



# **Employment Generation for Early Recovery**

## **EGER**

### **Project Document**

**UNDP Somalia**  
in collaboration with ILO Somalia

**May 2008**

## Employment for Early Recovery – EGER

**Employment Generation for Early Recovery (EGER)**  
**United Nations Development Project**  
**Country: Somalia**  
**Project Document**

<b>Project Title</b>	<i>Employment Generation for Early Recovery (EGER)</i>
<b>UNTP/CAP Outcome(s):</b>	<i>UNTP Outcome 5:</i> Vulnerable and marginalized groups have improved sustainable food security and economic opportunities;  <i>CAP Agriculture and Livelihoods Cluster:</i> Capacity improved and resources increased for vulnerable groups to access basic social services
<b>Expected CP Outcome(s): Outcome 6</b> <i>(Those linked to the project and extracted from the CP)</i>	Vulnerable communities have increased income from equitable and sustainable employment opportunities and are better able to manage natural resources
<b>Expected Output(s):</b> <i>(Those that will result from the project)</i>	1. Employment and income generated through rehabilitation of public and social infrastructure; 2. Job creation initiatives are designed and implemented; 3. Capacities developed and vocational skills enhanced.
<b>Executing Entity:</b>	UNDP (DEX)
<b>Implementing Agencies:</b>	UNDP, ILO, Other Agencies, National and International NGOs, CBOs, Local Authorities

*The project addresses the urgent issue of income generation and job creation in South Central Somalia, through a community based approach, aiming to build permanent capacities and increased skills levels, while addressing direct income generation priorities for the most affected parts of both IDP and host communities. By applying a community based approach and involving the beneficiary communities in all phases of project implementation it is aiming for local ownership of the project works, thus enhancing the sustainability of the project. The project addresses short term income generation issues, as well as vocational training, grants, micro credit/revolving funds and capacity building. In light of the unstable security situation in Somalia, the implementing structure is designed to be flexible, both in terms of geographical area and in terms of implementation structures. The project aims to involve to the maximum extent local capacities, such as existing networks of Non Governmental Organizations and contracted monitoring capacity. The project will build on existing UNDP and other initiatives and will be jointly implemented by UNDP and ILO, whereby UNDP will assume overall management responsibility and implement some selected components, while ILO, and possibly other specialized Agencies, will implement specific components, in line with their core competencies.*

Project Period:	2008 - 2010
Key Result Area (Strategic Plan)	_____
Atlas Award ID:	_____
Start date:	1 June 2008
End Date	31Dec. 2010
PAC Meeting Date	_____

Total resources required	\$12,541,152
Total allocated resources:	\$2,611,640
• Regular: UNDP-TRAC	\$ 800,000
• Other:	
Gov. of Italy	\$1,811,640
○ Donor	_____
○ Donor	_____
○ Government	_____
Unfunded budget:	\$9,929,512

Signature: Bruno Lemarquis  
Country Director  
UNDP-Somalia



Date: 07/08/2008

### 1. SITUATION ANALYSIS

Somalia, a least-developed country and a low-income food-deficit country, is one of the world's most food-insecure countries. The ongoing conflict is having widespread and serious consequences on the population in large areas of South-Central Somalia. Recent reports confirm a continued high level of violence and insecurity, which has triggered the displacement of more than 1,145,000 people since end of October 2007. It is further estimated that more than 870,000 civilians have left Mogadishu since the beginning of 2007<sup>1</sup>. Severe droughts and poor rains have had devastating effects. South Somalia's two rainy seasons of 2005 were far below normal, and in 2006 parts of southern Somalia experienced the worst drought in a decade, which was followed by overwhelming floods in 2006/07 along the two major rivers. Pastoralists in some areas have lost 50 percent of their herds and destitution is increasing, particularly in the south. Coping mechanisms, including the cutting of trees for the charcoal export trade, have increased environmental degradation. In southern Somalia, historically the country's breadbasket, production of staple foods — sorghum and maize — has fallen, over the past four cropping seasons, by up to 50 percent because of protracted drought. The Food Security and Analysis Unit (FSAU) has assessed a below average harvest in both Lower and Middle Shabelle regions – with less than 50% of the normal production during the last cropping season. All indications are that the key factors driving this humanitarian crisis will continue to worsen over the coming months. Soaring world food prices (Somalia is dependent on the importation of around 60% of its food requirements), hyper-inflation in Somalia, and worsening terms of trade (labour to basic commodity prices) make the situation of extreme concern. Malnutrition is already alarmingly high throughout much of Somalia.

In addition to security concerns, many have been displaced due to other pressing circumstances, such as lack of livelihood opportunities and increased cost of living. Communities returning to areas subject to fighting have witnessed destruction of homes and public infrastructure and lack of essential services provisions, including water and health services. The surge of IDPs to safer districts has impacted particularly certain areas, such as Wadajir/Madina, Kaaraan and Dharkenley in Mogadishu and Afgooye situated 30km west of Mogadishu, which has the highest concentration of IDPs. Also other neighbouring regions, such as Baalad, Jowhar and other areas, have received substantial numbers of IDPs, many of which from Mogadishu. The high population pressure on the IDP host communities compounds the severe deteriorating livelihood conditions and engenders competition over the fragile and overstretched natural, social and economic resources within the host localities, including employment, which in turn triggered new conflicts.

The prolonged situation of conflict has greatly reduced the level of petty trade and commerce and other informal sector activities that largely contribute to the household income. Recent reliable data on the employment situation in Mogadishu is lacking. Data from 2002<sup>2</sup>, however, indicate that urban unemployment in Somalia reached 65 % at that time and it can be assumed that the situation in Mogadishu has deteriorated beyond that level during recent years. In addition, a high level of underemployment can be assumed. Thus, many people mainly youth resort to alternative coping means, including joining armed groups and militia. A large segment of the affected population consists of women engaged in petty trade and processing who are the main breadwinners of their families and youth working in small processing and manufacturing facilities who lost their jobs or self-employment. Youth, women and marginalized and vulnerable groups are thus the most affected by the conflict and by the current acute livelihoods crisis.

The years of conflict and the physical absence of a central government has further led to a deterioration or absence of institutions and functions that would normally fall under the umbrella of

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<sup>1</sup> Based on Integrated Food Security and Humanitarian Phase Classification (IPC). Source: FSAU Somalia, August 2008

<sup>2</sup> UNDP/World Bank: Socio-economic survey 2002

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the government. Civil society organizations have increasingly emerged as a social force, taking up essential functions in social services provision and reconstruction and other functions that normally fall under the umbrella of the state.

This is a critical moment to support livelihoods and conflict resolution efforts mainly in Central-South Somalia and Puntland. The project described in this document addresses a number of relevant entry points for such an engagement – it provides opportunities for emergency employment and income generation, while at the same time addressing early recovery needs through the improvement of social and economic infrastructure and the capacity building of a wide variety of civil society organizations. All interventions will be implemented through communities in a participatory manner, with a view to support livelihoods, contribute to political and social stability and promote peace building and reconciliation at the local level.

The EGER project will focus on the Mogadishu region and the two adjacent districts of Afgooye and Baalad, as they are two major production centres that help Mogadishu in sustaining a good level of agricultural and food commodities while the same time being major recipients of IDPs from Mogadishu. The project will also initiate activities in Bay/Bakol, Hiran and Lower and Middle Shabelle. Depending on the security situation and funding availability, other areas such as the Juba river basin, Galgadud and Mudug shall also be considered, as well as areas outside of the South-Central region..

The EGER project is expected to benefit a wide range of primary and secondary beneficiaries in the above mentioned geographical locations. Primary beneficiaries of the project include:

- A minimum of 50,000 skilled and unskilled un- or under-employed workers and their families, recruited from different vulnerable groups that include youth, women, IDPs, and ex-combatants;
- Around 30 % of the beneficiaries would be women and their families, benefiting from income generation activities, vocational training, and job opportunities;
- Around 20 % of the beneficiaries will be IDPs and their families, benefiting from job creation, vocational training and income generation activities;
- Youth in general, since the project will create jobs and alternative sources of income, which may help reducing migration and displacement of this important stratum of the society;
- The local administrations in the Project areas;
- Significant population of traders and local artisans;
- Local producers.

Secondary beneficiaries of the project include:

- End users of the rehabilitated social and economic infrastructure as well as improved services;
- Civil Society Organizations, local government institutions, public companies, Vocational Training Centers;
- The general population of project's target areas in South Central Somalia;
- Somali professionals whose skills will be required.

The project is well in line with the priorities of the Somali Reconstruction and Development Plan. It is further included in the CAP 2008 as well as in the UN Transitional Plan 2008-2009. Specifically, the project will contribute to the achievement of the UNTP Outcome 5, "Vulnerable and marginalized groups have improved sustainable food security and economic opportunities", but by its nature, will also partially address other Outcomes, such as Outcomes 2 and 4 for WASH activities. EGER will touch on the mandates of other Agencies, therefore close coordination and collaboration will be required (see also 5.4 – Other UN Agencies – Inter Agency Collaboration). The project is part of the

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Agriculture and Livelihoods Cluster of the Somalia Consolidated Appeal Process (CAP) for the components addressing the most urgent needs within the project.

Moreover, the project will contribute toward the attainment of several MDGs including:

- Eradicating extreme hunger and poverty;
- Promoting gender equality and empowering women;
- Ensuring environmental sustainability; and
- Developing a global partnership for development

## 2. STRATEGY

Given the urgency of a timely start up of the project, a phased approach will be applied. The project will thus start implementing small scale community based infrastructure sub-projects immediately, which activity will gradually scale-up as implementation modalities are being established. For the capacity building, training and grant/credit components of the project, a series of scans and surveys will be designed and launched, prior to the final formulation and implementation of these components. The strategy will be to start the implementation in areas that are relatively stable in terms of conflict and feasibility on the ground, while all implementation mechanisms are being designed to be able to continue implementation under less favorable security conditions. The project will initially seek to work in relatively conducive areas of South Central in general.

UNDP will recruit limited numbers of project staff and engage private firms to assist in the process of project implementation, supervision and reporting. Additionally, UNDP will work with a large number of local NGOs and CSOs in order to build their capacities, address real community concerns and add flexibility to the implementation process. International NGOs with a strong presence in Somalia will also be engaged, especially in the specialised area of micro-credits and revolving funds. A web based database will be designed and used in order to optimize the availability of relevant project data in all locations, thus facilitating the 'remote' implementation modalities. These measures will not only add flexibility to the implementation process, but will create a genuinely diverse community driven approach, building on comparative advantages of CSOs, while capacities are built and civil society organizations, many of which play an important role in the lives of the Somali population, will be further empowered to represent their constituents and the wider communities they serve.

The project will seek to streamline its operations with the on-going local government reform processes and the joint UN project in this area<sup>3</sup>. It is realized, however, that the foreseen new local governance framework has not yet been put in place in the Mogadishu area and other regions. Thus the project initially would have to work there through existing district structures such as community selected local councils, self-declared or self-appointed administrations, appointed administrations, or even community organisations running day-to-day administrative affairs in close cooperation with the civil society. In the process of identifying valid community priorities, the project will actively participate and assist communities with concrete assistance to address these priorities. In other regions, activities will also be implemented through communities, based upon community priorities and with a bottom-up approach, in a manner which promotes conflict mitigation and development towards peace, through the establishment of Community Management Committees. Human development and institutional capacity building components will be part of the project whenever and wherever feasible.

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<sup>3</sup> UN: 5<sup>th</sup> Draft Joint Project Document Local Governance & Decentralized Service Delivery 20/08/07

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Consultations have generated a number of indicative proposals and priorities, which have been reflected in the Results and Resources Framework (see Component 4 and Annex 4). Those suggested interventions (sub-projects) are reflected in the following priority areas, and are to be determined by the project's counterpart communities during the implementation phase of the project. The list, therefore, is tentative and serves as a reference:

- Rehabilitation and upgrading of water and sanitation systems;
- Solid waste collection and disposal;
- Small-scale water and electricity distribution projects, including the support to the establishment of water and electricity departments as appropriate;
- Improvement of the environment (re-greening areas and parks) and hygienic conditions (mainly through awareness and advocacy);
- Rehabilitation and renovation of community and public facilities such as health, education, community centers, market places, drainage systems, and internal roads rehabilitation;
- Renovation and constructing new irrigation canals and water wells;
- Livestock interventions;
- Promotion of human resources;
- Enhancing vocational and technical, financial and administrative skills of youth and women that respond to labor market needs, possibly in combination with self-employment facilitation and on-the-job training for graduates;
- Income generation e.g. through salt production, traditional clothes, bee-keeping, water transportation, etc;
- Other areas as deemed feasible, which address medium to long-term aspects of employment and income generation, including start-up grants, micro credits, revolving funds and capacity building.

Sub-projects general principles :

The local communities and/or local councils will be required to provide a contribution of minimum 25% of the total material and equipment value of each sub-project/intervention, where this is deemed feasible. This may include cash, machinery, fuel, other material, staff, etc. In addition, the local administration/authorities will be asked to cover 100% of the costs for local security requirements related to the implementation of the sub-project (cash and in-kind). The project will cover 100 % of the costs of labor. In addition,

- Only public infrastructure will be eligible for funding;
- Maximum *initial* sub-project size of \$150,000 for communities, national NGOs and international NGOs;
- Sub-projects have to be labour-intensive, where beneficiary wages should comprise minimum 60% of the total project value, in exceptional cases a lower percentage could be acceptable;
- Strict selection criteria for workers, trainees, and beneficiaries of income generation activities should be developed by the UNDP/ILO in consultation with its project partners
- The project shall not consider employment of children and shall seek gender balance where feasible.
- It will aim to actively engage women-headed households and other vulnerable/destitute families;
- Direct beneficiaries need to be un- or under-employed or belong to the vulnerable or impoverished groups of either IDP or resident host communities or both, depending on the situation;
- Tools and materials are to be procured/manufactured if possible in the local markets, in line with UNDP's and ILO's procurement policies;
- Trainees are to be provided with cash incentives that should not be more than \$1-2/day (or other forms of incentives); Only one family member per family can be employed at any given time;

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- Proposed skilled wages per day should not exceed \$8/day while for unskilled laborers the daily wages should range from \$2-4/day. These wages will be flexible and monitored, to be set in line with local labor market rates, as well as with international minimum standards;
- Capitalize on already existing vocational training centers and related facilities, contribute nominally to their equipment and operational needs and provide technical assistance to design business strategy.

The EGER project will have a 3 pronged approach:

1. Emergency income generation through the labor intensive rehabilitation of basic social and economic infrastructure, as prioritized by the local communities, through the Community Development/Management Committees, and comparable structures set up by others. Communities will be actively engaged in the entire process and will contribute in cash or in kind to the sub-projects in order to enhance sustainability and ownership of the sub-project works. Additional sustainability measures, such as M&O arrangements will be put in place where feasible. The income generation activities will make an immediate positive contribution to the economic situation of the most vulnerable community members.
2. More permanent and sustainable job creation activities through the targeted approach of groups of project beneficiaries. Based on market surveys and specialized assessments, to be performed by ILO and selected NGOs, the project will aim to enhance the vocational and business skills of target groups of beneficiaries, especially women, youth, former militia members and other disadvantaged categories, and provide start-up grants and micro credits in order to support sustainable job opportunities, therewith improving the economic situation of a large number of priority beneficiaries.
3. Develop the capacities and skills of the workforce by providing them with diverse vocational training and enhance service delivery by existing Vocational Training Centers and provide capacity building for selected CSOs and local authorities in order to further enhance the delivery of basic public services aimed at improving livelihoods and the creation of employment opportunities. Existing vocational training centers will be assessed while market studies will be performed to improve the delivery of vocational training services to vulnerable populations. The capacity of CSO organizations and public service providers (local government, utility companies, local NGOs, cooperatives) to provide basic services (water, electricity, flood protection, irrigation, health, etc) will be build or improved and where possible will be made self-sustainable by creating partnerships and the creation of revenue.

These three components will be implemented by a variety of community based organizations, including local and international NGOs and CMCs, which will be assessed in the implementation process and where necessary will receive capacity building support. The implementation methodology will include conflict resolution measures, public awareness campaigns and a viable media strategy, in order to contribute to the creation of an environment conducive to dialogue and social economic development of large parts of the target population.

The first phase of the project implementation will cover a period of maximum 6 months and include the following activities:

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- Recruit project management team (Manager, assistant and admin/ICT support) and establish a fully functional office in South Central Somalia and/or Nairobi, based on recommendations of the UN security team;
- Temporary support from other UNDP and ILO offices in terms of qualified personnel may be required to rapidly initiate the project, while the Project Management staff is recruited.
- Carry out pre-qualification exercises for both local consulting firms and local NGOs/CSOs;
- Carry out a participatory rapid assessment of the current socio-economic and cultural situation of the target region/districts and their potential and suggest priority interventions (information shall serve as base line for future impact and evaluation assessments);
- Draft TORs for an integrated communication and conflict mitigation strategy, advertise, award and prepare the strategy;
- With the support of local consulting firm, assess commercially available data management systems or other options, or design, and establish a web-based database;
- Also based on the participatory assessment, prioritize, sequence and rapidly implement interventions in each target area that are labour-intensive and crucial to the community (to gain trust and build confidence with the communities and other local stakeholders);
- Test the working modalities, carry out an impact assessment towards the end of phase one (end 2008) and present the findings in an employment conference in an attempt to bring on board new counterparts and donors, which will establish solid ground for further interventions;
- Prepare resources mobilization strategy for the consequent phases supported by case studies, lessons learned, and best practices.

The first phase of the project will be financed through UNDP/BCPR core funds, as well as with funding from the Government of Italy. Expected contributions from beneficiary communities towards costs of security and sub-project materials are tentatively budgeted, given the current dire situation in Somalia.

UNDP	US\$ 800,000
Government of Italy (CAP 2007 and CAP 2008)	US\$ 1,811,640
Community/local administration contribution (in cash / in kind)	(US\$100,000)
Total	<b>US\$2,611,640</b>

(See Component 5, Annual Work Plan Budget for a budget breakdown)

Based on the tangible results and experiences gained during the first phase, the project will be scaled up during the following phase within the same framework, but possibly with an expansion into additional areas (mainly of South-Central region, but also elsewhere if needed and if proper conditions exist). The additional funding required from bilateral and multilateral donors is estimated to be US\$ 9,929,000 for the duration of the project foreseen until December 2010, but could be significantly higher depending on the possibilities for expanding the project nationally and the response and capacities of communities, local government, CSOs and other potential stakeholders, and, to a lesser extent due to the diverse implementation modalities, the security situation in Somalia.

The project will be guided by the following principles:

- Promotion of transparency, community participation and ownership;
- A human-rights based approach, where the programme will ensure that target communities/groups will have access to prioritized essential social and basic needs;
- Gender issues will be a cross-cutting theme amongst all the components of the project;



- Implementation in a decentralized manner to respond to the various urgent needs on the ground in an efficient and conflict-sensitive way;
- A bottom-up approach will be applied to enhance ownership and active participation of all strata of the community in identifying and prioritizing community initiatives;
- Beneficiaries should be those marginalized, impoverished, disadvantaged communities and groups, with an emphasis on youth, women, IDPs and former militia
- The project should start implementation in areas conducive in terms of an enabled security environment and where social and basic infrastructure is deteriorated;
- Priority support will be given to community projects geared towards local social and economic stability;
- Where possible, the project will utilize local consulting firms in liaising, monitoring, reporting, and facilitation of project management;
- The project will formulate a clear communication strategy to safeguard transparency and knowledge sharing with all stakeholders;
- The project will align its activities and support on-going governance and livelihood projects and projects implemented by UNDP and other agencies to maximize impact and effective implementation, share strengths, lessons-learned, tools and methodologies;
- The project implementation strategy will contribute to mitigation and resolving of conflicts.

### 2.1. Assumptions for project implementation:

The situation in South Central Somalia is not stable. During the formulation of this project document, many attacks took place in Mogadishu where many civilians were killed by indirect fire and large groups of people were and are being displaced. The implementation of this project is built on assumptions that are mainly security and technical in nature. These assumptions include (but are not limited to) the following scenarios:

- The *security situation remains unchanged*; the project will function using a mix of UNDP/ILO project staff in specific locations where security situation and staff deployment permits and local consulting firms to monitor and liaise with local administration and CSOs on the ground, while the project management team shall manage the project implementation remotely, as long as security conditions remain a constraint for staff movement. The project budget remains unchanged, implementation activities will continue as planned.
- The *security situation deteriorates*; the project has been designed for flexibility, both in implementation modalities and geographical areas and can therefore continue to operate to a certain extent. Emphasis will be put on operating through local partners when needed. The project can relatively easily move from one location to another and start working in areas where the security situation is more conducive to project implementation. The project budget might change, due to the need to adjust to a dynamic environment.
- The *security situation stabilizes*; the project will establish an office in Mogadishu, and if needed in other regions of Somalia, and locate its management team there, work with all project stakeholders directly, while continue to engage local consulting firms in the implementation process. The project budget may increase, since implementation activities will increase.

3. RESULTS AND RESOURCES FRAMEWORK

PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country/ Regional/ Global Project Results and Resource Framework:</b>                  UNTP Outcome 5. <i>Vulnerable and marginalized groups have improved sustainable food security and economic opportunities</i>                  CAP Somalia 2008 Multi-Sectoral Strategic. <i>Priority: Save lives and provide assistance to 1.5 million people identified as being in a state of Humanitarian Emergency or AFLC or as internally displaced, including an estimated 400,000 protracted IDPs and approximately 450,000 newly displaced.</i>                  CAP-Somalia 2008 Agriculture and Livelihood Cluster Activities: <i>Protect and improve household food security, including increasing access and availability to food and means of production.</i></p> <p><b>Outcome indicators as stated in the Country Project Results and Resources Framework, including baseline and targets:</b>                  Baseline:</p> <ul style="list-style-type: none"> <li>- <i>Unemployment rate is approximately 65% in urban areas in general (Socio-economic study 2002).</i></li> <li>- <i>Social and basic infrastructure is mostly destroyed and dysfunctional;</i></li> <li>- <i>Absorptive and management capacity of the local administration is limited;</i></li> <li>- <i>Social and economic instability in the region;</i></li> </ul> <p>Outcome indicators:</p> <ul style="list-style-type: none"> <li>• <i>Short and longer term employment and income generation opportunities are created and provided for both skilled and unskilled women and men;</i></li> <li>• <i>In Mogadishu, Bay, Bakol, Hiran, Lower Shabelle and Middle Shabelle communities' groups benefit from project interventions in improving their social and basic infrastructure, and a great number of families provided with alternative sources of income; actual areas of intervention depend on security situation, and may vary accordingly.</i></li> <li>• <i>Approximately 2000 beneficiaries including civil servants, local administration and CSOs' staff are empowered and more competent to deliver service timely and efficiently;</i></li> <li>• <i>Confidence-building measures are enhanced, relation between the communities and their representatives improved (based on the communication strategy and conflict mitigation measures and other qualitative means).</i></li> </ul>
<p><b>Applicable MYFF Service Line:</b>                  Service Line :</p>

<sup>4</sup> Wherever community is mentioned it indicates section or sub-section of the district.

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<p><b>Partnership Strategy</b>          This UNDP project is a partnership with ILO and possibly other UN agencies and donors, implemented in close partnership with local community groups (Community Management Committees), International NGOs and CSOs (NGOs, CBOs, training institutions, universities).</p>					
<p><b>Project title and ID (ATLAS Award ID):</b></p>					
<b>Intended Outputs</b>	<b>Output Targets for project duration</b>	<b>Indicative Activities</b>	<b>Responsible parties</b>	<b>Inputs</b>	
<b>General outputs</b>					
<p><b>1. Employment Generation &amp; Rehabilitation of Social Basic Infrastructure (possibly including Environment, Health, Education, Sanitation, Water, Transport and Agriculture)</b></p>	<ul style="list-style-type: none"> <li>- Approximately 50,000 skilled and unskilled workers recruited;</li> <li>- Around one million workdays generated. (for a tentative list of suggested interventions, see below)</li> </ul>	<p>Through participatory exercise, identify sub-project works, do technical assessments, identify workers, Implement sub-projects and report.</p>	<p>Lead agency: Local consulting firms/NGOs            Others: Community Management Structures, local administrations</p>	<p>Project Management            Studies: US\$100,000            Sub Projects: US\$4,865,000</p>	
<p><b>2. Design and implementation of Income generation Activities</b></p>	<ul style="list-style-type: none"> <li>- (for a tentative list of suggested interventions, see below)</li> </ul>	<p>Pre-Qualify NNGOs, CSOs, Institutions and INGOs            Request proposals, select proposals, contract selected counterparts, monitor implementation and report.</p>	<p>Lead Agencies: UNDP, with ILO technical advise            Others: NGOs/CSOs</p>	<p>Project Management            Sub-project contracts: US\$ 3,400,000</p>	
<p><b>3. Vocational Training, Skills Enhancement and</b></p>	<ul style="list-style-type: none"> <li>- A market demand study is carried out;</li> <li>- Institutional</li> </ul>	<p>Prepare TOR, advertise, contract and conduct the study.</p>	<p>Lead Agencies: ILO and UNDP            Others: Local</p>	<p>Project Management</p>	

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<p><b>Capacity Development</b></p>	<p>capacities of Vocational Training Centers (VTCs) are enhanced</p> <ul style="list-style-type: none"> <li>Several training and skills development activities are carried out</li> </ul>	<p>Discuss, accept and disseminate findings.</p> <p>Conduct needs assessment covering the operational, institutional and administrative aspects for selected VT centres; refurbish key VTCs, carry out training activities and put forward an operational business strategy to keep the VTCs up and running;</p> <p>Select target beneficiaries; contract services providers based on prepared TORs and expected outputs;</p> <p>Provide basic material/equipment and/or microcredit/ revolving funds to the trainees to start their own business</p>	<p>Government, NGOs/CSOs, Vocational Training Centers</p> <p>Lead agency: ILO / UNDP</p> <p>Implementing agency CRD, University of Mogadishu, or other research institution;</p> <p>Local consultants, research institutions, private sector</p> <p>Lead Agency: ILO /UNDP</p> <p>Implementing agency NGOs, Vocational training centers, apprenticeships</p>	<p>US\$60,000</p> <p>US\$330,000</p> <p>US\$530,000</p>
<p>4. An interactive, web-based user-name and password protected database is established;</p>	<ul style="list-style-type: none"> <li>A fully functional database in place;</li> <li>At least 15 persons from local administration offices, NGOs, and the local consulting</li> </ul>	<p>Purchase equipment, connect to internet, design database, identify needs and train staff; populate and maintain for proper monitoring</p>	<p>ICT officer, Lead Local Consulting Firm</p>	<p>US\$50,000</p> <p>Technical assistance; Hardware and software.</p>

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	firms are trained on its utilization				
5	Communication strategy (with conflict mitigation) developed and disseminated.	<ul style="list-style-type: none"> <li>- An integrated internal and external communication strategy endorsed and shared.</li> <li>- Conflict mitigation and resolution component is developed</li> </ul>	Prepare TOR and discuss with stakeholders, recruit a consultant, prepare, publish, and disseminate the strategy  Mainstream conflict prevention in all activities,	UNDP Others: Local Administration, CSOs, and other stakeholders	US\$ 70,000 Technical assistance
6.	A monitoring plan of action is designed and implemented	- A monitoring plan is endorsed and adopted by the project team and other implementing partners	On participatory basis, design a monitoring plan with milestones covering the duration of the project and assign tasks (who does what and how results are communicated); carryout the monitoring using local consulting firms	UNDP Others: Local consulting firm, Administration, CSOs, and other stakeholders	US\$ 360,000 Technical assistant
7.	End of project evaluation is carried out	- Evaluation report endorsed and disseminated	Prepare TOR, advertise, recruit consultants, and implement, discuss results and disseminate	UNDP Others: Local consultancy	US\$40,000
8.	An auditing of implementing institutions is carried out	- Auditing report discussed and disseminated	Prepare TOR, advertise, recruit consultants, and implement, discuss results, take necessary action and disseminate	UNDP Others: Local consultancy	US\$50,000

A tentative list of suggested interventions, as compounded in the formulation stage of this project, is attached as ANNEX 4.

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4. ANNUAL WORK PLAN BUDGET SHEET

Annual Work Plan Budget Sheet (See Annex 4 for a tentative summarized budget of received funds, as per May 2008)

4.1.

Year: 2008

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES  <i>List all activities including M&amp;E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount US\$
Project management in place	Recruitment of personnel				UNDP	UNDP/ Donors	71100 ALD Employees	(1) and (2) 52,500	(1) and (2) 88,667
								(3) 55,000	
					UNDP	UNDP/ Donors	71600 Travel	11,667	16,333
				UNDP	UNDP/ Donors	72200 Equipment, Furniture and Supplies	14,917	9,983	
				UNDP	UNDP/ Donors	74500 Miscellaneous expenses	5,833	7,992	

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	Database established	Local consulting firm with the support of project management team				UNDP	UNDP	72100 Contractual Services	30,000	-
	Communication Strategy and conflict mitigation components formulated	Local consultancy with support from CMCs.				UNDP	UNDP	72100 Contractual Services	10,000	
	Monitoring	Local Consulting Firms				UNDP- Project Board	UNDP- Project Board	72100 Contractual Services	75,000	30,000
	Evaluation	Local Consultancy				UNDP - Project Board	UNDP - Project Board	72100 Contractual Services	10,000	10,000
	Auditing	Local consulting firm				UNDP- Project Board	UNDP- Project Board	72100 Contractual Services	-	-
	Miscellaneous					UNDP/ Donors	UNDP/ Donors	74500 Miscellaneous expenses	4,666	7,817
	<b>SUBTOTAL</b>								<b>269,583</b>	<b>170,792</b>
Employment generated and rehabilitation of social and basic infrastructure, environment, health and agricultural activities	Assessments:	Research Institutions, NGOs, consultants				UNDP	UNDP	72100 Contractual Services	20,000	41,000
	Implementation of sub-projects	CSDs, local administrations, private sector, INGOs				UNDP	UNDP	72100 Contractual Services	108,000	434,583
Design and Implementation	Assessments, Studies and	Research Institutions, NGOs,				UNDP/ILO	UNDP/ Donors	72100 Contractual Services	17,500	47,000

**Employment for Early Recovery – EGER**

of Income generation initiatives	Surveys including selection of beneficiaries and interventions	consultants						Services	
	Implementation of results	CSOs, CMCs, INGOs		UNDP/ILO	Donors			72100 Contractual Services	100,000
	Business development	Private Sector		UNDP/ ILO				72100 Contractual Services	-
	Miscellaneous			UNDP	UNDP/ Donors			74500 Miscellaneous expenses	7,000
<b>SUBTOTAL</b>									<b>629,583</b>
Capacity development and skills enhancement is undertaken	Training and capacity development needs assessment as well as preparation of business plan for vocational training centers	Research institutions, consulting firms, consultants		ILO(UNDP)	Donors			72100 Contractual Services	80,000
	Implementation of results	(Local) consulting firms, vocational training centers		ILO (UNDP)	Donors			72100 Contractual Services	100,000
	Refurbishment of existing vocational centers and other crucial local authorities' office			ILO (UNDP)	Donors			72200 Equipment and furniture	-



Employment for Early Recovery – EGER

	Miscellaneous								74500 Miscellaneous expenses	2,861	8,158
<b>SUBTOTAL</b>										167,861	188,158
Emergency funds not accounted for	<i>Price &amp; exchange rate variations</i>							UNDP/Donors	75100 Contingency	-	-
Insurance, Security, Communications	<i>Purchase of personal protection (jackets, helmets etc) VHF radios, GPS, office security and communications</i>						UNDP	UNDP/Donors	72200 Equipment and material	11,667	26,279
							UNDP	UNDP/Donors	75100 GMS (7%) & ISS (5%)	22,222	113,227
<b>SUBTOTAL</b>										33,889	139,506
<b>TOTAL 2008</b>										598,000	1,128,039

## Employment for Early Recovery – EGER

### Annual Work Plan Budget Sheet

4.2.

Year: 2009

(F) = Funded

(NF) = Not Funded

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES  <i>List all activities including M&amp;E to be undertaken during the year towards stated CP output</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount US\$
Project management in place	<p>Personnel</p> <p><i>International (1) and Local Staff (2)</i></p>					UNDP		UNDP	Donor(s)
						UNDP/Donors	71100 ALD Employees	37,500	(F) 63,333 (NF) 200,000
						UNDP/Donors	71600 Travel	8,333	(F) 11,667 (NF) 30,000
						UNDP/Donors	72200 Equipment, Furniture and Supplies	2,083	(F) 1,417 (NF) 7,000
						UNDP/Donors	74500 Miscellaneous expenses	4,167	(F) 5,708 (NF) 14,000
	<p>Database</p> <p><i>Local consulting firm with the support of project management</i></p>					Donors	72100 Contractual Services	-	(NF) 40,000

## Employment for Early Recovery – EGER

	Maintenance	Team								
	<i>Communication Strategy and conflict mitigation components implemented</i>	<i>Local consultancy with support from CMCs.</i>			UNDP	Donors	72100 Contractual Services	-	(NF)	40,000
	<i>Monitoring</i>	<i>Local Consulting Firms</i>			UNDP - Project Board	Donors	72100 Contractual Services	-	(NF)	300,000
	<i>Evaluation</i>	<i>Local Consultancy</i>			UNDP - Project Board	Donors	72100 Contractual Services	-	(NF)	20,000
	<i>Auditing</i>	<i>Local consulting firm</i>			UNDP - Project Board	Donors	72100 Contractual Services		(NF)	30,000
	Miscellaneous					UNDP/Donors	74500 Miscellaneous expenses	3,333	(F)	5,583
									(NF)	8,000
	<b>SUBTOTAL (F)</b>							<b>55,416</b>		<b>87,708</b>
Employment generated and rehabilitation of social and basic infrastructure, environment, health and agricultural activities	<i>Assessments:</i>	<i>Research Institutions, NGOs</i>			UNDP	Donors	72100 Contractual Services	-	(F)	60,000
Design and implementation of Income	<i>Implementation of sub-projects</i>	<i>CSOs, local administrations, private sector, INGOs</i>			UNDP	UNDP/Donors	72100 Contractual Services	77,000	(F)	250,417
	<i>Assessments, Studies and Surveys including</i>	<i>Research Institutions, NGOs</i>			UNDP/ILO	UNDP/Donors	72100 Contractual Services	12,500	(F)	105,000
									(NF)	2,000,000

Employment for Early Recovery – EGER

generation initiatives	selection of beneficiaries and interventions									(NF) 150,000
	Implementation of results	CSOs, CMCs, INGOs		UNDP/ILO	Donors		72100 Contractual Services		-	(NF) 500,000
	Business development	Private Sector		UNDP/ ILO	Donors		72100 Contractual Services			(NF) 250,000
	Miscellaneous			UNDP	UNDP/Donors		74500 Miscellaneous expenses	833	5,000	(F) 5,000
	<b>SUBTOTAL (F)</b>							<b>90,333</b>		<b>420,417</b>
Capacity development and skills enhancement is undertaken	Training and capacity development needs assessment as well as preparation of business plan for vocational training centers	Research institutions consulting firms, NGOs		ILO and UNDP			72100 Contractual Services		-	-
	Implementation of results	Local consulting firms, vocational training centers		ILO and UNDP	Donors		72100 Contractual Services		-	(NF) 500,000
	Refurbishment of existing vocational centers and other crucial local authorities' office			ILO and UNDP	UNDP/Donors		72200 Equipment and furniture	30,000	70,000	(F) 70,000
										(NF) 200,000

Employment for Early Recovery – EGER

	Miscellaneous				UNDP	UNDP/Donors	74500 Miscellaneous expenses	2,044	(F) 5,828
<b>SUBTOTAL (F)</b>									
Emergency funds not accounted for	<i>Price &amp; exchange rate variations</i>				UNDP /ILO	UNDP/Donors	75100 Contingency	-	-
Insurance, Security , Communications	<i>Purchase of personal protection (jackets, helmets etc) VHF radios, GPS, office security and communications (2.5%).</i>				UNDP	UNDP/Donors	72200 Equipment and material	8,333	(F) 18,770 (NF) 107,350
						UNDP/Donors	75100 GMS (7%) & ISS (5%)	15,873	(F) 80,877 (NF) 528,162
<b>SUBTOTAL (F)</b>								<b>56,250</b>	<b>175,475</b>
<b>TOTAL 2009 FUNDED</b>								<b>202,000</b>	<b>683,600</b>
<b>TOTAL 2009 UNFUNDED</b>								-	<b>4,929,512</b>

The total required funding for 2010 (year 3) is tentatively estimated at US\$ 5,000,000, but will depend on many external factors, such as the security environment, the implementation capacity of the NGO partners and the geographical scope of the project.

### 5. MANAGEMENT ARRANGEMENTS

It is foreseen that interventions will be implemented through a number of different channels depending on the feasibility on the ground and the availability of functional organizations. This will pose challenges in terms of project efficiency, while it is realized that small-scale, community based interventions may be the only feasible option in several project areas in the current circumstances. However, possibilities to streamline and package activities for improved efficiency will be taken into consideration whenever feasible. Implementation mechanisms that will be designed will include Community Management Committees, CSOs, international NGOs, private sector and specialized UN agencies as further described below. The project will build on lessons-learned from the UNDP/UNOPS Local Governance and the ILO evaluation of activities in the Bakol/Bay regions.

#### *- Implementation modalities*

The project will be jointly implemented by UNDP under the direct execution modality (DEX) and ILO, whereby UNDP leads all project management, coordination, monitoring and possibly fundraising activities while ILO will implement specific components of the project, in line with its core competencies. The project will operate in an extremely complex environment, where the implementation set-up will have to be carefully tailored to the situation in terms of security and the function of local micro-structures in the various locations. The capacity of potential implementing partners (community management/development committees, CSOs, international NGOs, private sector/sub-contractors, local administrations and others) will be assessed through standard UNDP procedures. Capacity strengthening measures of national/local implementing partners will be integrated into the training activities of the project. Due to the security situation, it is anticipated that the project management will have to operate from a location outside South Central Somalia where local consulting firms will be assigned the task of project supervision on the ground, in close cooperation and communication with the UNDP project manager. A web-based data system especially designed to facilitate remote supervision will be established in order to facilitate project planning and information sharing between all relevant stakeholders. In order to facilitate the flexibility of implementation of all project components, the project manager will be responsible for budget revisions reflecting the changing implementation realities, whenever this is deemed necessary by the project management.

#### *- Planning and management of activities*

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

In order to ensure effective implementation and continuous activities progress monitoring, the project manager is assisted by area coordinators with expertise in livelihood improvement , institutional building, and in services delivery. Under the supervision of the project manager, the

## Employment for Early Recovery – EGER

component coordinators conceive, plan and implement activities for their components. To that effect, there are experiences practitioners in respective fields.

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

In addition, general operational support will be provided as deemed necessary.

### *- Project oversight and assurance*

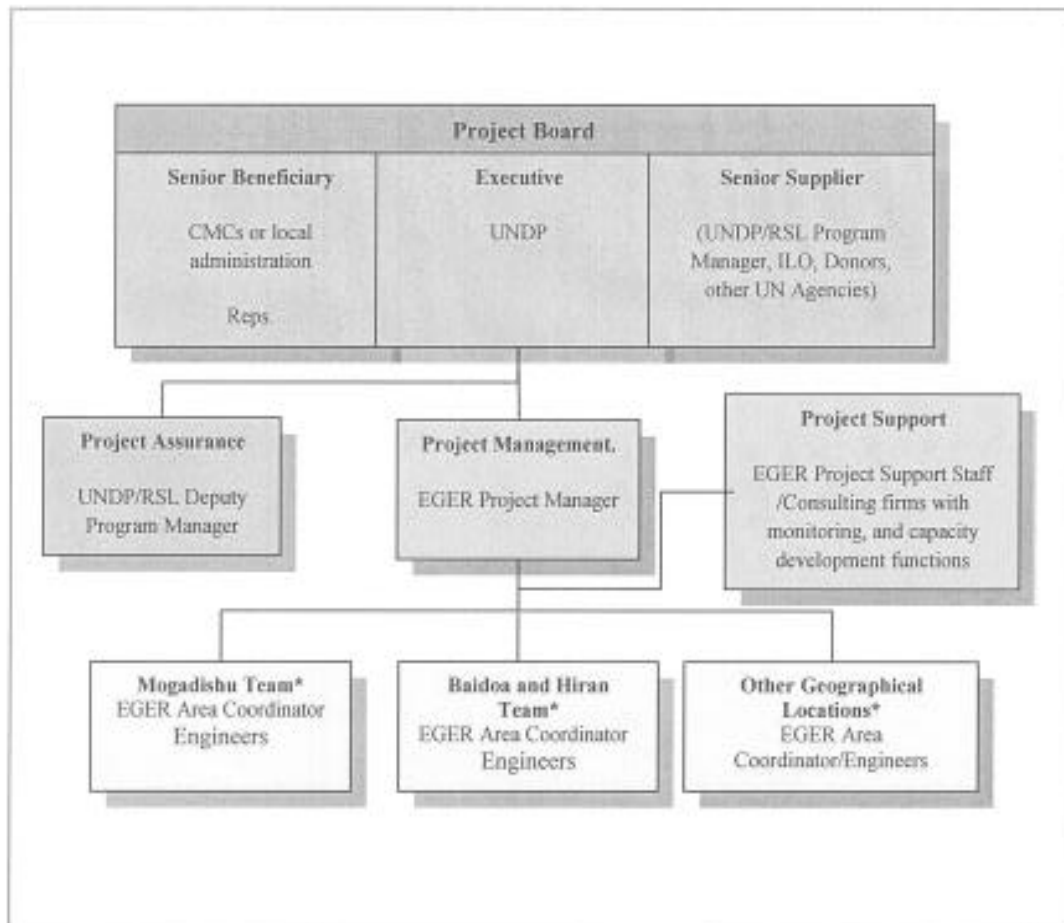
The Project Board is the group responsible for making management decisions on a consensus basis for the project when guidance is required by the Project Manager, including recommendations for approval of project revisions. Project reviews by this group are made at designated decision points during the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

- *Executive* representing the project ownership to chair the group (Country Director or Deputy Country Director, Project);
- *Senior Supplier* to provide guidance regarding the technical feasibility of the project (Program Manager, UNDP Recovery and Sustainable Livelihoods Program, as well as a representative of any UN partner agency);
- *Senior Beneficiary* to ensure the realization of project benefits from the perspective of project beneficiaries (One or several representatives of the local administrations and/or Community Management Committees in South Central Region).

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

Project Assurance for this project will be the delegated responsibility of the Recovery and Sustainable Livelihoods Deputy Program Manager. The Project Assurance role supports the Project Board by carrying out regular objective and independent project oversight and monitoring functions. It ensures that appropriate project management milestones are managed and completed.

### Project Organization Structure\*<sup>5</sup>



<sup>5</sup>\* If Security permits



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### 5.1. ROLES AND RESPONSIBILITIES

The roles and responsibilities of the main actors are briefly elaborated upon below:

#### 5.1.1. Project Board

The Project Board will provide general high-level strategic guidance to the Project; however, it does not provide day to day management and/or supervisory functions. It will include a representative of ILO, UNDP, and other partners as appropriate. As the project develops, other representatives may be added.

#### 5.1.2. Local Authorities

During the formulation of this project document, several local authorities were consulted and endorsed this project and requested its immediate implementation.

The potential roles and responsibilities of the local administration include:

- Support the planning functions and setting priorities;
- Mobilization and sensitization of communities and collection of local resources;
- Where possible, mobilize in-cash contribution to material costs and 100 % of security costs;
- Commit to the maintenance and operation of sub-project works, as relevant;
- Assist in the process of verification and selection of workers against checklist criteria;
- Support social and economic stability;
- Provide effective local administration and good governance;
- Where possible, support demobilization efforts, and integration of demobilized militia in project activities;
- Assist communities in the equitable distribution and sharing of local resources and project gains and work with UN agencies in formulating way forward towards early recovery and development;
- Support communities' capacities in peace building, local reconciliation and conflict resolution/management.

#### 5.1.4. Local beneficiary communities

Wherever possible, the project will capitalize on already existing structures that represent local beneficiary communities, such as *Community Management Committee (CMC) Structures*. In Bay, Bakol and Middle Shabelle, the UNDP Local Governance Project in collaboration with UNOPS has put in place the community based Planning and Budgeting Committees, which can serve this project as CMC's, thus capitalizing on existing community structures and in that process enhancing the relevance of these structures as representing the communities. Where those structures do not exist, the project will work directly with district councils and civil society structures to facilitate their establishment and work on community empowerment and to build capacities in areas such as community participation, management, accountability, operation and maintenance. Community Management Committees will be a crucial counterpart of the Project, although not the only one.

The expected roles and responsibilities of the local beneficiaries include:

- Engage in planning and setting of priorities/interventions;

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- Mobilization of local resources to support the project;
- Monitor sub-project works and participate in the inspection committee for handing over the sub-project upon satisfactory completion of the works;
- Participate in the selection of workers according to project criteria;
- Assist in conflict resolution and provide security for the sub-project's work site, materials, equipment and tools;
- Contribute to environmental protection, awareness and advocacy;
- Contribute to equitable sharing and distribution of resources within the project areas;
- Contribute to the supply of basic data and other relevant information;
- Promote a spirit of collaboration, cooperation and consultation with all other stakeholders.

### 5.1.5. Local Consulting Firms

It is envisaged that local consulting firms will be engaged in the following tasks:

- Awareness raising on the project among all potential stakeholder in the target area,
- Solicit and receive relevant sub-project proposals submitted by beneficiaries, assess them in terms of technical and financial aspects while keeping the principle guidelines of the project.
- Facilitate the set-up of an advisory committee for each sub-project, to be composed of the district council, the community, CSO and others, as relevant;
- Ensure proper monitoring and follow-up on activities under the project. Towards that end, establish and maintain a functional web-based interactive database where key project parameters such as number of workers, working days, sub-projects, locations, documentation, finances and beneficiaries are reflected to promote information sharing and transparency;
- Ensure proper and effective reporting (weekly, monthly, donor and other *ad-hoc* reports) as well as keeping electronic and hardcopy filing and documentation systems;
- Certification of issuance of payments to the implementing entity based on actual disbursements, outputs, and other agreed upon preconditions and procedures;
- Certification of completion of sub-projects activities, while ensuring proper handover and satisfactory completion of all activities;
- Ensure proper coordination and liaison between the field, UNDP, and the Project Management structures;
- Advise the Project Management on all issues related to the project;
- Participate in regular project meetings, briefings, workshops and other activities organized by the project management, inside or outside Somalia.

### 5.1.6. CSOs (including NGOs, CBOs, Universities, Research Institutions)

In recent years, there has been a positive trend in creating Civil Society Organizations which carry out functions including service delivery, monitoring, training and others. Some CSOs are efficient and organized while others lack management, good governance structures and grass roots affiliation. While the project is looking into involving CSOs in the implementation of its various activities, it is imperative to pre-qualify those CSOs in a comprehensive manner; to ensure good quality performance based on track record and references from previous project work and from the networks they belong to. In addition it is important to verify the credibility of those CSOs in their constituencies.

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### **5.1.7. International NGOs**

Specialized International NGOs with an established presence in the Project Area will be contracted to carry out specific interventions related to livelihood improvement, know-how transfer, and capacity building and development purposes. Even though, INGOs rely on networks of local partners to implement the various activities entrusted to them, they can be major players in terms of contributing to the creation of an enabling environment for job creation, human rights protection, conflict prevention, reconciliation and gender empowerment. Although the initial foreseen grants for INGOs is relatively small (up to US\$ 150,000), it is foreseen that successful INGOs will become long term EGER implementing partners, in which case the granted funding will likely increase substantially, but this is to be based on clear comparative advantages and concrete implementation results.

### **5.1.8. Private Sector**

The private sector will be contracted through competitive bidding based on the pre-qualification of contractors. UNDP will carry out a pre-qualification and mapping of private contractors in the various fields. In addition, the local administrations can sub-contract all or few components of the agreed-upon sub-project following UNDP rules and regulations for procurement. This will be especially relevant for sub-projects with a high degree of technical (engineering) complexity and for infrastructure typically (co-)managed by utility companies. The use of the private sector in the implementation process of the various activities of the project can contribute to the creation of a conducive environment of public private partnerships (PPPs) and set examples that demonstrate their viability.

## **5.2. United Nations Development Programme - UNDP**

Within this initiative, UNDP will play the lead role in project management, coordination, implementation and monitoring. It remains the lead agency responsible for the technical, managerial and supervisory aspects of the project. This work will draw upon the technical expertise available with local and international partners, particularly ILO and other technical Agencies. The following are some of the main responsibilities:

- Lead the coordination, implementation and management of the project;
- Mobilize technical and financial assistance for the development and formulation of the Project Document and co-finance the preparatory phase;
- Within the scope of the project, support and empower the local management structures for improved and effective services delivery;
- Lead the development of a management information system, an integrated communication strategy, and carry out pre-qualification exercises for local consulting firms and national, local NGOs in consultation with other stakeholders;
- Implement social and basic community infrastructure and capacity building initiatives;
- Prepare progress, mid-term and final reports and disseminate information to all stakeholders at the frequency deemed appropriate and feasible;
- Act as the focal point and take lead in the Project Board functions;
- Organize and coordinate start-up, mid-term and final evaluation of the project;

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- Assist partner agencies in developing appropriate training packages, as necessary;
- Ensure that cross-cutting issues such as conflict mitigation, gender and environment are mainstreamed in all project activities;
- Facilitate and initiate the design of awareness and advocacy campaigns targeting communities and local administrations on issues related to good governance, peace building, environment protection, natural resources conservation and hygiene, as appropriate.

### 5.3. International Labour Organisation - ILO

ILO will build upon its international technical capacity in supporting and promoting local economic recovery and development for sustainable employment generation, and enhancing the vocational and entrepreneurial skills of the workforce, including within (post-)conflict countries.

The role of ILO in this project is linked to its special areas of technical expertise and include:

- Participate in the Project Board;
- Provide technical and engineering advice to the Project Management Team;
- Perform an assessment of employment opportunities and skills in areas that can absorb a large number of workers in order to contribute to a focused skills-development component;
- Provide basic entrepreneurial skills training using the Gender Enterprise Training (GET) for women and Know-About-Business training packages for youth entrepreneurship training;
- Lead in the creation and development of micro and small income-generating businesses, based on surveys and assessments which will be performed in the first project phase;
- Provide technical support on the development of common national systems and standards related to labor intensive works;
- Carry out a training needs assessment for local administrations and CBO's/National NGO's in order to formulate specific training projects, building technical project management skills;
- Lead in the application of labor based methods;
- Participate in the formulation of the project document, its improvement and implementation during the entire project cycle and assist in the identification of possible (complementary) sub-projects, possibly in collaboration with FAO, UNICEF, WFP and UN-Habitat;
- Safeguard that lessons learned from earlier and ongoing ILO interventions in Somalia and elsewhere are incorporated in the project;
- Participate in the regular monitoring as well as the mid-term and final evaluation of the project and submit progress, midterm and final reports on its activities to the Project Management Team.

### 5.4. Other UN Agencies – Inter Agency collaboration

Other UN agencies with technical expertise and ongoing activities in specialized domains that may benefit the project include UNICEF, FAO, OCHA, UNOPS, WFP, WHO, UN-Habitat and possibly others. The scope and modalities of their involvement will be explored, and where

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possible coordination and collaboration will be pursued with a view to enhanced effectiveness of the overall effort, thus also contributing to the UN vision in terms of close coordination and ‘delivering as one’. Given the mandates and technical expertise of the different Agencies, and the existing partnerships between them (such as within the Local Governance Project), many possibilities for collaboration and coordination will be pursued and many existing partnerships can be expanded upon.

Besides the partnership with ILO within EGER, of particular interest will be the collaboration and coordination with UNICEF on technical issues related to water, sanitation and hygiene, including awareness campaigns (existing information material and previous experience with education and awareness campaigns), capacity building on issues of operation and maintenance of rehabilitated infrastructure, Public Private Partnerships and community driven development issues, whereby potential for synergies will be identified in the field, with the aim of improving the overall implementation results and reach more beneficiaries. Another important partner will be FAO, for instance on the coordination of salary levels for beneficiary workers, communication strategies and the use of the extensive network in the field of FAO-led FSAU Food Security Analysis Unit. Close coordination with WFP on all issues related to its Food for Work project and humanitarian food projects, which will become more and more important given the current conditions in South Central Somalia, will be required in order to ensure that the efforts of both projects are complementary and do not interfere with each other. Some potential for collaboration with WFP/UNHAS may exist on the labor intensive maintenance of airstrips. EGER might also benefit from the expertise of UN-Habitat in environmental issues, especially in urban areas. UNOPS, already an implementing partner of the Local Governance Project, should be consulted on a number of issues, amongst which the rehabilitation standards for public buildings and the set-up and capacity building of community based structures, given its extensive experience in the Bay, Bakol and Middle Shabelle regions on this issue in the context of the District Planning and Budgeting initiative. Other partnerships could also be crucial for EGER and will be considered, such as with UNICEF for the rehabilitation of water, sanitation, health and education infrastructure, and WHO for health infrastructure.

Given the many areas for inter agency coordination and collaboration, it will be crucial for the project to focus enough project resources on this issue. EGER will join the recently constituted Cash Based Response Working Group and will actively participate in the existing coordination mechanisms, and where necessary initiate new ones in order to achieve maximum coordination and collaboration between the UN Agencies working in Somalia.

### 5.5. CAPACITY BUILDING

The project will capitalize on previous experiences in identifying capacity development needs, and where gaps exist, the project shall carryout Training Needs and Capacity Building Assessment (TNCBA) of local administrations and project partner CSOs and networks.

*Local consultancy firms:* There are currently at least three local consulting firms which could be considered for involvement in the project. Those firms are composed of individuals that have

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been trained through Oxfam-Novib to provide services in areas such as: assessment, feasibility studies, leadership skills, strategic planning and management, financial administration issues, stakeholders relations, project cycle management, project design, monitoring and evaluation, emergency preparedness and response and managing cash based projects. According to representatives of Oxfam -Novib, the standard and experience of the companies is sufficient for involvement in the project without any further capacity building. This will be verified through a pre-qualification process, which is currently underway.

*CSOs, NGO, local Institutions:* As mentioned above, there is a wide range of local organizations present in Mogadishu and South Central Somalia, and a limited number are expected to be suitable for immediate inclusion in this project, after a pre-qualification process that will give priority to organizations that already have a good track-record and no major capacity buildings needs. For those organizations that show potential but lack certain capacities, capacity building trainings will be considered.

*Local administration/community level:* It is anticipated that local consultants and NGOs will be engaged to provide capacity building in fields such as community participation, awareness, bottom-up planning processes, project implementation as well as on technical and environmental matters related to the projects as relevant. The project will benefit from earlier and ongoing capacity building efforts implemented by the Interagency Local Governance Project (see also 5.2. UNDP).

### 5.6. MECHANISMS FOR MANAGEMENT AND TRANSFER OF RESOURCES

UNDP best practices in the Somali context will be applied in the management and transfer of resources. UNDP rules and regulations in terms of financial management and monitoring should be followed, while ensuring proper accountancy and handling of all the supporting documents/invoices, receipt, and other relevant project documentation. It is envisaged that auditing activities of the implementing partners will take place regularly during the life of the project.

As such, payment requests and funds transfers will be made through the Hawwala system against actual expenditure or as agreed upon in the MOUs signed for the individual project activities. Payments will be made upon the receipt of the following documents:

#### **For Contracting:**

1. Approved tender documents containing the specifications and quantities for all individual sub-projects endorsed by the local consulting firm;
2. Minutes of bid-opening session as per UNDP rules and regulations;
3. Bids analysis and justification of selection of sub-contractor or service providers;
4. Signed contract between implementing institutions and sub-contractor;
5. Final certification report on work executed; and
6. Invoice(s) from suppliers in the name of UNDP Somalia.

#### **For Short Term Employment (Direct Employment)**

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1. A weekly attendance sheet for workers signed by the implementing institutions representative and the local consulting firm staff.
2. Payment request signed by the implementing institutions and endorsed by the project manager/local consulting firm;
3. After each payment, the implementing institutions will provide UNDP with salary payment sheets signed by each worker, indicating the amount paid to each worker certified by the local consultancy firm.

### 5.7 Linkages with UNDP Projects

A long standing presence in most of the areas targeted by the EGER project has endowed UNDP with good understanding of the local situation and possible partners, including CSOs and other actors in Somalia. UNDP is knowledgeable of local actors' functions in physical and economic development planning and implementation as well as in conflict resolution and peace building. In addition, UNDP has demonstrated the ability to manage local initiatives efficiently in Somalia and can capitalize and draw on experiences gained in other crisis and (post-)conflict countries to respond to both urgent humanitarian as well as developmental needs. The application of development principles early in the crisis situation, also known as early recovery, is a key working area for UNDP.

The Project, placed within the Recovery and Sustainable Livelihoods (RSL) Unit in UNDP Somalia, will coordinate and collaborate with the different ongoing activities within the RSL Unit, such as the ongoing partnership with FAO on 'Support to the Somali Meat Export', as well as with the Governance Unit and the Rule of Law and Security (ROLS) Unit on issues such as shared implementation mechanisms, capacity building at local level, and on efforts related to the reintegration of former militia.

The main focus for cooperation with the Governance activities of UNDP is the Local Governance Project, more specifically the District Based Peace Building Project (DBPB) and District Planning and Investment Process and District Basket Fund, currently being implemented in Bay, Bakol and Middle Shabelle, in collaboration with UNOPS, ILO, UNICEF and UN-Habitat. Instead of setting up its own structures with the local communities, EGER will utilize the Planning and Budgeting Committees, and their outreach and feed-back mechanisms towards the local communities. Where the Governance project focuses on planning and prioritization processes, from the communities up to the district level, EGER will utilize the outcomes of the community prioritization processes to identify eligible community sub-projects and fund and implement some of those sub-projects. By building on these activities both the communities, through more funded sub-projects addressing community priorities, as well as the projects will benefit in terms of validity of their processes and (cost) efficiency of project implementation. The implementation of more sub-projects prioritized and planned for by the local community structures put in place by UNDP's Governance Unit is expected to enhance the legitimacy and relevance of the District Planning and Investment Process and will benefit both the projects and the beneficiary communities. Additionally, the Local Governance project has engineering capacity in Bay and Bakol, which EGER will utilize to further enhance the technical support to the communities in order to assure the best possible implementation results.