assets, basic labour market indicators including existing and potential skills gaps, and local financial sources. Socio-economic assessment findings will be gender disaggregated.

Cash for Work through the rehabilitation of infrastructure and community assets

Investments in the rehabilitation of critical productive and community assets will provide short-term employment opportunities for youth beneficiaries, as well as tangible improvements in the quality of local services and increased local productivity. Specific projects will be identified through the participatory local needs assessments (above). This will help to ensure greater ownership of the project and significantly enhance its overall impact on community cohesion.

Whilst focusing primarily on productive infrastructure (e.g. feeder roads, markets, irrigation systems, agricultural land reclamation, fishery facilities, slaughter houses and water catchments for livestock use), cash for work activities will also address other social infrastructure and community facilities (e.g. water networks and waste water treatment plants, health and education facilities) where these are likely to generate significant short-term employment opportunities and contribute to community stabilization. Efforts will be made to pilot new and easy replicable ideas (e.g. replacing open water irrigation canals with piping systems) that significantly reduce downstream maintenance costs and offer more sustainable and enduring solutions.

Market-based vocational training and education

Vocational training and education will be provided based on existing and potential skills gaps identified through the participatory local needs assessments, and tailored to sectors and value chains that have the potential to create sustainable long-term employment for youth. Wherever feasible and appropriate, training will be provided through existing technical schools and educational institutions in the selected districts and will include a significant element of 'training for trainers.' This will help to build the capacity of local training provider and ensure the sustainability of project interventions.

Basic business skills training

Youth with the desire and aptitude to start their own business will be provided with basic business skills training. The training will encourage beneficiaries to develop concrete and feasible business ideas, and provide them with a basic understanding of business planning, finance, management and marketing. Downstream group counselling will be provided approximately one month after the successful completion of the training and beneficiaries will be provided with micro-grants for the purchase of basic equipment and materials.

Job placements and apprenticeships

A job placement scheme will be established, allowing youth beneficiaries to benefit from on-the-job training and / or apprenticeships. These activities will run concurrently with the market-based vocational training (above). An incentive will be paid to the employer to retain the beneficiaries and a mentor will be assigned to ensure that the required support is provided to an adequate standard.

5. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework:</p> <p>Outcome 3: Somali women and men benefit from increased sustainable livelihood opportunities and improved natural resources management</p>	
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>3(a) Indicator: Increase in incomes, employment and diversified livelihood assets. Baseline: 43% of Somalis live on less than \$1/day, and 73% less than \$2/day, unemployment stands at 48% and 80% of Somali households rely on natural resource-dependent activities for their livelihoods. Target: Increased levels of income, reduced levels of unemployment, as well as declining percentage of Somali households relying on natural resource-dependent activities.</p>	
<p>Applicable Key Result Area (from 2014-17 Strategic Plan):</p>	
<p>Project Title and ID (ATLAS Award ID):</p>	

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p>Output 1: Youth at risk (including IDPs, refugees, ex-offenders etc.) provided with social rehabilitation support, market-based vocational training and education and / or basic business skills - approximately 150 per Newly Recovered Area (NRA). <u>Baseline:</u> 0 # of youth (women and men, boys and girls) <u>Indicators:</u> # of youth (women and men, boys and girls) <u>Targets:</u> 300 (150 x 2 NRA) youth (at least 40% women and girls) provided with support, training and education.</p>	<ol style="list-style-type: none"> 1 Selection of NRAs based on a range of criteria including priority communities identified by UNHCR on the basis of existing levels of displacement and / or the potential for high levels of return. 2 Sensitise, outreach and identify beneficiaries 3 Identify youth beneficiaries and train and prepare the project team/partners for project implementation 4 Provide social rehabilitation for young adults 5 Provide mentoring 6 Provide market-based vocational training and education 7 Provide business skills training <p>Establish job placements schemes and apprenticeships</p>	<p>UNDP in collaboration responsible parties</p>	<p>Grants - average cost of 1,000 per youth for social rehabilitation x 150 x 2 NRAs x 1,000 = 300,000</p> <p>Average cost of 1,500 per youth for vocational training/business skills including incentives for youth x 150 x 2 NRAs x 1,400= 420,000</p>
<p>Output 2: Community and / or productive assets rehabilitated (2 in each selected NRAs) Examples might include hospitals, community centres, feeder roads, water points etc.). <u>Baseline:</u> 0 # of community assets rehabilitated</p>	<ol style="list-style-type: none"> 1 Consult with relevant authorities and community to identify the productive assets for rehabilitation 2 Identify and selection partners (government, CSOs or firms for implementation 	<p>UNDP in collaboration responsible parties/ construction firms</p>	<p>Subcontracts/Responsible Party Agreements – average cost of 83,333 per asset infrastructure 75,000 x 2 assets x 2 NRAs = 300,000</p>

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p><u>Indicators:</u> # of community assets rehabilitated</p> <p><u>Targets:</u> 4 (2 x 2 NRA) community assets rehabilitated</p>	<p>3 Review and approve Bill of Quantities (BoQs)</p> <p>4 Review and approve BoQs and implementation plan using cash for work modality for short-term employment</p> <p>5 Monitor implementation and handover</p>		
<p>Output 3: Project effectively and efficiently implemented and managed</p> <p><u>Baseline:</u></p> <p>0 project board meeting held</p> <p>0 project progress report generated</p> <p><u>Indicators:</u></p> <p># of project board meetings held</p> <p># of project progress reports generated</p> <p><u>Targets:</u></p> <p>2 project board meetings held</p> <p>2 project progress report generated</p>	<p>30% cost of P4 grade project manager in Somalia National Project Officer</p> <p>M&E Associate</p> <p>Office Supplies and Equipment</p> <p>Travel</p> <p>Security</p> <p>M&E and Oversight</p> <p>Communication</p> <p>Operations Support</p> <p>Premises and Facilities</p> <p>UNDP/RBAS Partnership and Reporting cost</p>	UNDP	<p>87,691</p> <p>37,987</p> <p>21,302</p> <p>4,000</p> <p>6,044</p> <p>29,426</p> <p>58,851</p> <p>11,770</p> <p>52,966</p> <p>41,196</p> <p>17,655</p>
	<p>General Management Services – GMS (8%):</p>		<p>111,111</p>
	<p>Total Inputs:</p>		<p>1,500,000</p>

6. ANNUAL WORK PLAN

Year: March 2016 – March 2017

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		2016 -Q2	2016 -Q4	2016 -Q4	2017 -Q1		Funding Source	Amount (US\$)
<p>Output 1: Youth at risk (including IDPs, refugees, ex-offenders etc.) provided with social rehabilitation support, market-based vocational training and education and / or basic business skills - approximately 150 per Newly Recovered Area (NRA).</p> <p>Baseline: 0 # of youth (women and men, boys and girls)</p> <p>Indicators: # of youth (women and men, boys and girls)</p> <p>Targets: 300 (150 x 2 NRA) youth (at least 40% women and girls) provided with support, training and education.</p> <p>Related CP outcome: 3</p>	<p>Selection of NRAs based on a range of criteria including priority communities identified by UNHCR on the basis of existing levels of displacement and / or the potential for high levels of return.</p> <p>Sensitise, outreach and identify beneficiaries</p> <p>Identify youth beneficiaries and train and prepare the project team/partners for project implementation</p> <p>Provide social rehabilitation for young adults</p> <p>Provide mentoring</p> <p>Provide market-based vocational training and education</p> <p>Provide business skills training</p> <p>Establish baseline for employable skills in each of the area</p> <p>Conduct training through NGOs/firms</p> <p>Provide micro-grants or employment support for graduates</p> <p>Monitor use of micro-grants and establishment of micro-businesses</p> <p>Establish job placements schemes and apprenticeships</p>					<p>UNDP, Gov't, CSOs/NGOs</p> <p>Gov't of Japan</p>	<p>72600 - Grants</p> <p>72100 – SubContracts</p> <p>75700 – Trainings</p> <p>71200 – In'tl Cons.</p> <p>71300 – Local Cons.</p> <p>72100 – Contracts</p> <p>72600 – Grants</p> <p>72100 – Contracts</p>	<p>106,826</p> <p>35,467</p> <p>157,707</p> <p>300,000</p> <p>133,926</p> <p>25,525</p> <p>139,249</p> <p>77,085</p> <p>44,215</p> <p>420,000</p> <p>Subtotal: 720,000</p>

<p>Output 2: Community and / or productive assets rehabilitated (2 in each selected NRAs) Examples might include hospitals, community centres, feeder roads, water points etc.).</p> <p><u>Baseline:</u> 0 # of community assets rehabilitated</p> <p><u>Indicators:</u> # of community assets rehabilitated</p> <p><u>Targets:</u> 4 (2 x 2 NRA) community assets rehabilitated</p> <p><i>Related CP outcome: 3</i></p>	<p>Consult with relevant authorities and community to identify the productive assets for rehabilitation</p> <p>Identify and selection partners (government, CSOs or firms for implementation</p> <p>Review and approve Bill of Quantities (BoQs)</p> <p>Review and approve BoQs and implementation plan using cash for work modality for short-term employment</p> <p>Monitor implementation and handover</p>		<p>UNDP, Gov't, CSOs/NGOs</p>	<p>Gov't of Japan</p>	<p>71300 – Nat'l Cons. 71600 – Travel 72600 – Grants 72100 – Subcontracts 74500 – Misc.</p>	<p>25,000 6,000 115,000 152,000 2,000 <i>Subtotal: 300,000</i></p>
<p>Output 3: Project effectively and efficiently implemented and managed</p> <p><u>Baseline:</u> 0 project board meeting held 0 project progress report generated</p> <p><u>Indicators:</u> # of project board meetings held # of project progress reports generated</p> <p><u>Targets:</u> 2 project board meetings held 2 project progress report generated</p> <p><i>Related CP outcome: 3</i></p>	<p>30% cost of P4 grade project manager in Somalia</p> <p>National Project Officer</p> <p>M&E Associate</p> <p>Office Supplies and Equipment</p> <p>Travel</p> <p>Security</p> <p>M&E and Oversight</p> <p>Communication</p> <p>Operations Support</p> <p>Premises and Facilities</p> <p>UNDP/RBAS Partnership and Reporting cost</p>		<p>UNDP</p>	<p>Gov't of Japan</p>	<p>61300 – IP Staff 71400 – Cont. Serv. Indi. 71400 – Cont. Serv. Indi. 72500 – Supplies 71600 – Travel 74598 – Direct Proj. Costs 74598 – Direct Proj. Costs 74598 – Direct Proj. Costs 74598 – Direct Proj. Costs 74599 – Cost Recovery-Bills 74598 – Direct Proj. Costs</p>	<p>87,691 37,987 21,302 4,000 6,044 29,426 58,851 11,770 52,966 41,196 17,655 <i>Subtotal: 368,888</i></p>
<p>General Management Services (GMS)</p> <p>TOTAL</p>					<p>75100 – F&A/GMS Fee (8%)</p>	<p>111,111 1,500,000</p>

7. MANAGEMENT ARRANGEMENTS

The project will be led by a project manager supported by project office, monitoring and evaluation associate and back office support team. The project manager will have the overall responsibility for achieving the project output. PREP programme team will have the overall oversight role to ensure that the project is on track to achieve set results during project implementation period.

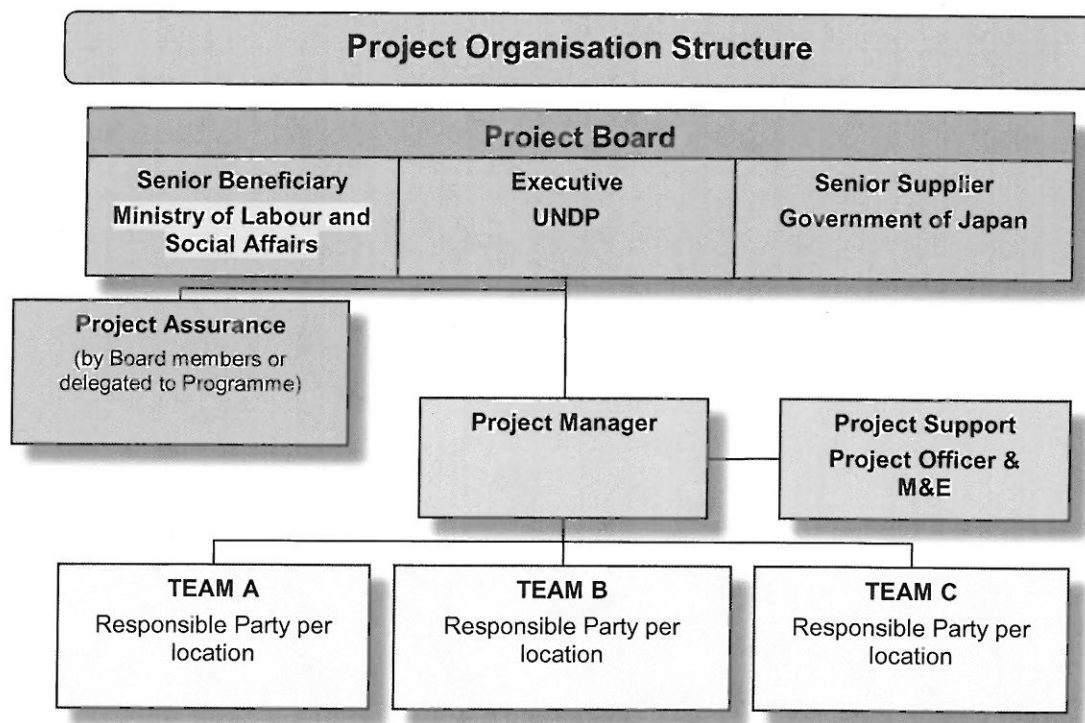
As with all UNDP projects in Somalia, implementation of key activities will be carried out through grants, responsible party agreements, letter of agreements and contracts in accordance with UNDP programme and operations policies and procedures (POPP).

Implementation at the field level will be done through national Non-Government Organisations (NGOs), Civil Society Organizations (CSOs) and/or government institutions based in the project areas and Government Ministries or Districts as required. Due diligence process will be followed in the selection process of NGOs or Government agencies ensuring that capacity assessments of NGOs/CSOs following UNDP global guidelines are undertaken prior to them being pre-qualified to submit proposals and that the process is competitive ensuring that the most feasibly technical proposals with value for money would be selected. Capacity assessment of relevant government agencies will also be undertaken to ensure that they indeed have the capacity to implement activities in the target project areas.

7.1 Institutional Arrangements

UNDP will closely monitor the project implementation and will coordinate with and partner with the GOJ whenever relevant and/or necessary. UNDP will regularly brief the Ministry of Foreign Affairs of Japan, through the local Embassy of Japan on project progress, on risks and issues. In the event that significant changes are encountered in the timing, scope of work and budget utilization, UNDP will consult with the GOJ prior to such changes.

UNDP will submit a written request to the Government of Japan for prior approval in case (1) the extension of the project is required, and/or (2) the re-deployment of funds between approved project budget components is required, if more than 20% increase or decrease is expected.



7.2 UNDP Support Services

As with all projects, UNDP Somalia provides security, M&E and oversight, communication, premises and facilities and operations support to all projects. This is on the basis of recovery of full costs built-into the respective project budgets.

7.3 Collaborative Arrangements with Related Projects

The project will actively seek opportunities to complement and develop meaningful synergies with other UN projects and initiatives in the selected districts. Likely candidates include the UN Joint Programme for Local Governance (JPLG), the UN Joint Programme for Youth Employment and the UN Joint Programme for Sustainable Charcoal Reduction and Alternative Livelihoods (PROSCAL). In addition, it is envisaged that lessons learned from the project will be incorporated into a proposed (UNDP and UNHCR) initiative aimed at the reintegration of IDP and refugees / returnees. The project is currently scheduled for implementation during the second half of 2016.

7.4 Audit Arrangements

Audits of the project will be as per the established UNDP audit rules and regulations.

7.5 Financial Management

The interest income should be treated in accordance with the Japan-UNDP agreement on Arrangement for the Interest Income derived from Japan-UNDP Partnership Fund.

For any fund balances at the end of the project, UNDP will consult with the Government of Japan on its use.

8. VISIBILITY

UNDP is obliged to make efforts to ensure the visibility of its institutional donor, the Government of Japan, where it provides support to partners' activities.

- Workshop / official meeting invitations, agendas and related materials should contain the phrase 'UNDP; this project is funded by the Government of Japan, and where possible, include the logo of UNDP, the Donor as well as those of the government.
- The workshop / official training materials can also include the phrase: 'UNDP; this project is funded by the Government of Japan.
- Reports written with funding received by UNDP should contain the phrase: 'This publication was produced with the support of UNDP, funded by the Government of Japan. The contents of this publication are the sole responsibility of <name of the author/government agency > and can in no way be taken to reflect the views of UNDP or its donors.'
- Where appropriate, UNDP may provide display panels for ongoing infrastructure projects, or other devices indicating the donor.
- Where appropriate, partners are requested to photograph events or actions supported by UNDP and share these with the organizations with information on the action being undertaken, the date and reflecting the Donor as The Government of Japan.
- Implementing partners will be required to report on a bi-weekly or monthly basis (as indicated in their agreements) and will submit to the reporting officer of UNDP accordingly. The donors will receive quarterly progress reports, the reports will also be shared with the host government to reflect the Donors contribution.

9. MONITORING FRAMEWORK AND EVALUATION

General Monitoring requirements

In accordance with the programming policies and procedures outlined in the UNDP User Guide, and at the requirement by the donor, the project will be monitored and reported through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Reporting

- **Quarterly Report.** Interim report will be prepared on a quarterly basis by the Project Manager and submitted to the donor and shared with the Project Board and the Outcome Board.
- **Final Report.** Given that the project duration is 12 months, final project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project, based on which a final report is prepared and submitted to the donor. The Final Report including a financial report will be submitted to the donor within 3 month after the completion of the project. As minimum requirement, the Final Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. It will assess project's achievements for beneficiaries against the expected results and measures taken for sustainability of results.

10. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Somalia and the UNDP signed on 16 May 1977.

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

The implementing partner shall:

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

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

The implementing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).

The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

11. ANNEXES

11.1 Annex 1 – Risk Management Framework

Risk	Impact *	Likelihood **	Mitigation Measures & Response
The complexity of the project exceeds the capacity of the counterparts and implementing agencies	Medium	Low	<ul style="list-style-type: none"> - Capacity building of counterparts and implementing agencies - Quarterly partners workshops to explain the project and get input and feedback - Perform strict capacity assessment for the selection of implementation partners - Distribute adequate guidance material - Facilitate the exchange of knowledge and experience - International technical specialists to back stop partners. - Revise project approaches as needed during implementation (iterative approach)
Limited national capacity to implement community safety policies (coordination by Ministries)	Medium	Low	<ul style="list-style-type: none"> - Training on policy development and security sector governance - Support the establishment of a dedicated office (PL & SL: Community Security and Peace Building Unit) - Support the ministry to convey and chair coordination meetings at 'state', regional, and district level
Community security interventions undermine existing indigenous coping mechanisms	low	Low	<ul style="list-style-type: none"> - Ensure existing indigenous mechanisms are identified and built into the project - Include a mapping of endogenous resources into the diagnosis of violence - Ensure wide participation in the process of elaboration of the CSP
Project implemented on too small a scale to achieve an overall impact	Low	Medium	<ul style="list-style-type: none"> - Select target areas strategically - Facilitate synchronisation of all actors in community safety - Base interventions on a detailed diagnosis of violence
Participation of women and youth in the process remains tokenistic	Low	Medium	<ul style="list-style-type: none"> - Develop a Community Safety Framework to ensure other actors adopt similar approaches and principles - Ensure proper evaluation of women and youth participation - Develop and implement a pragmatic toolkit and capacity evaluation methodology adapted to the Somali context
The intervention of the international community into local peace initiative disrupt the process and its legitimacy	Low	Medium	<ul style="list-style-type: none"> - Maintain a low foot prints by the international community - Ensure a community driven approach - Sensibility towards voluntarism - Ensure ownership of the process involving civil society and local NGO to participate in all the steps of elaboration and execution, - Encourage the emergence of new civil society groups.
Insecurity disrupts project delivery	High	Medium	<ul style="list-style-type: none"> - Ensure delivery through accepted local actors

Risk	Impact *	Likelihood **	Mitigation Measures & Response
			<ul style="list-style-type: none"> - Include strategic/security criteria in the selection of implementing partners - Consult implementing partners on delivery modalities - Build partners' capacity for strategic analysis and their understanding of the overall goal
Control of the Resource Centres for Peace	Low	Low	<ul style="list-style-type: none"> - Ensure peacebuilding centres are established through a broad-based and transparent process, - Ensure partnership with local authority and community representative - Draft and build consensus for the establishment and management of the centres - Withhold funds/work until adequate process guarantees are offered
Data collection efforts seen as threatening	Medium	Low	<ul style="list-style-type: none"> - Ensure the purpose of data collection is well understood, - Implement information campaign in target areas - Secure ministerial support for data collection exercise - Focus on detailed rules and regulations to ensure security of data stored with the Observatory, as well as appropriate
Implementation partners do not coordinate their activities adequately	Medium	Low	<ul style="list-style-type: none"> - Develop information exchange and coordination mechanisms between project partners - Organisation of regular partners workshops to discuss roles and responsibilities - Encourage horizontal exchanges between project partners
Raised expectations by the beneficiaries and the community	Low	Medium	<ul style="list-style-type: none"> - Establish a comprehensive communication strategy - Create uniform messages - Keep the national counterparts continuously involved and informed - Ensure close cooperation and coordination among stakeholders
Local implementation partners threatened due to their connection with the UN system (international community)	Medium	Low	<ul style="list-style-type: none"> - Ensure a low UNDP footprint and in particular avoid overt UNDP branding - Position UNDP within broader Community Safety Framework - Refrain from using UNDP logo in documents and activities - Consult local implementation partners on further risk mitigation strategies
The insecurity level has increase beyond a point where the civil society cannot have an impact in peace building	High	Medium	<ul style="list-style-type: none"> - Commitment to remain engaged with the civil society providing a spring board for peace building approach. - Capacity building of the civil society in second track diplomacy - Support the emergence of new civil society movement pro-peace - Support social cohesion activities
Lack of legitimate local authorities and/or police to work with the project	Low	Medium	<ul style="list-style-type: none"> - Collaboration established with the Community Security Department of the National Police Forces - Regular consultations are held in the framework of Dan Guud between the District Peace Committees, the District Commissioners, and the Benadir Administration
Changes in political landscape (counterparts) disrupts activities	Low	Medium	<ul style="list-style-type: none"> - Seek broad consensus on approach advocated - Engage multiple government ministries at both political and technical levels in project discussions - Also engage directly with local authorities

Risk	Impact *	Likelihood **	Mitigation Measures & Response
Limited political buy-in compromises the effectiveness of the approach	Low	Medium	<ul style="list-style-type: none"> - Involve and consult counterparts at all stages of project development and implementation - Appoint a focal point in key ministries to work with the project team on a regular basis - Organise regular coordination meeting between all key state holders - Develop UNDP partners to become ambassador for the project
Women are targeted by the armed elements	High	medium	<ul style="list-style-type: none"> - Ensure that the women remain independent from the state security sector, - Clearly distinguish the women from other actors in peace and security - Ensure a broad sensitisation campaign to clarify the role of women in support dialogue and victims of violence
Radicalism groups reject all intervention of international actors	High	Low	<ul style="list-style-type: none"> - Ensure that capacity of local actors can remain engage - Discuss issue with UNDP partners and agree on action plan - Identify activities that can continue at the community level
New recruitment initiated by private security companies, and/or militias	Medium	Medium	<ul style="list-style-type: none"> - Monitor closely the attendance of beneficiaries - Support the establishment of a strong case management system - Ensure that the mentors are following closely their mentees - Conduct tracer survey
The incentive given cannot compete with those received armed groups and criminal activity	Medium	Low	<ul style="list-style-type: none"> - Conduct mapping about existing programmes - Initiate regular communication with stakeholders - Ensure that there is no competition between the programmes - Request the Ministry of Interior and National Security to conduct regular stakeholder meetings