



Somalia Country Office
Project Initiation Plan

Project Title: PIP – Displacement Programme Somalia

Somali Compact / ISF PSG: PSG 4: Economic Foundations

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

Expected Output(s):
 Output 1: Reintegration of refugees and IDPs in Somalia strategically supported
 Output 2: Solution provided for IDPs living in ex UNDP compound in Lido

Implementing Partner: UNDP

Responsible Parties: UNDP

Project Gender Marker Score:
 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

The main objective of the project initiation plans is to provide strategic development support to the office of DSRSG/RR to develop a comprehensive Durable Solutions Strategy (DSS) and to develop project document for a flagship displacement Programme.

Programme Period:	2011-2016	2016 AWP budget (USD):	373,000
Key Result Area (Strategic Plan):	Sustainable Development Pathways	Total resources required:	373,000
		Total allocated resources:	373,000
		• Regular:	373,000
Atlas Award ID:	TBE	• Other:	0
Project ID:	TBE	Unfunded budget:	0
Start date:	15-Mar-2016	Government (in-kind):	0
End Date :	15-Oct-2016		
PAC Meeting Date:	24 Feb 2016		
Management Arrangements:	DIM		

Agreed by Government: Deputy Minister MOPIC [Signature]

Agreed by UNDP: [Signature]

I. BACKGROUND AND PURPOSE

Somalia has a long and complex history of displacement. Currently there are an estimated 1.1 million displaced people in Somalia and a further 1 million in the Horn of Africa and Yemen. Arguably these figures only begin to capture the scale of the problem however, as vastly greater numbers of people have been affected by displacement including returnees - most recently from Kenya and Yemen - and members of host communities.

Recent military offensives in central and Southern Somalia have almost certainly added to this problem, although the lack of reliable figures makes the identification of precise figures impossible. 2014 estimates suggest that the displaced population includes approximately 400,000 in Mogadishu, 500,000 or so in other parts of Central and Southern Somalia, approximately 130,000 in Puntland and 40-80,000 in Somaliland.

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), 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.

The Response to Date

To date, efforts to formulate an effective response to displacement in Somalia have been piecemeal and overwhelmingly focused on the delivery of short-term humanitarian efforts such as, shelter and food assistance. 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 nevertheless 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 'Somalia New Deal' Compact recognizes that the rights of displaced persons are a 'cross-cutting' issue and calls for a strategy of 'on-going transition' from 'crisis to early recovery to sustainable development.' Whilst the Compact offers a significant opportunity to develop a strategic response to displacement with full government engagement, progress to date has been very slow with displacement issues often 'falling between the cracks' of individual 'Peace and Sustainability' working group deliberations. Efforts to establish a focused

displacement sub Working group founded, and no 'flagship programmes' have been formulated with an explicit displacement focus.

In this context the RC/HC/DRSG for Somalia recently launched the Somalia IDP Solutions Initiative, supported by UNHCR and UNDP in alignment with their respective global cluster lead responsibilities for Protection and Early Recovery. The overall aim of the initiative is to leverage political willingness, humanitarian and development support to develop a comprehensive *Durable Solutions Strategy*. The development of the strategy will be further supported by Professor Walter Kälin who has been appointed as Special Advisor to the RC/HC/DRSG on Internally Displaced Persons.

It is envisaged that the strategy will provide a clear roadmap for the development of future initiatives designed to tackle displacement *comprehensively and at scale*. The strategy will also inform the Somalia National Development Plan (NDP), work on which is slated for completion before the end of 2016.

II. EXPECTED OUTPUTS

The output of this PIP is the strategic support from UNDP to the development of the Durable Solutions Strategy (DSS) and development of a programme document to address displacement issue in Somalia. One pilot addressing the needs of an IDP settlement in Mogadishu will be implemented during course of the project.

Output 1: Reintegration of refugees and IDPs in Somalia strategically supported: An international consultant will be hired to support the work of Professor Kälin and to take forward the development of the Durable Solutions Strategy (DSS) and also to produce a draft programme document on displacement.

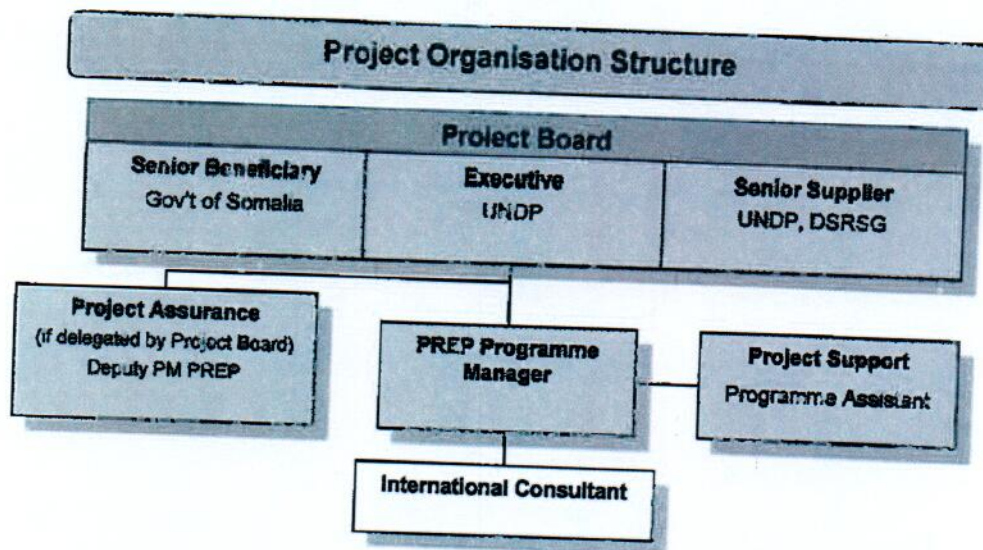
Output 2: Solution provided for IDPs living in ex UNDP compound in Lido: UNDP Compound in Lido is occupied by estimated 57 families (363 persons) while UNDP partially works out of rented premises in UNCC (national staff) and in MIA using UNSOS offices. UNDP has to hand over its Lido compound to secure land in the proximity of MIA to build a proper office that's secure and equally accessible by staff and stakeholders including government counterparts. In order to vacate the compound, UNDP needs to provide alternative solutions to the families currently staying there. With support from UNHCR, UNDP team will work to assess and provide solutions to the IDPs to ensure the compound is handed over to the government.

III. MANAGEMENT ARRANGEMENTS

The Project Initiation Plan (PIP) will be managed directly by the PREP programme manager with support from the programme specialist and programme assistant. The project will hire an international technical consultant on displacement (TOR attached Annex 1). The manager will ensure the activities are implemented in line with the objectives of the project and implemented as per the approved AWP.

The project management arrangements will be in accordance with the standard UNDP procedures. A project management board will be established and chaired by UNDP with membership from other key stakeholders for strategic guidance and oversight of the project. The project team including the consultant will closely work with the DSRSG Office. The deputy programme manager will provide the oversight role to be delegated by the project board.

The structure below shows the project organization and management arrangements.



IV. 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).

V. ANNUAL WORK PLAN

YEAR: 2016

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET Budget Description	Amount
		Q1	Q2	Q3	Q4				
<p>Output 1: Reintegration of refugees and IDPs in Somalia strategically supported</p> <p><i>Baseline:</i></p> <ul style="list-style-type: none"> - No development support to develop a comprehensive Durable Solutions Strategy (DSS) - No Displacement Programme Document <p><i>Indicators:</i></p> <ul style="list-style-type: none"> - The extent to which development support is provided to the DSRSG on DSS - Draft Displacement Programme Document <p><i>Targets:</i></p> <ul style="list-style-type: none"> - Development support is provided to the DSRSG on DSS - Draft Displacement Programme Document produced <p><i>Related CP outcome: 3</i></p>	<ul style="list-style-type: none"> - Hire international consultant on displacement to provide support and draft the displacement programme document. <i>See Annex 1: TOR for detailed deliverables and scope of work</i> - <i>Coordinate and provide inputs, attend missions and advise the consultant</i> 	X	X	X		UNDP	UNDP-TRAC	\$120,172 \$50,000 \$28,078 Subtotal: \$198,250	
<p>Output 2: Solution provided for IDPs living in ex UNDP compound in Lido</p> <p><i>Baseline:</i> 57 IDP families (363 persons) have no alternative but to live in UNDP Compound in Lido</p> <p><i>Indicators:</i> # of IDP families provided with solutions to relocate from UNDP Compound in Lido</p> <p><i>Targets:</i> # of IDP families provided with solutions to relocate from UNDP Compound in Lido</p> <p><i>Related CP outcome: 3</i></p>	<ul style="list-style-type: none"> - Conduct pre-assessment visit to the compound - Conduct a complete assessment using UNHCR assessment/profiling tools. - With UNHCR support coordinate with the protection cluster and NRC support with the assessment; providing enumerators. - Discuss and agree on solutions - Implement solutions 	X	X	X		UNDP	UNDP-TRAC	\$160,000 \$14,750 Subtotal: \$174,750	
TOTAL								\$373,000	

Annex 1: TOR

International Consultant - Displacement

Terms of Reference

Background

Somalia has a long and complex history of displacement. Currently there are an estimated 1.1 million displaced people in Somalia and a further 1 million in the Horn of Africa and Yemen. Arguably these figures only begin to capture the scale of the problem however, as vastly greater numbers of people have been affected by displacement including returnees - most recently from Kenya and Yemen - and members of host communities.

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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), 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.

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The 'Somalia New Deal' Compact recognizes that the rights of displaced persons are a 'cross-cutting' issue and calls for a strategy of 'on-going transition' from 'crisis to early recovery to sustainable development.' Whilst the Compact offers a significant opportunity to develop a strategic response to displacement with full government engagement, progress to date has been very slow with displacement issues often 'falling between the cracks' of individual 'Peace and Sustainability' working group deliberations. Efforts to establish a focused displacement sub Working group foundered, and no 'flagship programmes' have been formulated with an explicit displacement focus.

In this context the RC/HC/DRSG for Somalia recently launched the Somalia IDP Solutions Initiative, supported by UNHCR and UNDP in alignment with their respective global cluster lead responsibilities for Protection and Early Recovery. The overall aim of the initiative is to leverage political willingness, humanitarian and development support to develop a comprehensive *Durable Solutions Strategy*. The development of the strategy will be further supported by Professor Walter Kälin who has been appointed as Special Advisor to the RC/HC/DRSG on Internally Displaced Persons.

It is envisaged that the strategy will provide a clear roadmap for the development of future initiatives designed to tackle displacement *comprehensively and at scale*. The strategy will also inform the Somalia National Development Plan (NDP), work on which is slated for completion before the end of 2016.

Rationale and Objectives

In order to support the work of Professor Kälin and to take forward the development of the Durable Solutions Strategy (DSS), UNDP is seeking to appoint a full time International Technical Consultant on Displacement for an initial 6 month assignment. The specific objectives of the assignment are as follows:

- i. To review past and existing development approaches to displacement in Somalia, highlighting key issues and lessons learned for the formulation of the DSS.
- ii. To contribute to develop a comprehensive 'evidence-base' on current and emerging displacement issues, with a strong emphasis on empirical inputs provided by displaced persons and other key stakeholders 'on the ground.'
- iii. To participate in consultations with key government counterparts (line ministries and other government agencies), international development partners and donors on 'durable solutions' priorities and potential initiatives.
- iv. To contribute to the formulation of the DSS and provide technical inputs to the same.
- v. To assist in the design and establishment of a Durable Solutions Innovation Fund (DSIF), to encourage new developmental approaches to displacement, drawing on relevant (global and regional) best practices.
- vi. To advocate for durable solutions and the DSS in key development fora, including the PSG4 (economic foundations) and PSG5 (revenue and services) working groups, the Solutions Alliance Somalia Group and the Regional Durable Solutions Secretariat (ReDSS).
- vii. Support durable solution capacity development

Scope of Work

The assignment will involve extensive consultation and liaison with durable solutions stakeholders in Somalia, with frequent travel between Mogadishu, Hargeisa, Garowe as well as urban centres in the emerging states. In addition, a significant element of field and desk-based research will be required.

Key themes of the assignment will include:

i. *Bridging the humanitarian - development gap.* The successful formulation (and subsequent implementation) of the DSS will require effective cooperation between the UN Humanitarian Country Team, UNDP and other development partners. Humanitarian interventions to provide protection, shelter, food security, health care and schooling, will need to be effectively linked to longer term developmental interventions aimed *inter alia* at ameliorating the roots causes of displacement, including insecurity, legal exclusion, the lack of access to affordable accommodation, inadequate infrastructure and urban services, and widespread joblessness. It is envisaged that the process of bridging the humanitarian - development divide will be considerably assisted by the appointment of an 'Early Recovery' cluster coordination to the UN Office of the UN Resident Coordinator (RCO).

ii. *Strengthening the evidence base.* In order to avoid the ineffective 'supply-driven' initiatives that have characterized a number of earlier approaches to displacement in Somalia, it will be critical to develop strong empirical foundations for the development of new 'durable solutions' interventions, including the direct consultation of beneficiary representatives and other relevant stakeholders 'on the ground,' as well as the distillation of experience and lessons learned from comparator states. So far as practical and expedient, the development of this evidence base should be undertaken in close cooperation with Somali counterpart organisations and should assist in building national and local capacity for the analysis and monitoring of urban displacement and poverty trends.

iii. *Understanding the urban context.* At the same time a pre-requisite for the successful formulation and implementation of the DSS will be a solid practical understanding of the 'urban context' in Somalia, including the main drivers of urban change, the structure and dynamics of urban markets (e.g. for land, housing and labour), and the 'political economy' of urban decision-making. Such an understanding will be critical to ensuring that new investments (e.g. in tenured housing, infrastructure, schools, and health care facilities) reach the intended beneficiaries and do not lead to secondary displacement. This will be a particular challenge, given the historic emphasis on rural programming in the humanitarian sector.

iv. *Securing government leadership and ownership.* Consistent with the 'New Deal' principles it will be important to establish strong Government leadership and ownership of the DSS process and outcomes from an early stage. At Federal Level, it is envisaged that this will entail a strong role for the Federal Ministry of Planning to coordinate a range of line ministries including Interior, Labour and Public Works. However, it will be equally critical to ensure ownership at the Municipal level where many of the decisions for tackling urban displacement will be made. In order to achieve this, close cooperation will be required with the UN Joint Programme on Local Governance (JPLG), which is already providing development planning assistance to a number of urban municipalities experiencing high levels of displacement.

v. *Promoting multi-agency approaches—* In addition to strong to government leadership and ownership, the requirement to implement at scale will require a 'joined-up' multi-agency approach to tackling displacement. This in turn will require close cooperation with agencies and donors with a strong stake in urban displacement (e.g. UNHCR, UN Habitat and the World Bank), as well as established fora for discussing displacement issues (e.g. the PSG4 and 5 of the Somalia 'New Deal' Compact, the Solutions Alliance Somalia Group and ReDSS). As a direct corollary, the DSS should seek to promote 'joined-up' approaches to programming, with an emphasis on 'mainstreaming' displacement issues into existing programmes wherever feasible and appropriate. New

programming will only be justified where it is genuinely additional and / or promotes increased policy and programmatic coherence.

vi. *Promoting Innovation.* The paradigmatic approach to the integration of displaced persons has to date placed heavy reliance on 'low level' livelihoods interventions involving basic skills training and the distribution of toolkits or assets (e.g. poultry and livestock). There is however very little evidence that this approach is able to generate sustainable long-term employment for beneficiaries, and that it is capable of doing so at scale. It is therefore intended to establish a 'Durable Solutions Innovation Fund' that will encourage and support innovative new approaches to reintegration in the area of livelihoods / job creation, as well as local service delivery. It will be critical to identify an appropriate 'business model' for the fund and to ensure that its aims and objectives are clearly articulated and understood by potential applicants.

vii. *Ensuring sustainability.* Finally it will be critical to ensure that the DSS and any new 'Durable Solutions' programming is sustainable and continues to yield benefits beyond the implementation period. In addition to building adequate institutional and technical capacity in relevant Somali institutions, this will require a high degree of realism with respect durable solutions programming, with an emphasis – wherever feasible – on interventions that catalyse the operation inclusive markets (M4P).

Management and Reporting

The International Technical Consultant will report on a day to day basis to the UNDP Programme Manager for Poverty Reduction and Environmental Protection (PREP) based in Mogadishu. She/he will also work closely with the Special Advisor to the RC/HC/DRSG on Internally Displaced Persons, the UN Somalia Resident Coordinator's Office (RCO) and the proposed Early Recovery Cluster Coordinator.

Deliverables

The following deliverables will be required:

- A short inception report, outlining past and existing approaches to displacement in Somalia, key issues and lessons learned etc. together with a detailed work plan of activities after one month.
- The establishment of an on-line knowledge repository containing data and analysis pertaining to displacement in Somalia
- Technical inputs into the DSS as discussed and agreed
- An outline 'business plan' or model for the operation of the DSIF
- Back to Office and meeting reports from stakeholder consultations and key DSS meetings
- Short monthly progress reports
- Draft Displacement Project Document

Duration and Timing of the Assignment

It is anticipated that this consultancy will require a total of approximately 110 working days input from the consultant and will be completed within a 6 month period from the date of commencement.

Payment Schedule

Payments will be made to the consultant based on submission of a monthly invoice with attached progress report on assigned deliverables and signed attendance record.