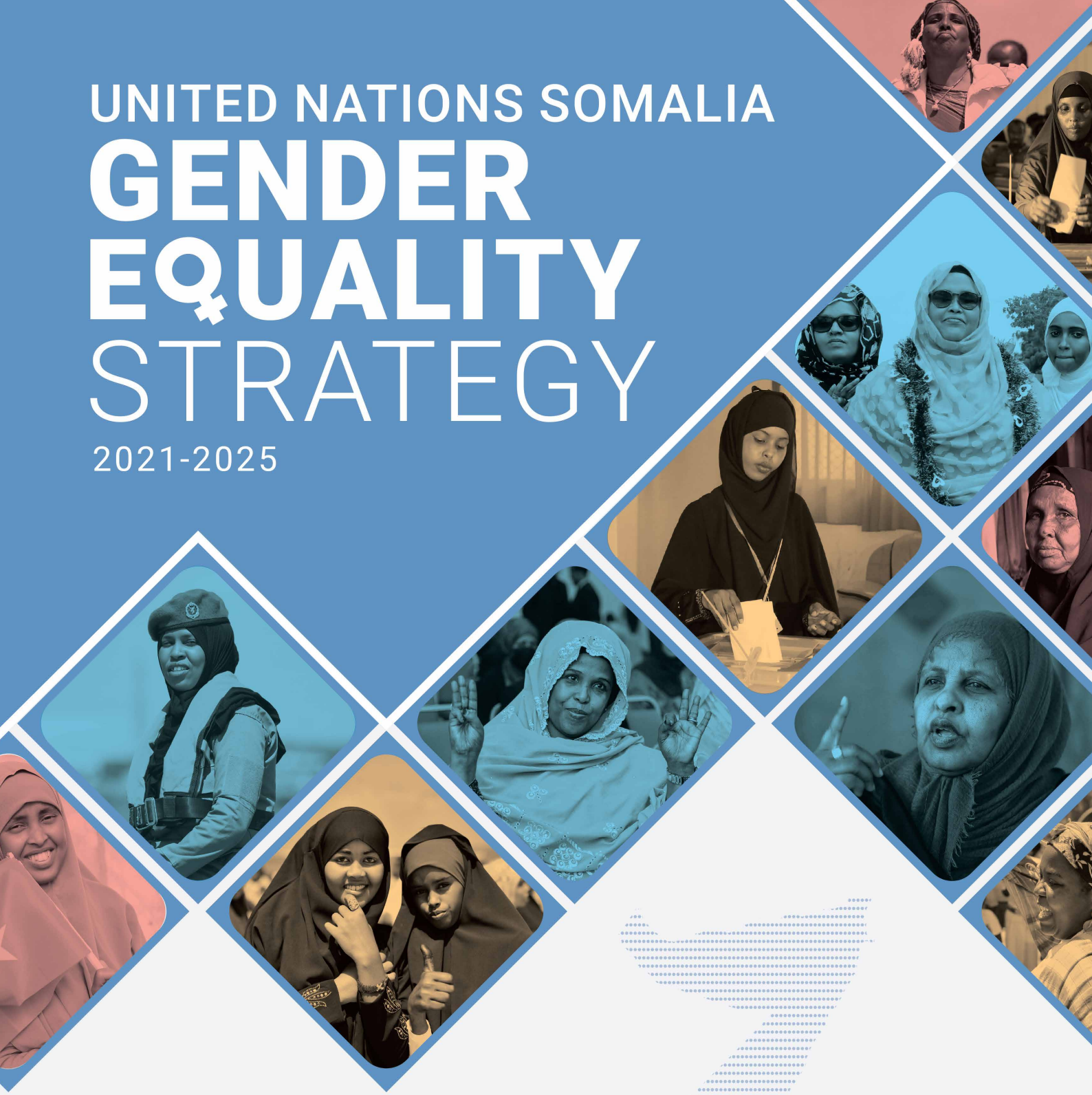
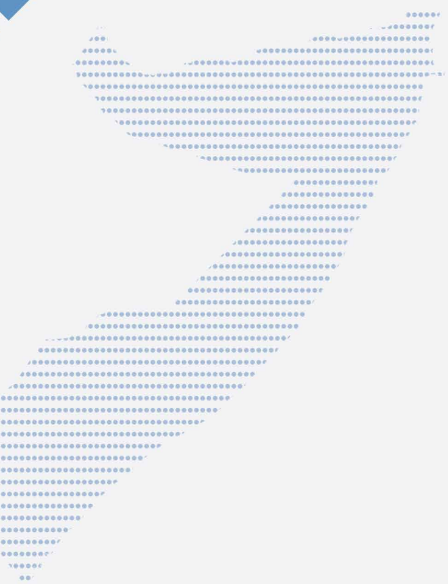
UNITED NATIONS SOMALIA

GENDER EQUALITY STRATEGY

2021-2025





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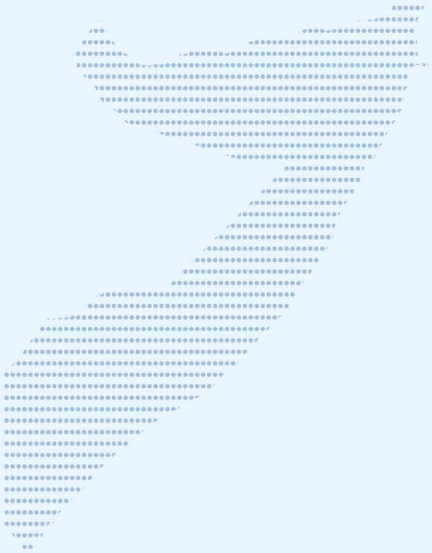

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Foreword

In the 2030 Agenda for Sustainable Development, the United Nations (UN) reaffirms its commitment to advance gender equality and women's empowerment. The Sustainable Development Goal (SDG) 5 is dedicated solely to achieving that commitment while underscoring that gender equality is a precondition to lasting peace, security and development.

Gender equality and women's empowerment is a priority for the Federal Government of Somalia (FGS) as well. In line with the principle of "Leave No One Behind", the Ninth National Development Plan (NDP-9) of FGS placed high emphasis on the advancement of women and girls, their participation, voice and empowerment.

The UN in Somalia, as in the past, has taken proactive measures to systematically promote gender mainstreaming and the women, peace and security (WPS) agenda in its Sustainable Development Cooperation Framework (UNCF)—2021-2025. From the onset, women were thoroughly engaged and consulted during the formulation of UNCF. The Equality Strategy (Strategy) 2021–2025, which is the second successive Strategy to advance gender equality and the WPS agenda in Somalia, provides a framework to realise the gender commitments made in the UNCF. It delineates the type and scope of support that the UN in Somalia will provide to national partners in strengthening their efforts on gender equality.

The Strategy, embracing internal changes evolved through the UN reform, focuses on the urgency of strengthening the gender capacity of the UN in Somalia to promote and sustain an empowering, enabling and inclusive environment for all staff. It equally emphasizes the importance of enhancing the national capacity through improved partnership with the government entities and donor partners.

The Strategy reflects past experiences and current needs on the ground while building upon the work of the previous Strategy (2018–2021) which remained relevant vis-à-vis the UNCF strategic objectives and the priorities outlined in NDP-9. The development of this Strategy involved multiple consultations within UN Somalia and with key partners.

The Strategy also takes into account the challenges of COVID-19 and climate emergencies that Somalia is facing and their impact on gender power relations, resulting in further marginalisation of women, girls and vulnerable communities. The Strategy thus strongly advocates for using a gender lens in the implementation of NDP-9 and the UNCF.

In support of Somali women's increased and effective participation of all aspects of the UN's work—humanitarian, peace and development—the Strategy promotes gender parity and gender-responsive strategic planning and programmatic interventions. These measures are imperative to deliver on the global goal of gender equality. We urge all staff of the UN in Somalia across the missions and Agencies, Funds and Programmes (AFPs) to work on the implementation of this Strategy over the coming years.

We are confident that our collective efforts will achieve the goal and objectives set out in the UN Somalia Gender Equality Strategy (2021-2025).

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Acronyms

AFPs	Agencies, funds and programmes
COVID-19	Coronavirus disease 2019
CSO	Civil society organization
DNH	Do no harm
FGM	Female genital mutilation
FGS	Federal Government of Somalia
FMS	Federal Member States
GAM	Gender with age marker
GBV	Gender-based violence
GTG	Gender Theme Group
HCT	Humanitarian Country Team
HRP	Humanitarian Response Plan
IASC	Inter-Agency Standing Committee
ICCG	Inter-Cluster Coordination Group
IDP	Internally displaced persons
IM	Information management
INGO	International non-governmental organization
LNOB	Leave no one behind
M&E	Monitoring and evaluation
MOC	Ministries, offices and commissions
MoPIC	Ministry of Planning and International Cooperation
MP	Member of Parliament
MoWHRD	Ministry of Women and Human Rights Development
NDP-9	Ninth National Development Plan
NGO	Non-governmental organizations
OECD/DAC	Organization for Economic Co-operation and Development/Development Assistance Committee
PMT	Programme Management Team
PSEA	Protection against sexual exploitation and abuse
PWG9	Pillar Working Group 9 (for NDP-9)
SADDD	Sex, age, disability disaggregated data
SDG	Sustainable Development Goals
SDRF	Somalia Development and Reconstruction Facility
SGBV	Sexual and gender-based violence
SHF	Somalia Humanitarian Fund
SMT	Senior Management Team
SRSG	Special Representative of the Secretary General
UN	United Nations
UNCT	United Nations Country Team
UNDS	United Nations Development System
UNCF	United Nations Sustainable Development Cooperation Framework (UN Cooperation Framework-UNCF)
UNSOM	United Nations Assistance Mission in Somalia
UNSOS	United Nations Support Office for Somalia
WPS	Women, peace and security

1. Introduction

1.1. Background

Gender equality is a fundamental human right and a vital foundation for a peaceful, prosperous and sustainable world. Gender equality is central to achieving the 2030 Agenda for Sustainable Development, the Sustainable Development Goals (SDGs). The 2030 Agenda envisages a world "of universal respect for human rights and human dignity" in which "every woman and girl enjoys full gender equality and all legal, social and economic barriers to their empowerment have been removed."[1]

Gender equality is an essential aspect of 'leave no one behind' (LNOB), one of the guiding principles of the 2030 Agenda, as women and girls and minorities are overrepresented among those furthest behind.

The foundation of the UN Somalia Gender Equality Strategy 2021–2025 (Strategy) is grounded in the United Nations Sustainable Development Cooperation Framework (UNCF) for 2021-2025. It is a two-pronged strategy looking both inward and outward promoting gender mainstreaming and the implementation of the women, peace and security agenda through; i) providing guidance for mainstreaming gender in the implementation of the UNCF 2021–2025 and, consequently to the Ninth National Development Plan (NDP-9); and ii) strengthening partnership for UN Somalia operational capacities for gender mainstreaming. These are supported by a set of integrated and mutually reinforcing outcomes designed to advance progress towards the SDGs.

Advancing institutionalization of gender mainstreaming across the triple nexus—humanitarian, development and peace—the Strategy aims to ensure an integrated and collaborative approach across the UN Missions and agencies, funds and programmes (AFPs). Working on political, security, humanitarian and development work of UN Somalia, the Strategy is designed to approach and advance gender mainstreaming and the women, peace and security (WPS) agenda in a systematic manner and at all levels and across sectors, acknowledging that involvement of women including those from marginalized communities.

The Strategy focuses on gender equality of women and girls in all their diversity, irrespective of their status and background. It places a conscious focus on the involvement of refugees, internally displaced persons, women with disabilities, young women, women from minority communities and other vulnerable and excluded women and girls. The Strategy offers guidance for programmatic approach and design with a deliberate attempt to engage women and men, girls and boys for the advancement of gender equality.

The 20th anniversary of the United Nations Security Council (UNSC) Resolution 1325 reiterated the unique effect conflict can have on women and children and "reaffirmed the important role of women in the prevention and resolution of conflicts and in peace-building." The role and participation of Somali women in peacebuilding and reconciliation, particularly in leadership and decision-making is significantly low. Nationally, Somalia signed peace agreements in 1993, 2002[2] and 2017 and the number of women signatories of peace agreements is insignificant[3].

The National Action Plan on Women, Peace and Security, which is being developed, addresses some of the challenges to inclusive peacebuilding and promotion of women's participation and protection. The Strategy takes into account the national priority for the advancement of the WPS agenda as well as gender mainstreaming commitments made in the UNCF.

1.2. Strategy: key considerations and focus

Fundamentally the Strategy is informed by targets set in the SDGs in general and, more specifically, SDG 5, which is aimed at achieving gender equality, the priorities set forth in the UNCF (2021-2025) and the NDP-9. It also rests on the principles of inclusivity and LNOB.[4]

Achievement of gender equality implies equality between all genders. Inclusion as a concept is defined and described in the concept of LNOB.[5] It aims to achieve gender equality while defining the wide scope of those being left behind and who therefore need special attention to have gender equality promoted. Paragraph 23 in the 2030 Agenda defines marginalized groups as:

Those whose needs are reflected in the 2030 Agenda include everyone regardless of age, gender, gender identity, disability, race, caste, ethnicity, nationality, geography, religion, sexual orientation or any other status.

The Strategy also takes account of the lessons learned from the implementation of the first UN Somalia Gender Equality Strategy (2018–2020)[6] , which revealed a set of strengths,

1 UN Department of Economic and Social Affairs: Transforming our world: the 2030 Agenda for Sustainable Development | Department of Economic and Social Affairs (un.org), 2015. Transforming our world: the 2030 Agenda for Sustainable Development | Department of Economic and Social Affairs (un.org).
2 United States Institute of Peace. 2002. "Peace Agreements: Somalia." Accessed 17 November 2021. www.usip.org/publications/2002/03/peace-agreements-somalia.
3 Two women were co-signatories of Galkacyo Peace Agreement of December 2017.
4 https://www.unwomen.org/en/news/in-focus/women-and-the-sdgs/sdg-5-gender-equality
5 Details in the Annex.
6 Key findings and recommendations from Assessment of the Somalia gender equality strategy 20218,2021, annex

including i) the range of sectors covered by the integrated UN presence in Somalia; ii) the use of joint programming approach; and iii) clear focus on the triple nexus. It also revealed limitations which UN Somalia requires to address in the new Strategy, including i) limited use of joint programming approach in a systematic way; ii) triple nexus not fully considered; iii) poor monitoring, reporting on progress and challenges and gathering and use of data; iv) internal capacity development was not prioritized; and, v) LNOB as a commitment was not fully adhered to.

The review also revealed the key weaknesses of the Federal Government of Somalia (FGS) and Federal Member States (FMS), including i) weak institutions and structures; ii) high staff turn-over, particularly decision makers affecting coherence in development cooperation; and iii) adherence to local culture and norms, which discriminate against women and girls and are gender insensitive.

The Strategy therefore focuses particularly on i) building an enabling and empowering working environment adhering to the above-mentioned policy frameworks and principles; ii) improving UN Somalia's internal gender technical capacity to inform programming, monitoring, reporting and learning; and iii) strengthening partnerships particularly in areas such as data gathering in hard-to-reach geographical areas, limited access due to the security constraints and/or on culturally sensitive issues.

1.3. Implications of COVID-19 on gender equality in Somalia

The coronavirus disease 2019 (COVID-19) crisis emerged in the first year of the Somalia NDP-9 implementation, fundamentally refocusing investment efforts and repurposing external assistance. Impacts of COVID-19 are expected to continue in 2021 and beyond. Not only has this affected the execution of the NDP-9 and other national priorities but it also acts as a reminder to all that the impact of such external shocks has been made worse by domestic amplifiers, such as the weak fiscal dispensation which undermines fiscal space and governments discretion to unilaterally meet the needs of the FMS.

Somalia announced its first confirmed case of COVID-19 on 16 March 2020. The government put in place prevention measures, including the establishment of COVID-19 response committees and an incident management system, border closures, suspension of local and international flights, movement restrictions, and suspension of basic services. It also restricted mass gatherings and advised social distancing and curfews, which were eased for the holy month of Ramadan. The Ministry of Health and Human Services' National Preparedness and Response Plan for Corona Virus Disease, March–August 2020 appealed for international support. The plan included 10 pillars, none of which adequately addressed risk mitigation of the gendered impacts of the pandemic, neither ensured protection of women and girls' rights. Only two pillars made reference to gender-related or women- and girl-specific needs, namely lifesaving maternal and neonatal services in the health pillar and gender-based violence (GBV) referral mechanisms in the psychosocial care pillar.

Following the government's plan, the UN and partners launched the Country Preparedness and Response Plan (CPRP) COVID-19 in April 2020 to respond to the humanitarian and socioeconomic consequences of the pandemic. CPRP acknowledges the increase of GBV due to COVID-19 responses and addresses the need to reduce its prevalence and provide comprehensive support to survivors. It points out that women and girls, together with other marginalized groups, are at greater risk of vulnerability to COVID-19. The plan also acknowledges that the burden of care is likely to increase more for women (including employed women) and girls than for men and boys owing to the existing gender division of labour.

Restrictions in movement, loss of livelihoods, disruptions in sexual and gender-based violence (SGBV) service provisions due to COVID-19 response measures contributed to a rising incidence of SGBV. An assessment of SGBV/FGM in July 2020 revealed that 38 per cent of respondents indicated an increase in GBV incidents. The number of GBV survivors' calls for help increased despite the inactivation of some of the hotlines in the states. There was an increase in reported cases of intimate partner violence, physical assault and rape, compared to that in 2019[7]. Anecdotal media and programming reports indicated a spike in the rape of women and girls and also a specific targeting of boys. The closure of courts contributed to greater delays in dispensing justice for GBV survivors who pursued prosecution of perpetrators.

The lack of SGBV shelters to provide protective housing for vulnerable women and girls as well as inadequate spaces for recreation and building rudimentary life skills contribute to the inability of women and girls to recover safely and speedily from trauma from violent incidents. Most women and girls fleeing violence in Somalia do not have options for safety and protection.[8]

Survivors of conflict related sexual violence who are mostly women and girls who are internally displaced faced COVID-19 related movement restrictions which limited their ability to access health, psychosocial, and legal support services. In addition, judicial services, including the adjudication of

7 Source: gbv_fgm_rapid_assessment_report_31july2020.pdf (unfpa.org)
8 UNFPA (United Nations Population Fund) and Gender Based Violence AOR Somalia. 2021. Overview over Gender-based Violence in Somalia. Advocacy Brief.

sexual violence cases, were suspended between March and September 2020. From October 2020, courts slowly resumed operations with COVID-19 related guidelines and protocols in place to address the spread of the pandemic. Although services were provided remotely, psychosocial support remained lacking owing to funding shortfalls. A paucity of personal protective equipment for shelter workers impaired their ability to admit survivors of gender- based violence. In response, the United Nations developed guidance, outlining models for remote service delivery in order to assist practitioners. The direct impact of COVID-19 related interventions for survivors of conflict related sexual violence further deepened poverty and marginalization. Conflict related sexual violence continues to impact women and girls in a disproportionate way and it is critical that interventions must take this into account to ensure that this is addressed effectively.

There are concerns that, as for other epidemics, policies and public health efforts might not be treating the gender-specific impacts of COVID-19 in an appropriate manner. For efficient COVID-19 response and to address perpetuation of inequalities between genders and in health matters, it is important to ensure that existing social norms, status and power-relation and differential vulnerabilities of women, men, girls and boys should be taken into account, particularly in relation to service delivery and in humanitarian context.[9]

1.4. Implications of climate change on gender equality in Somalia

The impact of climate change intensifies economic, political, social and environmental pressures, which can lead to the loss of livelihoods, increased competition over resources, displacement and migration, and price volatility for food and provisions amongst other.

Somalia is among the most vulnerable countries in the world to the effects of climate change. Since 1990 in the Horn of Africa the number of disasters relating to climate change have doubled, with Somalia alone experiencing more than 30 climate-related hazards, including 12 droughts and 19 floods. The frequency of these incidents is only set to continue to increase. The years 2020-2021 have been exceptionally difficult for the country, not only exacerbated by Covid-19, persistent floods and droughts, but also mass locust swarms which were reported to be eating 1.8m tons of vegetation a day in 2020 in the East Africa region alone. The impact of climate change has meant the loss of livelihood for Somalia's pastoral and agricultural communities, making resources even more scarce and fueling clan divisions and conflict, driving widespread displacement and migration and increased gender-based violence. As men are no longer able to provide for their families alone, this causes tensions in the household, driving domestic violence. At least 25% of Somali women have experienced gender-based violence exacerbated by conflict and displacement due to the climate emergency. More than 1.3 million Somalis were displaced in 2020 with about 34% of these were displaced due to drought conditions. This consequence of climate change is conversely related to the country's security, peace and development. It has also widened the gap between the existing patterns of inequality, especially for Somali women who have taken on additional burden to provide for their families.

Somali women have often had to take on increased responsibilities in livelihood production, and have successfully led in natural resource management, agriculture, and in other fields including water and sanitation, private sector as small business owners.

The participation and role of Somali women, particularly in decision-making and leadership is rather limited. Women constituted only 24% of the 10th parliament, the highest in any public and state institution in Somalia, excluding them from political, policy and decision-making processes and priority setting exercises. This, combined with traditional gender division of labor and unequal access to productive and intellectual resources and exclusionary institutional practices, makes Somali women, a great resource, invisible, and their knowledge, experiences and potential are disregarded or ignored in defining adaptation mechanisms, meeting the challenges of climate change. There is growing evidence that women possess capacity for effective climate change adaptation.

Central to sustainability of adaptive climate change is women's equal and effective participation. Promoting women's representation and participation, particularly in leadership and decision-making is vital to identify durable climate response and adaptive mechanisms. More women in the parliament, in decision-making, policymaking means more opportunities for Somali women in leadership roles driving the design and implementation of climate change adaptation plans and in the governance of natural resources.

9 UN Women WCARO (United Nations Entity for the Empowerment of Women West and Central Africa Office). 2020. The Consideration of Gender in the Framework of the Response to the COVID-19 Pandemic in West and Central Africa.

2. Strategic Setting

In line with the UNCF 2021–2025, this Strategy supports the four overarching strategic priorities that mirror the pillars of Somalia's NDP-9, namely:

- Inclusive politics and reconciliation
- Security and rule of law
- Economic development; and
- Social development

The UNCF is informed by the cross-cutting imperatives of the NDP-9, with a particular focus on women and other marginalized and vulnerable groups to ensure that they are not left behind.[10] Since the Strategy supports all UNCF priorities, it also supports NDP-9 priorities. In addition, this Strategy builds on existing United Nations (UN) principles and guidelines as follows.

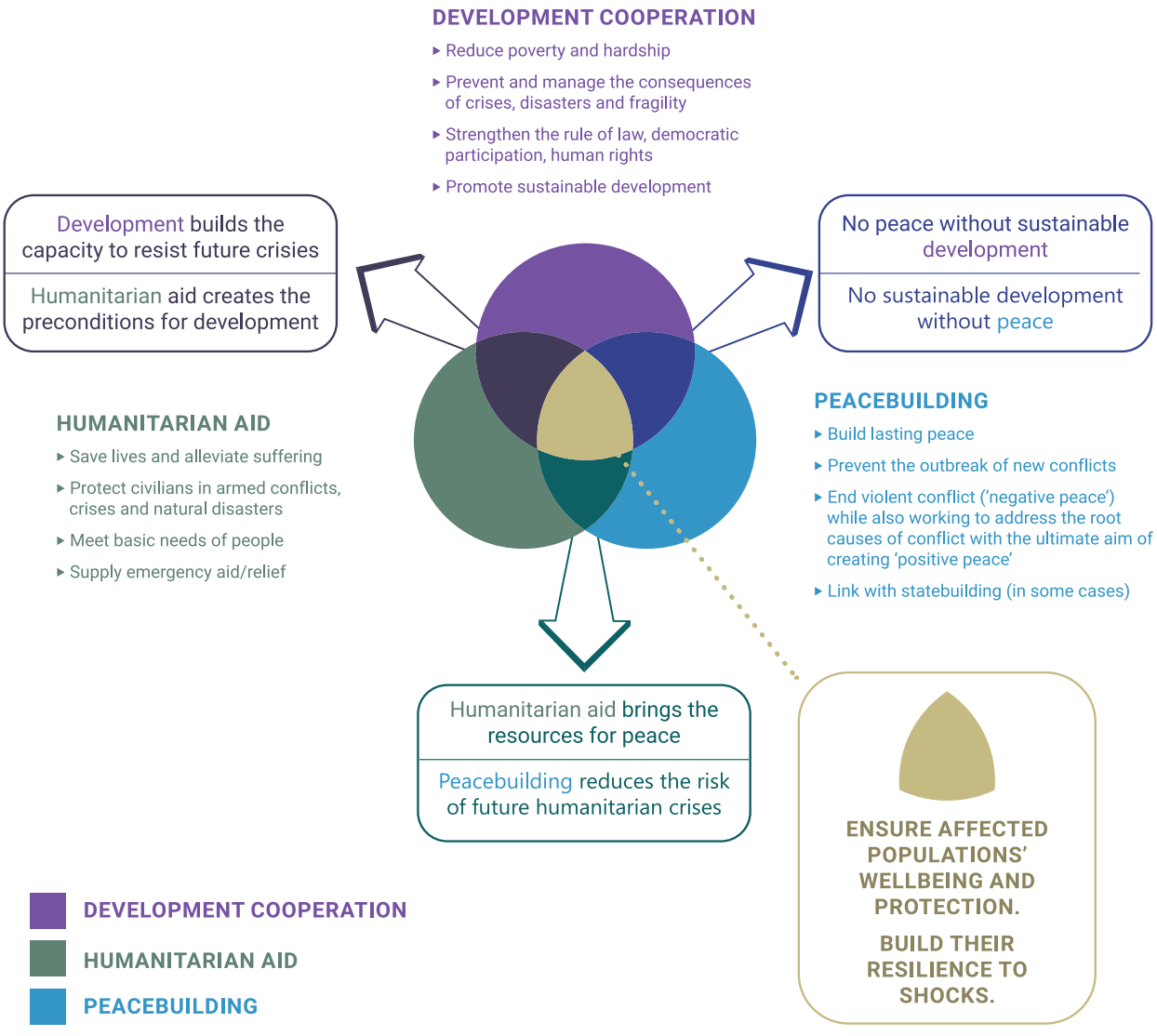
The UNs' ongoing reform process envisages that UN agencies working in humanitarian, development and peace realms will be working together more 'cohesively'. The approach seeks to capitalize on the comparative advantages of each sector to reduce need, risk and vulnerability following the recommendations of the World Humanitarian Summit.

The approach is not a 'handover' from humanitarian to development stakeholders. Rather, it acknowledges that in protracted situations, humanitarian and development stakeholders need to work side by side and collaborate.

The triple nexus implementation builds on a joint gender

10 UNSCDF for Somalia, 2021-2025 (2.2).

This figure illustrates the interrelationship and interdependence of the three components of the triple nexus.



Source: Tana Copenhagen. 2020. (The Triple Nexus: Building Resilience. Briefing Paper. Accessed 15 November 2021. tanacopenhagen.com/wp-content/uploads/2020/12/Tana_Nexus_Brief.pdf)

understanding and enhanced gender capacity among UN entities, in programmes and the mission, international and local non-governmental organizations (NGOs), private sector and civil society organization and in the Federal Government of Somalia (FGS) and the Federal Member States (FMS).

2.1. Transformative change

The Strategy places emphasis on the potential of transformative change which addresses the structural causes and consequences of gender inequality, with the aim of achieving lasting, empowering change in the lives of women, girls, men and boys. Different strategies and approaches can be adopted to ensure that the human rights of women, girls, men and boys are promoted equally, and that gender equality is achieved. The ability of local women and women's organisations to take an active, leading role in the aftermath of a crisis is a testament to the potential for transformative change.

The nexus of humanitarian, peace and development recognizes that meaningful and sustainable impact in the context of fragile States, disasters and conflict requires complementary action by humanitarian and development actors. As such, the empowerment of women and girls should extend not only to their roles in crisis response, but also in development assistance, peacebuilding and security, mediation, reconciliation and reconstruction. The participation, engagement and leadership of local women, youth and women disabilities and from minority communities is crucial to the successful outcomes of these efforts and must be enabled.

Leave no one behind

The central, transformative promise of the 2030 Agenda for Sustainable Development and its SDGs represents the unequivocal commitment of all UN Member States to eradicate poverty in all its forms, end discrimination and exclusion, and reduce the inequalities and vulnerabilities that leave people be-hind and undermine the potential of individuals and of humanity as a whole.

A major section of poor and marginalised Somali population is constituted of women and girls. Strengthening the awareness and capacity of duty-bearers to promote gender-response and inclusive policies and programmes is vital for the promotion and protection of rights and empowerment of So-mali women and girls. The Strategy is aimed at confronting structural barriers to women and girls' em-powerment and advancement of gender equality; particularly ensuring availability of sufficient re-sources and capacities to ensure integration of gender in policy making and peace and political pro-cesses, in the security and justice sector institutions, strengthening legislations and legal provisions and making services available and affordable to women and girls.

Do no harm approach

The programmes will adopt the 'do no harm' (DNH) approach and will apply relevant protection measures for the beneficiaries. The DNH principle was developed in response to a growing recognition of the potential negative effects of programming and to avoid exposing people to additional risks through interventions. DNH requires the humanitarian and development stakeholders, specifically those working on sexual and gender-based violence, conflict related sexual violence, rule of law, women, peace and security, among other things, to endeavour not to cause further damage and suffering as a result of their actions in humanitarian contexts and in dealing with cases of sexual and gender-based violence. DNH also mandates, in extreme cases, abstention as a preferable action or adopting alternative approaches to outreach to avoid risks.

3. Strategy goals and objectives

The Strategy aims to promote transformative change. The Strategy is aiming at bringing about changes both within the UN—at organisational and programmatic level and through cooperation supporting measures to promote gender mainstreaming in programmatic as well as in organisational aspect of national partners and civil society entities, including policy and legislative changes. This two-pronged Strategy is designed to address institutional strengthening, including systems and structures of partners entities to advance gender equality and the women, peace and security (WPS) agenda; and ii) strengthening of UN Somalia's capacity to apply gender equality principles, including norms and standards to promote and influence change in programming and internally to the UN's own environment, including improving internal resources, capacities, practice and expectations applying experience and lessons learned from the past and adapting to global best practices.

The goal of the UN Somalia Gender Equality Strategy 2021–2025: Gender equality and women's empowerment strengthened through the United Nations' support to Somalia's national priorities by promoting women's leadership, strengthening institutions and effective coordination that integrate gender equality principles across the nexus and at all levels.

The Strategy is meant to strengthen mainstreaming of gender equality and the WPS agenda, building on the achievements, experience and lessons learned from the past in Somalia and best practices globally.

The goal is realised through three objectives as follows

Objective 1: Results on gender equality and women's empowerment strengthened through implementation of United Nations' triple nexus approach in political, development and humanitarian settings.

Objective 2: The gender-equal, empowering and inclusive environment for all UN staff in Somalia strengthened.

Objective 3: UN Somalia leadership for gender equality and women's empowerment demonstrated.

The goal will be realized through the objectives outlined above. Objective one supports the implementation of UNCF gender mainstreaming commitments and the partner institutions implementing these activities. Objective two which aims to build the UN's programmatic and operational gender capacity to enable provision of strong support to national partners and counterparts. On the other hand, the objective three aims to further strengthening the UN Somalia leadership for the advancement of gender equality and the women, peace and security agenda in Somalia.

A robust gender monitoring system will be established that captures data from all partners within UN Somalia as well as national institutions to strengthen gender mainstreaming. This coordinated efforts will lead to the creation of a resource to support gender-responsive planning and monitoring.[11]

The objectives will be realised by delivering outputs and implementation of actions as elaborated below.

Outcome 1.1: Gender equality considerations are applied in decision-making in all NDP-9 (Ninth National Development Plan) implementation and aid coordination mechanisms.

Output 1.1.1: UN partners awareness and capacity for gender mainstreaming in their plans, programming and data-sharing/ data-reporting strengthened ensuring participation and inclusion of women and girls including from vulnerable groups and marginalised communities.

Action points:

- The UN will advocate with and through government partners, including the Ministry of Women and Human Rights Development (MoWHRD) and various pillars and thematic groups for gender mainstreaming.
- The UN shall carry out periodic consultations with women's leaders and groups, including civil society organizations and advocates, women Members of Parliament and State Assemblies and youth, to prioritize the WPS agenda and ensure women's views and perspectives are incorporated in all UN-supported efforts, including political, development, security, reconciliation and humanitarian.
- The UN shall advocate and work closely with the federal and state ministries in charge of gender equality and human rights, with other relevant federal ministries and entities and women civil society leaders and Members of Parliaments (MP) at federal and state levels to ensure at least 30 per cent of representation of women in all fora, including those related to the constitutional review, mediation and local reconciliation, elected bodies and in public sector employment, the security and justice sector institutions, interventions and civil service reforms. Furthermore, the UN will ensure that those forums are informed by the Federal Government of Somalia's commitments to gender equality and the WPS agenda.
- The UN will support the MoWHRD to generate and disseminate a biennial status report on gender equality in Somalia, including a specific focus on the impact of the humanitarian emergency on women, adolescents and minorities.
- The UN will advocate for gender as equal partners in development and engage community and religious leaders as agents for change.

Output 1.1.2: Capacity[12] in gender mainstreaming enhanced and used in federal, state and district level institutions/authorities and within UN partners, contractors, and civil society organizations.

11 Details in the Monitoring Plan.

12 The OECD/DAC define capacity as "The ability of people, organisations and society as a whole to manage their affairs successfully", involving capacity of systems, structures, human resources, infrastructure and work environment (OECD (Organization for Economic Co-operation and Development) 2011. Perspectives Note: The Enabling Environment for Capacity Development).

Action Points

The UN will:

- Work with and support the MoWHRD and the Ministry of Planning and International Cooperation (MoPIC) to strengthen national capacity on gender equality including the establishment of gender units/departments in key ministries, offices and commissions (MOC) and inter-ministerial/commission/office gender focal points network and initiate gender-responsive planning and budgeting.
- Support MoWHRD and their counterparts in key ministries to strengthen their capacity and action for improved advocacy and action for gender- -responsive legislation.
- Generate gender- -relevant information and data to improve development planning and humanitarian response.
- Strengthen the capacity of representatives of women and men, youth, women with disabilities and minority groups affected by displacement, enabling their vocal participation in i) humanitarian, development and public affairs decision-making and planning; and ii) contributing to response planning, reintegration and sustainable development.
- Capacity-strengthen development and humanitarian organizations, including women-led civil society organizations (CSOs), women's networks, coalitions and relevant local stakeholders of Inter-Agency Standing Committee (IASC) gender resources/handbooks/training toolkits.
- Establish a database of women-led human rights organizations, CSOs and non-governmental organizations (NGOs) that support capacity-strengthening in gender and protection (including gender-based violence (GBV) and protection against sexual exploitation and abuse (PSEA)) and those that provide technical support enhancing engagement in humanitarian programming.

Objective 2: The gender-equal, empowering and inclusive environment within UN Somalia is strengthened.

Outcome 2.1: UN Somalia ensures and incorporates measures in place supporting gender equality and women's empowerment.

Output 2.1.1: Gender equality policies, practices, mechanisms and measures applied by UN Somalia in all programmes and operations.

Action points

The UN will:

- Conduct periodic reviews with UN agencies to monitor compliance with work environment requirements for gender--related initiatives, e.g. work/life balance, flexible work arrangements and care responsibilities, as relevant.
- Support the organization of periodic forums for the sharing of organizational audit processes for gender equality, women's empowerment and inclusion that advance gender equality and, mainstreaming actions and achievements by UN Somalia.
- Establish and organize biannual forums, especially on key global commemoration days for UN Somalia to share mechanisms/initiatives that are in place to promote gender equality in the workplace.
- Continue holding Special Representative of the Secretary General (SRSG) all-women staff town hall meeting on a biannual basis.
- Establish and scale up a group of male champions and role models for perspective building and awareness-raising on issues of gender equality who can communicate messages about male partnerships and collaboration for the attainment of gender equality by organizing male-centred discussion forums and develop and disseminate communication materials concerning positive male behaviour and action for gender equality.
- Introduce and observe a male and female 'champions for gender equality' annual award.
- Support the initiation of informal groups and networks for women in the UN for recreational activities championed by the UN Gender Theme Group (GTG).

- The UN GTG Working Group and other relevant working groups will conduct gender awareness/knowledge-building sessions for selected UN staff and partners on GBV strategy, Community of Practice strategy and PSEA guidelines, in collaboration with the GTG, and share GBV/PSEA updates (using data from the GBV subcluster and PSEA working group) with GTG and clusters to increase awareness of issues and influence actions by the UN.
- Undertake proactive measures to ensure women's enhanced representation in various committees and task forces of the UN with the eventual aim of equal representation of women and men at all levels.
- The UN Country Team (UNCT) will demonstrate commitment by adopting example-setting goals, including signing up to the UN Global Compact for stronger gender equality goals/results.

Output 2.1.2: UN in Somalia have put in place and implemented measures to prevent sexual exploitation, abuse and prevent sexual harassment.

Action Points

The UN will:

- Conduct periodic reviews with UN agencies, the Conduct and Discipline Working Group and the inter-entity PSEA task force to monitor and ensure compliance with the mandatory training of authority on PSEA.
- In collaboration with the UN Integrated Office and the UN Support Office for Somalia (UNSOS) Training Unit, develop modules specific to the context in Somalia that address gender equality and women's empowerment within the PSEA training.
- Work closely with the PSEA working group of the UN and provide technical and other support required in developing strategies and action plans to prevent and respond to sexual exploitation and abuse.
- Provide space within the GTG and other platforms for a regular briefing on the measures taken to prevent and respond to sexual exploitation and abuse within the UN system.
- Support the development of accessible complaint mechanisms for reporting sexual exploitation and abuse and train staff at the focal points in receiving complaints and how to discharge their duties.
- Develop training modules and incorporate UN standards on sexual exploitation and abuse with an emphasis on the zero-tolerance policy in induction materials and other periodic training courses for UN personnel, including consultants, contractors, volunteers and interns.
- Develop measures to protect persons from retaliation where allegations of sexual exploitation and abuse involving UN personnel are reported.
- Investigate allegations of sexual exploitation and abuse in a timely and professional manner. This includes the use of appropriate interviewing practice with complainants and witnesses, and particularly with children, adopting victim protection and confidentiality with the principle of 'do no harm'.
- Take swift and legally appropriate action against UN personnel who commit sexual exploitation and abuse. This may include administrative or disciplinary action and/or referral to the relevant authorities for appropriate action.
- Provide basic emergency assistance, psychosocial support and other assistance to complainants of sexual exploitation and abuse.
- Support that UN entities will regularly inform UN personnel, contractors, consultants, volunteers, interns and implementing partners on measures taken to prevent and respond to sexual exploitation and abuse. Such information should be developed and disseminated in-country, in cooperation with other relevant agencies, and should include details on complaints mechanisms, the status and outcome of investigations in general terms, feedback on actions taken against perpetrators and follow-up measures taken, as well as the assistance available to complainants and victims.

Objective 3: UN Somalia leadership for gender equality and women's empowerment demonstrated

Outcome 3.1: Gender is mainstreamed in planning, implementation, monitoring, data gathering and analysis and reporting across the triple nexus.

Output 3.1.1: UN Somalia institutionalizes a robust data-sharing framework, monitoring and reporting for gender equality and women's empowerment.

Action points

The UN will:

- Develop, endorse and allocate resources for the Strategy Implementation Plan.
- Establish an agency/entity focal persons for monitoring and implementation of the gender strategy.
- Undertake a review of the monitoring, reporting and evaluation frameworks and improve their gender responsiveness with clearly defined indicators and verification measures.
- Conduct a gender analysis using sex, age, disability and geography disaggregated data[13] at framework development and programme design stages to ensure that gender equality is a significant objective of all UN cooperation frameworks and project strategies (including the Human Response Plan (HRP) and the Somalia Humanitarian Fund (SHF)) and that intervention/programmes reflect gender- -transformative indicators targeting results (outputs and outcomes).
- Collaborate with partners at all levels, including the Government Statistics Office, on generating sex, age and inclusion disaggregated data, and undertake gender analysis under the oversight of the Programme Management Team (PMT) and by clusters to acquire evidence of gender disparities, inequities, gaps and the disadvantaged position of women and girls, and gender dynamics of stressors and shocks, vulnerabilities and drivers of instability for use in planning, programming, monitoring and reporting.
- Use gender-sensitive data and statistics in all strategic priority areas of UN Somalia and to inform all ongoing, forthcoming planning exercises and new design interventions. Ensure all exercises and interventions are monitored.
- Apply the IASC 'Gender with Age Marker' (GAM) to assess all new funding decisions and report on the investment in gender equality.
- Support that Somalia Development and Reconstruction Facility (SDRF), HRP and SHF confirm that all programmes have undergone a gender review at the Project Working Group needs assessment stage (HRP/SHF), with a gender analysis report generated that reflects the needs of different sex, age, disability and minority groups.
- Introduce and improve annual reporting on results in gender equality by all established inter-entity mechanisms, including the GTG, the PMT, UNCT and the Senior Management Team (SMT).
- Produce humanitarian information management products (dashboards, bulletins, snapshots) and advocacy messages capturing gender issues, including sex, age and disability disaggregated data

Output 3.1.2: UN Somalia commits dedicated resources for strategic use of evidence-based data for advancement of gender equality, women's empowerment across the nexus.

Action Points

The UN will:

- Engage in consistent and systematic advocacy for women's enhanced participation, protection, and empowerment in both public communication and business meetings with selected officials of the Somalia Government at all levels.
- Organize semi-annual high-level seminars on gender thematic issues for the UN Somalia leadership.
- Undertake consistent and systematic gender- -responsive strategic communication, specifically on WPS and women's

13 Pittman, A. n.d. "Will the SDGs leave no one behind? A comprehensive review of disaggregation in the SDG framework." Open Data Watch. Accessed

leadership; this will be done by the UN Communication Group on Gender.

- Organize open days on UN Security Council Resolution (UNSCR) 1325 (WPS) and periodic gender advocacy and networking events with Somali gender activists and practitioners, and discuss concerns and priorities related to UNSCF.
- Organize biannual coordination meetings between the Pillar Working Group 9 (PWG9) of the MoWHRD and donors with participation by the gender community to disseminate the results and consult on gender issues pertinent to ongoing and forthcoming processes and those of national importance.
- Strengthen the capacity of the UN programme teams/clusters in gender mainstreaming through sector-specific mainstreaming training, including the use of gender analysis, gender marker, GAM, gender-responsive planning, monitoring and reporting, and gender and protection.
- Undertake mapping of available gender expertise within the humanitarian clusters and identify the capacity gaps per objective/implementation plan and offer the necessary support, including Cluster Inclusion Focal Points Working Groups (CIFPWG) and supports in cluster-specific capacity.

4. Partnerships

The effective implementation of this Strategy presupposes engagement with a range of partners with different purposes including i) strengthening of governance systems and structures to support gender equality; ii) gender- -related innovation; iii) community development; and iv) information-sharing at all levels.

Partnerships build on mutual commitment and gains. The scope of partnerships[14] may include all sectors at the Federal Government of Somalia and Federal Member State levels; INGOs, NGOs, CSOs and community-based organizations; clan elders, religious leaders, community leaders and women leaders; other community-based groups; academia; and media.

4.1. All sectors at Federal Government of Somalia and Federal Member State levels

UN Somalia will continue to support governmental capacity development, mainly that of the MoWHRD and its cross-sectoral efforts on specific identified areas in managing key gender analysis and mainstreaming tools, and further support development of monitoring frameworks using indicators that will capture results/changes supporting gender equality.

Gender equality is relevant in all sectors but is less obvious in sectors such as the road infrastructure sector in which aspects such as routes for fetching water, supply chain management to transport agriculture products and the need for easy passing under motorways for children, old people and those living with disabilities are key to ensuring communities benefit from road construction.

Such partnership will support mutual efforts in widening the gender scope and, reciprocally, enable robust gender data across the triple nexus and all sectors.

4.2. Non-governmental organizations, civil society organizations and community-based organizations

UN Somalia will engage with CSOs including, NGOs, CBOs, Women leaders, Traditional Leaders, Faith Based Organizations, organizations working for women with disabilities, Media, Academia and Youth organizations that have local representation to implement gender equality activities at their respective levels and in their areas of operations. The partnership will be extended to include work on behalf of the UN and other partners to ensure continuity in implementation irrespective of the situation. This could include working as monitoring agents for UN entities, acting as trainers of trainers in gender equality measures at the downstream level and providing gender equality and women's empowerment advocacy. Such partnerships would ensure mutual learning.

In addition to the UN achieving a wider outreach and women and marginalized groups having direct access to relevant learning, this partnership can contribute to dissemination of gender-related information, for example on violence against women in elections, policy, legislative development and advocacy on access to justice for women, and best practices in these, enabling community adoption of tested practices.

By emphasizing that partnerships are a mutually enriching collaboration, it is envisaged that all partners will receive the required capacity development and, in turn deliver relevant products.

14 Nicola Harrington: The SDGs call for a revitalised global partnership: What should we do differently this time? OECD, 2015.

5. Institutional arrangements

This Strategy emphasizes enforcing gender equality results across the triple nexus and documenting these through coordinated UN efforts and capacity development on gender mainstreaming within the UN in Somalia.

The Strategy addresses UNCF gender commitments and by extension national priorities. as articulated in NDP-9 It advocates the need for enhanced gender mainstreaming capacity of the UN internal as well as partners.

The Strategy also places high emphasis on the inclusion and meaningful participation of women and women's rights organizations throu ghout the programming and implementation process.[15]

5.1. Management commitments

Successful implementation of the UN Somalia Gender Equality Strategy 2021–2025 relies on senior management commitments as follows.

- The UN senior leadership across the missions and AFPs shall commit themselves to proactively advocate for full implementation of the Strategy, including ensuring availability of adequate resources.
- The UNCT will be the primary oversight mechanism for implementing the Strategy with the GTG as the lead mechanism.
- The UN SMT will ensure that the UN PMT and OMP are fully engaged and proactively ensuring the implementation of the Strategy.
- SMT will ensure that the implementation of the Strategy is recognized as a performance measure for all senior and mid-level managers.
- Senior managers will ensure quarterly reporting on the implementation status of the Strategy by the PMT, Inter-Cluster Coordination Group (ICCG) and GTG.
- UNCT, PMPICCG, SMT, will ensure incorporation of gender and WPS issues their functions, including meetings, speeches, advocacy, composition of delegations etc.

5.2. Resourcing the implementation of Strategy

- Resources for the roll-out of the Strategy are critical for the effective implementation and documentation of results relating to gender equality.
- Strategy objective 1 delivers to specific outputs in the UNCF as specified in the log frame[16] and the resources for this can be carved from existing budgets for direct implementation.
- Since there is no budget for activities under objectives 2 and 3, and since the enhanced gender capacity is a precondition for delivering the planned UNCF activities with a gender lens, an agreed percentage of all project funds should be allocated to objective 2 and 3 activities. The joint funding includes the establishment and operationalization of an inter-agency gender monitoring unit or similar specific gender responsive monitoring. Regarding the latter, UN monitoring group will take charge of the task and focal points will be assigned by all UN entities.

6. Implementation Arrangements

The overall oversight and implementation of this Gender Strategy rests with the SRSG and DSRSG/ RC/HC. The members of the UNCT and the SMT, which comprises the Heads of AFPs and United Nations Assistance Mission in Somalia (UNSOM) senior leaders, will provide leadership and ultimately be accountable for the delivery of gender equality results stipulated in the Strategy. Under the Chairpersonship of the DSRSG/RC/HC, the GTG will act as the primary mechanism to facilitate the implementation, bringing all stakeholders together, ensuring effective coordination and reporting on the progress. The DSRSG/RC/HC will convene two bi-annual meetings to review the progress and address any major obstacles needing intervention from the highest level.

The SMT will also ensure that adequate resources are committed and available for smooth implementation of the Strategy. The integrated PMT, comprising senior programme staff, deputy heads of agencies, and UNSOM sections, being the main mechanism for the coordination of the substantive programming issues, will be responsible for advising and facilitating generation of status reports and periodic analytical progress reports on the implementation of the strategy per the Implementation Plan. PMT will also be the primary mechanism to ensure the decisions of mandatory use of gender analysis and sex/age-disaggregated data in all new initiatives—short, medium and longer-term— adhered to and continued improvement on gender responsiveness for the implementation and results analysis of all approved and

15 UNSDG (United Nations Sustainable Development Group). Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level, 2018
16 See Annex 3.

on-going initiatives.

The IO, UNSOM Joint Planning Unit, Integrated Analysis Team and the GTG will provide the necessary technical and coordination support to the PMT in fulfilling its role in coordination with the UNCF Result Groups including the Result Group on Gender, Human Rights and Inclusion. The GTG will be the main hub of the gender technical resources for the implementation of this Strategy. GTG will ensure technical tools, knowledge, capacity and guidance are provided in a timely manner to the PMT, IO and will also serve as an early warning mechanism for any deviation and or any major obstacles encountered and/or anticipated in the process. GTG in its monthly meeting will track latest developments and progress.

The GTG will provide coordination and leadership, keeping all stakeholders abreast of latest developments and progress at all times, seeking information and offering advice and guidance to both internal and external stakeholders in a timely and constructive manner. The GTG will also be responsible for offering information on new body of knowledge analysis, studies and establishing a database of national and international resources on gender specialists per the outputs of the Strategy and make it available to the PMT and all other international and external stakeholders.

Through the PMT and IO, the GTG will offer forecast to various stakeholders and mechanisms well ahead of deadlines and on key deliverables. The GTG will operate in close cooperation with various gender focal points' networks (internal and external, including the donors), government ministries, the UN Information Group and M&E Group to ensure effective and optimal coordination, visibility of the work of the UN and supporting resource mobilization efforts based on gender equality results and the work of the UN as a champion of gender equality.

The GTG will establish three Task-Teams per the objectives, in order to ensure an intra-accountability within the GTG. Each Task team will have two Co-leads and two alternate Co-leads based on the comparative advantage per objective and outputs under the objectives and technical resource available on the ground. The Task Teams will be the front runners driving the coordination for effective results delivery at the objective level and keeping the entre GTG engaged to support the process. UN Women, Integrated Gender Office (IGO) and IO will ensure that the coordination is optimal, resources—technical and financial—are available, senior leaders are engaged and reports are generated and disseminated as per the plan. While UN Women and IGO as co-chairs of the GTG will continue to support the GTG and its ordinary business being accountable to the DSRSG/RC/HC. UN Women, as the Secretariat of the GTG, will provide secretarial support to the overall process. The Co-leads of Task Teams will ensure they keep the Secretariat fully abreast of their engagement and alert GTG and PMT within appropriate time in addressing any unforeseen challenges.

6.1. Sharing of responsibilities

The GTG will be responsible for:

- Coordination of gender equality implementation activities to ensure adherence to the nexus principle while avoiding duplications.
- Coordination and support of gender equality capacity-building, with the aim of having the entire spectre of gender equality needs covered and having UN Somalia and partners receive relevant capacity-strengthening at the right time and enabling peer learning to optimize resources.
- Supporting effective and coordinated gender equality data collection and use.

UN Women, in its capacity as a co-Chair and through its normative mandate and jointly with the UNSOM, will support other UN entities, MoWHRD and other partners at the national level in applying gender tools. Hence, all efforts mentioned here and in the logical framework imply this support function.

It is envisaged that thematic GTG support groups and joint allocation of monitoring persons working solely with gender equality data collection, analysis and sharing will be required. This includes developing tools and developing and maintaining a Somalia gender equality data system that captures data from all UN agencies and from partners; it also includes sharing the consolidated data with the partners, for example through an accessible data platform.

6.2. Planning and programming

- Regarding UN entity requirements for the application of gender analysis of country/regional programme documents, programmes and projects, UNSCF priority areas will identify concrete changes to advance gender equality in at least one area of intervention. All results and resources frameworks must have at least one gender-specific outcome and output indicator.
- Under the current UNCF and UN Somalia Gender Equality Strategy period (2021–2025), UN Somalia will progressively increase programming, specifically addressing gender equality and through its programmatic work. Each entity, therefore, will aim to allocate an agency-agreed percentage of all country programme and project budgets, recruit/designate dedicated gender focal persons to advance gender equality, as well as introduce evidence-based monitoring of gender and effectively share the data.

6.3. Accountability

- UN Somalia will aim to allocate resources either for a joint gender monitoring and evaluation (M&E) function or for designating a focal person from each entity to provide implementation and M&E support for the Strategy.
- The UN agency corporate monitoring systems (results-based management) and tools are adjusted to capture gender equality to enable the entities to assess progress towards the three development objectives established in the UN Somalia Gender Equality Strategy 2021–2025.
- Periodic reporting on gender equality results by all established inter-entity mechanisms, including UNCT, GTG, PMT and the HCT, will be introduced and improved.
- The PMT and the GTG will meet semi-annually to monitor implementation of the gender equality strategy and to provide policy guidance to UN entities with action points and timelines.
- All UN Somalia evaluations will be designed and implemented in accordance with the norms and standards for evaluation in the UN system, including the gender-related norms and standards. Implementation of the UN Somalia Gender Equality Strategy will be evaluated in its mid-term and at the end of the strategy.
- UN Somalia will continue to implement and improve the GAM as the primary tool for tracking resource allocations for gender equality in the organization.

6.4. Gender capacities

- Gender equality, which are integrated into the core values and/or competencies for all staff, need to be assessed constructively.
- UN Somalia agencies will establish/strengthen multidisciplinary gender focal teams, which will be led by senior management (deputy representative/country director). These teams will bring together operations and programme staff to ensure gender mainstreaming in the programme portfolio, M&E and evaluation of gender equality results, and addressing institutional issues, including gender parity, and the enabling environment in terms of capacity-building of staff and adjusting systems and structures to support the gender focus.
- In addition to the gender focal teams, all country offices aim to have a dedicated and experienced gender specialist who can provide technical backstopping to programme and operational units, and who can lead in developing and implementing gender-focused, women-specific programmes, building partnerships with women's movements and shaping the country office's advocacy on gender.
- UN Somalia will strive to ensure that all training, platforms and networks and other learning opportunities incorporate sessions on gender equality led by a gender expert.

6.5. Inclusive, diverse and safe work environment

- In line with the new United Nations' System-wide Strategy on Gender Parity promulgated by the Secretary-General, UN Somalia aims to maintain full gender parity among all staff and attain full parity among all senior management roles by 2024 and at each grade level by 2025.
- UN Somalia aims to attain tangible quality of its working environment, whereby all staff have equal opportunities to grow, progress in their careers and make a difference in the atmosphere of respect, care and flexibility, free from any bias, discrimination or harassment.
- Regular reviews with UN entities will be conducted to monitor and ensure compliance with the mandatory training on the prevention of sexual exploitation and abuse (PSEA).
- Periodic forums on sharing of organizational audit processes for gender equality and women's empowerment for mainstreaming gender equality actions and achievements by UN Somalia will be organized.

7. Monitoring, Reporting and Evaluating the Gender Strategy

This Strategy provides a framework for planned, systematic and collective attention to and Acton by the different UN entities on gender equality and women's empowerment, in line with global commitments and commitments in the diverse assistance and cooperation frameworks to Somalia. The gender component of the UN Strategic Assessment, drawing on the draft accountability framework of the UNCT, recognized the need for improved UN leadership's accountability on gender, to allow for the development of joint and harmonised messages and improved advocacy, improved gender mainstreaming in programming, joint reporting and M&E. Effective M&E will require the presence of data and improved capacity at all levels to collect and analyse it in a sex-disaggregated manner. However, the lack of sex and age disaggregated data in Somalia remains a challenge. Furthermore, what specific indicators for gender interventions and results which exist in the various assistance frameworks all lack a specific M&E plan, clearly

defined indicators, benchmarks, milestones against which their achievements or otherwise will be measured.

The GTG will lead in the development of capacity and tools for identifying, collating, organizing and disseminating what data exists on gender equality and women's empowerment as articulated in the implementation plan attached to this strategy. The aim will be to secure tangible and measurable gender results in the NDP via the UNCF and the UN's commitment to HRP as well as effectively measure the success of this strategy towards achieving its underlying aim of strengthening UN Somalia's response on gender. Baselines will be developed for the relevant gender issues; especially relating women's participation, protection and prevention as outlined in objectives of this strategy. To realise the objectives of this strategy, the GTG will approach M&E from two perspectives:

1. A Gender M&E plan(s) for the UNCF and HRP, which will help update baselines, identify key commitments, set targets for achieving them, with complimentary indicators aligned with global WPS indicators, Secretary General's Seven Point Acton Plan, Gender Scorecard principles, and IASC Gender Policy Statement and Centrality of Protection Strategy. The M&E plan(s) will incorporate gender mainstreaming tools such as gender analysis, use of sex disaggregated data and the Gender Marker to track and measure investments and results on gender through the various assistance frameworks. The plan will be made available to AFPs through the UNCT and HCT and the UNSOM Sections, for adoption and adaptation to their individual work, based on mandates and responsibilities in the assistance frameworks. The plan(s) will further be integrated into the reporting mechanisms for the assistance frameworks, so that the information emerging from them drives programming decisions.

2. M&E for the present Strategy, will help measure achievements of the outputs and objectives of the strategy through the implementation plan attached. Ongoing monitoring of the strategy will provide insights to help with continuous adaptation and improvement of the strategy's relevance, effectiveness and approaches. Various information sharing and reporting mechanisms (highlighted in the strategic actions categorized by output) across the UN will provide the review and feedback required. Vital role will be played by the GTG, PMT and IO in instituting the M&E plan for gender equality results. It will also highlight the extent of availability and use of sex-disaggregated data and gender analysis in the ongoing processes, new interventions and progress monitoring and reporting purposes. The Strategy will be reviewed at the end of 2022 in light of the priorities of the new federal government and the adaptation of the National Action Plan on USCR 1325 on Women, Peace and Security. A final evaluation of the strategy will be conducted in 2025 by an independent Gender and M&E expert.

Annex 1

Overview of Gender Strategy support to existing UN efforts

NDP-9 DEVELOPMENT RESULTS

NDP-9 Gender equality and inclusion enablers

UNSDCF STRATEGIC PRIORITY	1. INCLUSIVE POLITICS AND RECONCILIATION	2. SECURITY AND RULE OF LAW	3. ECONOMIC DEVELOPMENT	4. SOCIAL DEVELOPMENT
GENDER STRATEGY DELIVERY OF UNSDCF OUTPUTS	Support the Ministry of Women and Human Rights Development and its counterparts in key ministries at the FGS and FMSs to strengthen their capacity and action for evidence-based advocacy and action for gender-responsive and inclusive policies, passing of these, legislation for these and endorsement of policies. Furthermore, generate gender and inclusion information and data for planning and response across the nexus.	Support the Ministry of Women and Human Rights Development and its counterparts at the FGS and FMSs in strengthening their capacity to develop, implement and monitor gender-responsive and inclusive legislation, gender- and inclusion-sensitive legislative conditions and practices while ensuring access to justice for all.	Support innovative programmes on women's economic empowerment, integrating climate-smart agriculture, resilience, through engaging grant-makers, loan facilitators and employers' associations in developing, implementing and monitoring gender- and inclusion-sensitive policies and practices, systems and structures supporting and facilitating the needs of women, women living with disabilities and marginalized women.	Support social development sectors and stakeholders in social development (non-governmental organizations, civil society organizations and others) in developing, implementing and monitoring gender- and inclusion-sensitive policies and practices, systems and structures supporting and facilitating the needs of women, women living with disabilities and marginalized women, ensuring access to services for all.

UNCF Gender equality and inclusion enablers

Objective 1: Results on gender equality and inclusion strengthened through implementation of United Nations' triple nexus approach in political, development and humanitarian settings.

Objective 2: The gender-equal and inclusive environment within the UN in Somalia is strengthened.

Objective 3: UN Somalia's leadership for gender equality and inclusion demonstrated.

Strategy Goal: Gender equality and women's empowerment strengthened through the United Nations' support to Somalia's national priorities, emphasizing effective leadership and coordination mechanisms integrating gender equality and inclusion principles across the nexus.

Annex 2

Theory of change

Global Goal	Achieve gender equality and empower all women and girls		
Strategy Goal	Gender equality and women's empowerment strengthened through the United Nations' support to Somalia's national priorities emphasizing effective leadership and coordination mechanisms integrating gender equality and inclusion principles across the nexus		
Strategy Objectives	**Objective 1:** Results on gender equality and inclusion strengthened through implementation of United Nations' work in political, development and humanitarian settings	**Objective 2:** The gender-equal and inclusive environment within the UN in Somalia is strengthened	**Objective 3:** UN Somalia takes the lead in applying gender equality and inclusion practices
Strategy Outcomes	**Outcome 1.1:** Gender equality and inclusion considerations are applied in decision-making in all NDP-9 implementation and aid coordination mechanisms	**Outcome 2.1:** UN Somalia corporate measures in place supporting gender equality and inclusion	**Outcome 3.1:** UN Somalia staff apply gender equality and inclusion-supportive measures in planning, implementation, monitoring, reporting and data-sharing across the nexus
ToC Outcomes	If UN Somalia leadership endorses the UN Somalia Gender Equality Strategy 2021–2025 and commits to the UN Somalia Gender Equality Strategy 2021–2025; diversifies advocacy approaches and materials to cover the entire scope of stakeholders from communities to, academia, government and donors; establishes partnerships that can deliver to the gender agenda; has capacity gaps analyzed, a capacity-building plan developed and the required capacity-building of partners implemented, then UN Somalia is likely to i) leave gender and inclusion relevant and sustainable systems, structures, knowledge and skills behind; ii) enable partners to use evidence-based data for materials, reporting, learning and decision-making across the nexus; and iii) result in open-mindedness towards increased gender equality and inclusion, which all benefit women and marginalized groups in Somalia	If the UN Somalia leadership endorses the UN Somalia Gender Equality Strategy 2021–2025 and sources and/or allocates resources for building the gender equality and inclusion capacity of relevant staff across pillars and the nexus; supports establishment of systems and structures supporting a joint approach to the gender equality aspects of the NDP-9, then UN Somalia is likely to i) increase effectiveness and efficiency; and ii) provide substantial diverse, timely and relevant support to the implementation of the NDP-9	If the UN Somalia leadership endorses the Gender Equality Strategy 2021–2025 and sources and/or allocates resources for building the gender and inclusion capacity of relevant staff across pillars and the nexus; supports establishment of systems and structures supporting a UN joint approach to the gender equality and inclusion aspects of the NDP-9, then UN Somalia is likely to i) provide substantial diverse, timely and relevant support to the implementation of the NDP-9; and (ii) increase the effectiveness and efficiency of delivery of gender equality and inclusion in Somalia

Strategy outputs	**Output 1.1.1:** UN partners awareness -building for the inclusion of women, girls and vulnerable groups established in their plans, programming and data-sharing/data-reporting. **Output 1.1.2:** Capacity[1] in gender equality and inclusion methods is built and tools developed and used in federal, state and district level institutions/authorities and within UN partners, contractors and civil society organizations	**Output 2.1.1**: Gender equality and inclusion policies, practices, mechanisms and measures applied by UN Somalia in all programmes and operations **Output 2.1.2:** All UN agencies in Somalia have put in place and implemented measures to prevent corporate sexual exploitation and abuse	**Output 3.1.1:** UN Somalia institutionalize a robust planning, monitoring and reporting, and data-sharing framework used by the PMT and all clusters (ICCG) in UNs' development and humanitarian work **Output 3.1.2: UN Somalia commits dedicated resources for strategic use of evidence-based data for advancement of gender equality, women's empowerment and inclusion across the nexus**
Key Assumptions	Availability of resources; Peace prevails throughout Somalia; Political will and social norms are supportive of fostering gender equality and inclusion	Endorsement of the Strategy; Availability of resources; Joint and wide UN commitment to implementation of the Strategy	Endorsement of the Strategy; Availability of resources; Joint and wide UN commitment to implementation of the Strategy
Risks	Resources not available; Hazards move focus from gender equality and inclusion; Social, cultural, political barriers limit women's participation and inclusion	UN Somalia commitments scarce and/or scattered resulting in unavailability of resources	UN Somalia commitments scarce and/or scattered resulting in unavailability of resources

Abbreviations: ICCG, Inter-Cluster Coordination Group; NDP-9, Ninth National Development Plan; PMT, Programme Management Team; ToC, Theory of change.

1 The OECD/DAC define capacity as: "The ability of people, organisations and society as a whole to manage their affairs successfully" involving capacity of: systems, structures, human resources, infrastructure and work environment. (OECD (Organization for Economic Co-operation and Development). 2011. Perspectives Note: The Enabling Environment for Capacity Development.)

Annex 3

Strategy Log frame

Logical Framework

Goal: To realize gender equality and women's empowerment through the United Nations' support to Somalia's national priorities emphasising on effective leadership and coordination mechanisms by integrating gender equality and inclusion principles across the NEXUS

Objective 1: Results on gender equality and women's empowerment strengthened through implementation of United Nations' triple nexus approach in political, development and humanitarian settings..

OUTCOME	OUTPUT	ACTION/ACTIVITY	TARGET/ INDICATOR	LEAD AGENT & AGENCIES GTG member and PM from:	UNSDCF STRATEGIC OUTPUTS
1.1 Gender equality and inclusion considerations are applied in decision making in all NDP-9 implementation and aid coordination mechanism.	1.1.1. UN partners awareness building for inclusion of women, girls and vulnerable groups established in their plans, programming and data sharing/reporting.	1.1.1.a. The UN will advocate (through MoHRWD) and UN representation in various pillar and thematic groups) for integration of gender, inclusion (disability, minorities) and women's rights, protection, participation, empowerment in the implementation of NDP-9.	Indicator: A: X no. of advocacy sessions B: % of targets groups reached MoV: Annual record of advocacy sessions/theme/audience/ no. of participants	UNDP UNICEF, WHO, UNFPA UNICEF UNICEF, UNFPA	1.3.1: Inclusive reconciliation processes are organized integrating grass roots and national initiatives, following human rights approach. 4.1.1: Populations made most vulnerable, including women, youth and children, increasingly demand and use improved government-led quality and resilient health services in Somalia 4.1.3 Public policy, governance and investments supports innovative, climate resilient, equity based and sustainable access to water, sanitation and hygiene as a means for social and economic development for the people of Somalia. 4.1.4: Investment in protection services respond to and prevent the recurrence of violations against IHL, IHRL, and IRL and support Somalia's recovery.
		1.1.1.b. The UN shall carry out periodic consultations with women leaders and groups, including civil society actors and advocates, women members of Parliament and State Assemblies and youth; prioritise the women, peace and security agenda and ensure women's views and perspectives are incorporated in all	Indicator: X number of groups (per category) consulted MoV: Record of no. consultations: Audience/theme/ effect	UNDP IO, UNDP, UNSOM FAO	2.2.3: Dialogue is facilitated and strengthened among security and rule of law stakeholders at all levels, enabling greater tolerance and diversity, allowing the population to exercise their rights in respect of the rule of law and through legitimate and monopolistic security and rule of law institutions. 2.3.3: Alignment of support to security and rule of law stakeholders to ensure continuity in ongoing stabilization,

		UN supported efforts, including political, development, security, reconciliation and humanitarian.		IO DSU, UN-HABITAT, UNHCR, UN Women	deradicalization and peace building coordination efforts, including consensus building, resulting in improved engagement at community levels, including women and youth. 4.3.2: Federal and state level to establish inclusive, accountable and evidence-based systems and policies resulting in incremental ownership and gradual uptake of state-led service delivery for Government social protection, food security and nutrition initiatives and sustainable livelihoods. 4.4.3: Support formulation and enforcement of policy and legislation protecting the rights of displacement affected communities, inclusive of women, youth and persons with disabilities, and their legal, physical and material safety.
		1.1.1.c. The UN shall advocate for gender equality and inclusion and work closely with the federal and state ministries in charge of gender equality and human rights, with other relevant federal ministries and entities and women civil society leaders and MPs at federal and state levels to facilitate the achievement of at least 30% of representation of women in all committees, including constitutional review, mediation	Indicator: X No. and subject of advocacy sessions MoV: Record of advocacy sessions/theme/ Audience/changes	UNDP UN Women UNSOM UNDP UNHCR, UN Women	2.2.1: Media, private sector, IDPs, women and youth, especially those that have been marginalized and made vulnerable are capacitated and represented in reinforced security and rule of law stakeholder's forum, to advocate for more inclusive, effective and accountable institutions at federal, state, districts and community levels, thereby enhancing truth, reconciliation efforts and sustainable peace and human rights 4.4.2: Strengthen the social and political accountability systems between formal and

		and local reconciliation, elected bodies and in public sector employment, the security and justice sector institutions, interventions and civil service reforms. Further ensure that those fora are informed by the FGS commitments to gender equality and the WPS agenda.			informal institutions and communities that have been marginalized (affected by displacement, women, youth, persons with disability and urban poor) through inclusive municipal planning processes and initiatives promoting political participation, economic and livelihoods support schemes, tenure security and equitable service delivery.
		1.1.1.d. The UN shall support MoWHRD to generate and disseminate biennial status report on Somali women and men including youth, women with disabilities, minorities and marginalized and the impact of humanitarian emergency on the lives of women, adolescent girls and minorities. Further, support the utilisation of this information in development and humanitarian planning.	Indicator: Biennial MOWHRD reports submitted as agreed MOV: Satisfactory reports		-
		1.1.1.e. The UN will advocate for gender and inclusion at with community and religious leaders and involve these as agents for change.	Indicator: X No. and subject of advocacy sessions MoV: Record of advocacy sessions/theme/ Audience/changes	UNDP UN Women UNSOM	4.4.1: Capacitate formal and informal institutions, citizens, displacement affected communities, women, youth, persons with disabilities to collaborate and empower groups that have been marginalized
	1.1.2: Capacity in gender equality and inclusion methods and tool developed and use supported in federal, state and district level institutions/	1.2.1.a. Work with and support the MOWHRD and the Ministry of Planning and International Cooperation (MoPIC) to strengthen national capacity	Indicator: X no. of support activities provided MoV: A: Annual record of support provided/ theme/audience	UNDP IESG/UNDP	1.1.2: Federalist governance model is strengthened to effectively deliver services to citizens in line with the constitutional and legal arrangements.

	authorities and within UN partners, contractors, and civil society organizations	on gender equality and inclusion including the establishment of gender and inclusion units/departments in key ministries, offices, and commissions (MOC) and inter-ministerial/commission/office gender and inclusion focal points network and initiate gender and inclusion responsive planning and budgeting.	B: MoWHRD and MoPIC record which government entities have: ● Established gender and inclusion units ● Gender and inclusion focal points ● Gender focal point network ● Gender and inclusion responsive planning and budgeting	UNDP UNSOM UNSOM UNDP, OHCR, UNDP, UN Women, UNSOM UNSOM, UNDP UNIDO, FAO and UNDP	1.2.1: Strengthened electoral institutions and systems for holding inclusive and credible elections to ensure representative and democratic institutions. 1.3.2: Federalist model enhanced and capacity of institutions at national, state and local levels strengthened to implement National Reconciliation Framework. 2.1.1: Security and rule of law stakeholders' capacity at all levels is built to design, implement, enforce and monitor legal frameworks, policies and accountability mechanisms, in line with human rights standards, in security and rule of law sector institutions, including environmental governance and climate security. 2.1.2: Security and rule of law stakeholders at all levels are able to develop national and state level strategies and operational plans in support of stabilization efforts in Somalia and have the capacity to collect and analyze data that measures progress based on agreed governance and service delivery indicators in locations across Somalia. 2.1.3: Security and rule of law stakeholders at all levels have increased capacity and skills to exercise political and civilian oversight, deliver security services and coordinate the Federal

				ILO and FAO	approach to security in accordance with their mandates upholding human rights standards.
				UNIDO, UN Women	2.2.1: Media, private sector, IDPs, women and youth, especially those that have been marginalized and made vulnerable are capacitated and represented in reinforced security and rule of law stakeholders forum, to advocate for more inclusive, effective and accountable institutions at federal, state, districts and community levels, thereby enhancing truth, reconciliation efforts and sustainable peace and human rights.
				FAO	
				UNIDO, FAO WFP	2.3.1: Security and Rule of Law stakeholders' ability to plan, request, receive, manage, monitor and coordinate funds, and ensure a comprehensive approach and rebalancing of support will be maximised, thereby ensuring no one is left behind.
				UNHCR, UNIDO	
				UNICEF	3.1.1: Government capacity at all levels is reinforced to design, implement, enforce and monitor the impact of business environment reforms that are conducive to the rapid and sustainable growth of the formal small and medium-sized enterprise (SME) sector, including women-led enterprises.
				UNEP, UNDP, FAO	
				UNDP, FAO	3.1.2: The capacity of employers' and employees' representative organizations

				FAO IOM, UNHCR, UN Women, UNICEF UNDP (JPLG), UN-HABITAT, CCCM Cluster, UNICEF (JPLG), UNHCR, UNFPA, UN Women	(chambers of commerce and industry, sectoral and women's business associations, trade unions, farmers associations, cooperatives, etc.) is built to increase their collective bargaining power and strengthen their voice in economic policymaking. 3.1.3: Somali SMEs, including women-led enterprises, have significantly enhanced access to business development services (BDS), including signposting for affordable sources of finance, designed to increase their competitiveness in domestic and international markets. 3.2.1: People-centred environment and climate-smart strategies are put in place to address land degradation, halt biodiversity loss, limit urban sprawl, and ensure the sustainable use of key natural resources, including water, forests, rangelands, agricultural land, and ocean fisheries. 3.2.2: The capacity of public and private (for-profit and not-for-profit) organizations is strengthened to provide effective technical and business support services to the productive sectors, prioritizing value chains offering - or having the potential to offer - high concentrations of decent work for women.

					3.3.1: The capacity of public and private (for-profit and not-for-profit) organizations is strengthened to promote gender-sensitive human capital development. 4.1.2: Enhanced education policies, plans, governance, and institutional capacity support changes enable increased access to inclusive quality basic education for girls, boys, women and men. 4.2.1: Build state capabilities at federal, state and local level institutions to formulate, implement, and enforce climate change and environmental policies, strategies, and regulations. 4.2.3: Vulnerable households, communities and local governments have the capacity to withstand natural disasters through implementation of disaster risk reduction measures. 4.3.3: Effective government led coordination of humanitarian and development assistance at national and Federal Member States. 4.4.1: Capacitate formal and informal institutions, citizens, displacement affected communities, women, youth, persons with disabilities to collaborate and empower groups that have been marginalized.

					4.4.2: Strengthen the social and political accountability systems between formal and informal institutions and communities that have been marginalized (affected by displacement, women, youth, persons with disability and urban poor) through inclusive municipal planning processes and initiatives promoting political participation, economic and livelihoods support schemes, tenure security and equitable service delivery.
		1.2.1.b. Support MOWHRD and her counterparts in key Ministries to strengthen their capacity and action for improved advocacy and action for gender and inclusion responsive legislation.	Indicator: % of partner institutions reached by 2024 MoV: Record of type of support/advocacy for each of the following: legislation; info & data; development planning; humanitarian.	UNHCR UNEP, UN Women, UNDP, UN Habitat UNHCR, UNDP, UN Women	3.3.1: The capacity of public and private (for-profit and not-for-profit) organizations is strengthened to promote gender-sensitive human capital development. 4.2.1: Build state capabilities at federal, state and local level institutions to formulate, implement, and enforce climate change and environmental policies, strategies, and regulations. 4.4.3: Support formulation and enforcement of policy and legislation protecting the rights of displacement affected communities, inclusive of women, youth and persons with disabilities, and their legal, physical and material safety.

		1.2.1.c. Generation of gender and inclusion relevant information and data to improve development planning and humanitarian response. Indicator:	Number of relevant products developed	MoV: Record of number of products disaggregated with regard to theme and type of product	UN Women, UNDP, UNFPA, UNHCR Cuts across the triple nexus and all sectors.
		1.2.1.d Strengthen the capacity of women and men, youth, women with disabilities and minority groups affected by displacement enabling their participation in (i) humanitarian, development and public affairs decision making and planning, and in (ii) contribution to response planning, reintegration, sustainable development.	Indicator: X% of each of the target groups engaged in action(i) and (ii) by 2024 Mov: Record of number of people engaged/ category of group/ (i)/action or (ii) contribution	UNDP, UN Women IOM, UNHCR	2.2.1: Media, private sector, IDPs, women and youth, especially those that have been marginalized and made vulnerable are capacitated and represented in reinforced security and rule of law stakeholders forum, to advocate for more inclusive, effective and accountable institutions at federal, state, districts and community levels, thereby enhancing truth, reconciliation efforts and sustainable peace and human rights. 4.4.1: Capacitate formal and informal institutions, citizens, displacement affected communities, women, youth, persons with disabilities to collaborate and empower groups that have been marginalized
		1.2.1.e. Capacity strengthening of development and humanitarian organisations, including women led CSOs, women networks, coalitions, relevant local actors on IASC gender resources/handbook/ training toolkit.	Indicator: No. of gender and inclusion actors trained in use of IASC gender resources/handbook/ training toolkit MOV: Record of category of partner/using which tool/effect	IOM, UNHCR	4.4.1: Capacitate formal and informal institutions, citizens, displacement affected communities, women, youth, persons with disabilities to collaborate and empower groups that have been marginalized
		1.2.1.f. Establish a data base of women led human	Indicator: (i) Data base established and	UNSOS, UNSOM-Gender, UNFPA and UN Women	Cuts across all sectors and the entire nexus

		rights organisations, CSO's, NGO's who invest in capacity strengthening, gender, inclusion, and protection (including GBV and PSEA) technical capacity and promote their engagement in humanitarian programming	operational by end 2022 (ii) % of recorded organisations that engage in humanitarian programming by end 2024 MOV: Data base exists and is used Annual record of registered organisations/ type of capacity offered/engagement of each in humanitarian programming		

Objective 2: The gender-equal, empowering and inclusive environment for all UN staff in Somalia strengthened.

OUTCOME	OUTPUT	ACTION/ACTIVITY	INDICATOR/MoV	LEAD AGENT & AGENCIES
Outcome 2.1: UN Somalia corporate measures in place supporting gender equality and inclusion.	**2.1.1:** Gender equality and inclusion policies, practices, mechanisms and measures applied by UN Somalia in all operations and programmes.	2.1.1.a. In collaboration with UNSOS Training unit develop modules specific to the context in Somalia that address gender equality and women empowerment to the PSEA training.	Indicator: X number of Somalia specific training modules developed by end 2022 MoV: Record of modules developed/theme/target group/no. trained (2022-2025)	The GTG in coordination with PMT and the ICFP WG
		2..1.1.b. Support the organization of periodic fora on sharing of organizational audits processes for gender equality, women's empowerment and inclusion for mainstreaming gender equality and inclusion actions and achievements by UN Somalia.	Indicator: No. of gender equality and inclusion fora organised by end 2024 MoV: Annual records of no. of fora/ theme/audience (2022-2025)	The GTG in coordination with PMT and the ICFP WG
		2.1.1.c. Establish and organize bi-annual fora especially on key global commemoration days for UN Somalia to share mechanisms/initiatives that are in place to promote gender equality and inclusion in the workplace.	Indicator: No. of Bi-annual fora organized by 2025. MoV: Record of fora/theme/audience (2021-2025)	The GTG in coordination with PMT and the ICFP WG
		2.1.1.d. Continue holding SRSG's all-women staff town hall on bi-annual basis.	Indicator: Bi-annual SRSG's all-women staff town halls held during 2021-2025 MoV: Record of town hall details and participation	The GTG in coordination with PMT and the ICFP WG
		2.1.1.e. Establish and scale up a group of male champions and role models for perspective building and awareness raising on issues of gender equality and utilize them to (i) communicate messages around male partnerships and collaboration for the attainment of gender equality through organizing male-centred discussion forums and (ii) developing and dissemination of communication materials	Indicator: Each male champion arranges at least X awareness/advocacy initiatives annually on GE before end 2024 MoV: Record of champions/no. of materials developed/no. of each material distributed (2021-2024)	The GTG in coordination with PMT and the ICFP WG

		around positive male behaviour and action for gender equality.		
		2.1.1.f. Introduce and observe a male and female "champions for gender equality" annual award.	Indicator: Award introduced by end 2022 with effect from start 2022. MoV: Record of champion (name/job title/UN entity and the reason for the awarding (2022-2025)	The GTG in coordination with PMT and the ICFP WG
		2.1.1.g. Support the initiation of informal groups and networks for women in the UN for recreational activities championed by the GTG.	Indicator: At least X groups/networks established and active by end 2023 MoV: Record of networks and groups/purpose/no. of members per network/group (2022-2025)	The GTG in coordination with PMT and the ICFP WG
		2.1.1.h. UN Gender Theme Group (GTG) WG and other relevant working groups will conduct (i) gender awareness/knowledge building sessions for select UN staff and partners on (a) GBV strategy,(b) COP strategy and (c) PSEA guidelines in collaboration with GTG and (ii) share GBV/PSEA updates (data from GBV sub cluster and PSEA working group) with GTG and clusters to raise the visibility on issues and influence actions by the UN.	Indicator: The GTG incorporates these sessions into the AWP by end 2021 Mov: Record of category of session/target group/no. of participants/agency	The GTG in coordination with PMT and the ICFP WG
		2.1.1.i. Proactive measures undertaken in ensuring enhanced representation of women and disabled women in various committees and task forces of the UN with an eventual aim for equal representation of women and men	Indicator: An average of X% Increment of women and disability inclusion per agency by 2024 MoV: Record of agency/inclusion of no. of respectively women/disabled and job category	The GTG in coordination with PMT and the ICFP WG
		2.1.1.j. UNCT demonstrates commitment by adopting example-setting goals, signing compact for stronger gender equality and inclusion goals/results.	Indicator: All UN Somalia agencies have gender and inclusion compacts signed by mid-2025 MoV: Annual record of agency that have signed compact	GTG, UNCT

	Output 2.1.2: All UN Somalia agencies have put in place and implement measures to prevent corporate sexual exploitation and abuse.	2.1.2.a. Conduct periodic reviews with UN agencies, the Conduct and Discipline Working Group and the inter-agency PSEA task force to monitor and ensure compliance with the mandatory training on prevention of sexual exploitation and abuse of authority (PSEA).	Indicator: % of compliance No of other agreements MoV: Record of compliance per agency	The GTG in coordination with PMT
		2.1.2.b. In collaboration with the UN Integrated Office and the UNSOS Training Unit, develop modules specific to the context in Somalia that address gender equality and women's empowerment within the PSEA training	Indicator: All UN agencies comply with the work environment standards MoV: Record of compliance per agency	The GTG in coordination with PMT and the ICFP WG
		2.1.2.c. Work closely with the PSEA working group of the United Nations and provide technical and other support if any in developing strategies and action plans to prevent and respond to sexual exploitation and abuse.	Indicator: System for providing the required support established by the GTG by end 2021 MoV: Record of type of support/audience	GTG with PSEA WG
		2.1.2.d. Provide space within the GTG and other platforms for a regular briefing on the measures taken to prevent and respond to PSEA within the UN System.	Indicator: At least one briefing platform and bi-monthly briefing system established by the GTG by end 2021 Mov: Annual record of no./type of measures/audience	The GTG in coordination with the ICFP WG
		2.1.2.e. To support development of complaint mechanisms for reporting sexual exploitation and abuse are accessible, and train focal points for receiving complaints in how to discharge their duties.	Indicator: A: Complaint mechanism with trained staff in place by end 2021. B: Training of focal points launched by start 2022. MoV: Annual record of no. of complaints/type of offence/ action taken	GTG, UNCT/HCT, SMT
		2.1.2.f. Develop training modules and incorporate UN standards on sexual exploitation and abuse with emphasis on Zero Tolerance Policy in induction materials and other periodic training courses for UN personnel including consultants, contractors, volunteers and interns.	Indicator: A: Training modules developed by mid-2022 B: System for training established and launched mid-2022 MoV: Annual record of training sessions/subject/no. and category of participants	The GTG in coordination with the ICFP WG

		2.1.2.g. Develop measurers to protect persons from retaliation where allegations of sexual exploitation and abuse are reported involving UN personnel.	Indicator: Protection measures developed by mid-2022 MoV: (Developed when measure is defined)	GTG, UNCT/HCT, SMT
		2.1.2.h. Investigate allegations of sexual exploitation and abuse in a timely and professional manner. This includes the use of appropriate interviewing practice with complainants and witnesses, particularly with children adopting victim protection and confidentiality with the principle of “Do No Harm”.	Indicator: A: System in place for investigation by mid-2022 B: Designated staff or other professional trained to investigate sexual exploitation and abuse by mid-2022 MoV: Record of cases investigated/sex and age/action taken, result	(TBD)
		2.1.2.i. Take swift and legally appropriate action against UN personnel who commit sexual exploitation and abuse. This may include administrative or disciplinary action, and/or referral to the relevant authorities for appropriate action.	Use of above system MoV: Part of record under 2.1.2.g	(TBD)
		2.1.2.j. Provide basic emergency assistance, psycho-social support and other assistance to complainants of sexual exploitation and abuse.	Indicator: Assistance in place by end 2021 MoV: Record of type of case/gender/type of support/duration of support	(TBD)
		2.1.2.k. UN entities will regularly inform UN personnel, contractors, consultants, volunteers, interns and implementing partners on measures taken to prevent and respond to sexual exploitation and abuse. Such information should be developed and disseminated in-country in cooperation with other relevant agencies and should include details on complaints mechanisms, the status and outcome of investigations in general terms, feedback on actions taken against perpetrators and follow-up measures taken as well as	Indicator: A: Entity in place for developing and distributing materials by end 2021 B: Information materials developed and ready for distribution by Q1, 2022 Mov: Existence of A shows in production of materials. Ever updated record of: No./type/theme of material available/distributed	GTG, SMT

		assistance available to complainants and victims.		

Objective 3: UN Somalia leadership for gender equality and women's empowerment demonstrated

OUTCOME	OUTPUT	ACTION/ACTIVITY	TARGET/ INDICATOR	LEAD Entities
Outcome 3.1: UN Somalia staff apply gender equality and inclusion supportive measures in planning, implementation, monitoring, reporting and data sharing across the nexus.	**Output 3.1.1:** UN Somalia institutionalize a robust planning, monitoring and reporting and data sharing framework used by PMT and all clusters (ICCG) in UN's development and humanitarian work.	3.1.1.a. Development, endorsement and resource allocation for the UN Somalia Gender Equality Strategy Implementation Plan.	Indicator: Implementation plan effective by end 2021 MoV: Record of activities as indicated by each indicator	The UNCT/HCT and GTG
		3.1.1.b. Establishment of agency/entity focal persons for monitoring and implementation of the gender strategy.	Indicator: All agencies/entities have selected a monitoring focal point by end 2021 MoV: A: % of agencies that report on evidence-based progress on gender and inclusion B: No./type of thematic information material on gender and inclusion shared/distributed	The UNCT/HCT and SMT
		3.1.1.c. Undertake a review of the monitoring, reporting and evaluation frameworks and improve their gender and inclusion responsiveness with clearly defined indicators and verification measures.	Indicator: Review completed and translated into agency action/changes by Q1 2022 MoV: Record of agencies/entities with gender and inclusion sensitive the monitoring, reporting and evaluation frameworks with clearly defined indicators and verification measures	The GTG in coordination with PMT and the ICFP WG Monitoring focal points/unit
		3.1.1.d. Conduct a gender and inclusion analysis using sex, age, disability and geography disaggregated data[1] at framework development and programme design stage to ensure gender equality and inclusion is a significant objective of all UN cooperation frameworks and project strategies (including HRP/SHF) and that intervention/programmes reflect gender and	Indicator: Gender and inclusion analysis completed and translated into agency amendments by mid-2022 MoV: Record of agencies with full gender and inclusion compliance	The GTG in coordination with PMT and the ICFP WG

[1] Details: opendatawatch.com/blog/leave-no-one-behind-data-disaggregation-for-sdgs/

		inclusion transformative indicators targeting results (outputs and outcomes).		
		3.1.1.e. Generate sex, age and inclusion disaggregated data, and undertake gender and inclusion analysis under the oversight of PMT and by clusters to have evidence of gender disparities, inequities, gaps and the disadvantaged position of women and girls and gender dynamics of stressors and shocks, vulnerabilities and drivers of instability in planning, programming, monitoring and reporting	Indicator: All UN Somalia agencies gender and inclusion analysis bringing evidence of the status of gender and inclusion by end 2022 MoV: Annual record of agencies with evidence-based reporting detailing the status of gender and inclusion	The GTG in coordination with PMT and the ICFP WG Monitoring focal points/unit
		3.1.1.f. Use of gender sensitive and inclusion data and statistics in all strategic priority areas of the UN Somalia and inform all on-going, forthcoming planning exercises and new design interventions, and ensure monitoring of them.	Indicator: Gender and inclusion data available as intended. MoV: Annual record of received data/agency or partner	The GTG in coordination with PMT and the ICFP WG Monitoring focal points/unit
		3.1.1.g. Apply GAM to assess all new funding decisions and report on the investment in gender equality.	Indicator: All UN agencies provide report on investment in gender equality MoV: Annual record/agency	The GTG in coordination with PMT and the ICFP WG
		3.1.1.h. Somalia Development and Reconstruction Facility (SDRF), HRP, SHF confirm that all programmes have undergone a gender review at the PWG needs assessment stage (HRP/SHF), with a gender analysis report generated that reflects the needs of different sex, age, disability and minority groups.	Indicator: % of programmes with a gender review MoV: Annual record of % of programmes with a gender review/agency	SDRF, HRP, SHF

		3.1.1.i. Introduce and improve annual reporting on results in gender equality and inclusion by all established inter-entity mechanisms, including GTG, PMT, UNCT, and the SMT	Indicator: All inter-entity mechanisms report of gender and inclusion by end 2022. MoV: Annual record inter-entity mechanisms with evidence-based reporting detailing the status of gender and inclusion	The GTG in coordination with PMT, UNCT, and the SMT
		3.1.1.j. Development and Humanitarian IM products (Dashboards, Bulletins, Snapshots) and advocacy messages capturing gender and inclusion issues, including sex-, age- and disability-disaggregated data (SADDD).	Indicator: Annual Plan detailing development of products by 2022. (Should be part of KM plan) MoV: A: Record of type of IM products B: Record of advocacy messages/theme/no. and category of recipients	The GTG in coordination with PMT and the ICFP WG Monitoring focal points/Unit
	Output 3.1.2: UN Somalia commits dedicated resources for strategic use of evidence-based data for advancement of gender equality, women's empowerment and inclusion across the nexus.	3.1.2.a. Consistent and systematic advocacy for enhanced women's participation, protection and empowerment in both public communication and in business meetings with select officials of the Somalia at all levels	Indicator: Knowledge Management Plan in place defining "who should know what, how and when/frequency" – by end Q1. Advocacy will part of this planning. MoV: Record of "who gets what, how and when"	UNSOM, UNDP, UNFPA and UN Women
		3.1.2.b. Organize semi-annual high-level seminars on gender thematic issues for UN Somalia leadership	Indicator: No. of semi-annual high-level seminars conducted by Q1, 2022 MoV: Record of theme(s)/no. of participants/job category per theme	GTG, UNCT, HCT, PMT, ICCG, SMT
		3.1.2.c. Undertake consistent and systematic gender and inclusion responsive strategic communication by UN Communication Group on Gender, specifically on WPS and women's leadership.	Indicator: xx no. of communications per year – from 2022 MoV: Record of no./theme/audience	GTG, HCT, UN Communication group
		3.1.2.d. Organise Open Days on UN SCR 1325 (WPS) and periodic gender advocacy and networking events with Somali gender activists	Indicator: xx no. of respectively Open Days, networking and advocacy events per year	GTG, HCT

		and practitioners and discuss concerns and priorities related to UNSCF.	MoV: Record of: A: Open days on SCR 1325/theme/audience B: Networking events/theme/ Audience C: Advocacy events/theme/ audience	
		3.1.2.e. Organise bi-annual coordination meetings through Pillar Working Group 9 (PWG9) of the MoWHRD and donors with participation by the gender community to disseminate the results and consult on gender issues pertinent to on-going and forthcoming processes and those of national importance.	Indicator: % of planned coordination meetings held MoV: Record of each meeting/theme/audience/ results or product	GTG, PWG9
		3.1.2.f. Strengthen the capacity of the UN programme teams/clusters in gender mainstreaming through sector specific mainstreaming training, including the use of gender analysis, gender marker, GAM, gender responsive planning, monitoring and reporting, and gender and protection	Indicator: A: Capacity development plan and materials developed by mid-2022 B: No. of teams/clusters provided with capacity per year MoV: Record of theme/cluster or team involved	The GTG in coordination with PMT and the ICFP WG Monitoring focal points/Unit
		3.1.1.g. Undertake consistent and systematic gender and inclusion responsive strategic communication by UN Communication Group on Gender, specifically on Women, Peace and Security and women leadership	Indicator: Bi-monthly newsletters on gender and inclusion with specific attention to WPS and women leadership introduced by Q1, 2022 MoV: Record of newsletter/theme/no. shared/audience	

Annex 4

Listing of UN Somalia Gender Equality Strategy delivery to the UN Somalia Country Framework outputs

Only objective 1 delivers directly to the UNSCF.

Objective 2 and 3 entails systemic changes acting as gender equality and inclusion enablers for effective UN Somalia support of NDP-9. Hence only outputs under Strategy objective 1 are listed here.

UN Somalia Gender Equality Strategy delivery of the UN Somalia Country Framework outputs

Output 1.1.1: UN supported partner awareness building of inclusion of women and vulnerable groups established delivers to the following UNCF outputs:

1.3.1: Inclusive reconciliation processes are organized integrating grass roots and national initiatives, following human rights approach.

2.2.3: Dialogue is facilitated and strengthened among security and rule of law stakeholders at all levels, enabling greater tolerance and diversity, allowing the population to exercise their rights in respect of the rule of law and through legitimate and monopolistic security and rule of law institutions.

2.3.3: Alignment of support to security and rule of law stakeholders to ensure continuity in ongoing stabilization, deradicalization and peace building coordination efforts, including consensus building, resulting in improved engagement at community levels, including women and youth.

4.1.1: Populations made most vulnerable, including women, youth and children, increasingly demand and use improved government-led quality and resilient health services in Somalia

4.1.3 Public policy, governance and investments supports innovative, climate resilient, equity based and sustainable access to water, sanitation and hygiene as a means for social and economic development for the people of Somalia.

4.1.4: Investment in protection services respond to and prevent the recurrence of violations against IHL, IHRL, and IRL and support Somalia's recovery.

4.4.3: Support formulation and enforcement of policy and legislation protecting the rights of displacement affected communities, inclusive of women, youth and persons with disabilities, and their legal, physical and material safety.

Output 1.1.2: Capacity[17] in gender equality and inclusion methods and tool developed and supported in federal, state and district level institutions/ authorities and within UN partners, contractors, and civil society organizations delivers to the following UNCF outputs:

1.1.2: Federalist governance model is strengthened to effectively deliver services to citizens in line with the constitutional and legal arrangements.

1.2.1: Strengthened electoral institutions and systems for holding inclusive and credible elections to ensure representative and democratic institutions.

1.3.2: Federalist model enhanced and capacity of institutions at national, state and local levels strengthened to implement National Reconciliation Framework.

2.1.1: Security and rule of law stakeholders' capacity at all levels is built to design, implement, enforce and monitor legal frameworks, policies and accountability mechanisms, in line with human rights standards, in security and rule of law sector institutions, including environmental governance and climate security.

2.1.2: Security and rule of law stakeholders at all levels are able to develop national and state level strategies and operational plans in support of stabilization efforts in Somalia and have the capacity to collect and analyze data that measures progress based on agreed governance and service delivery indicators in locations across Somalia.

2.1.3: Security and rule of law stakeholders at all levels have increased capacity and skills to exercise political and civilian oversight, deliver security services and coordinate the Federal approach to security in accordance with their mandates upholding human rights standards.

2.2.1: Media, private sector, IDPs, women and youth, especially those that have been marginalized and made vulnerable are capacitated and represented in reinforced security and rule of law stakeholders forum, to advocate for more inclusive, effective and accountable institutions at federal, state, districts and community levels, thereby enhancing truth, reconciliation efforts and sustainable peace and human rights.

2.3.1: Security and Rule of Law stakeholders' ability to plan, request, receive, manage, monitor and coordinate funds, and ensure a comprehensive approach and rebalancing of support will be maximised, thereby ensuring no one is left behind.

3.1.1: Government capacity at all levels is reinforced to design, implement, enforce and monitor the impact of business environment reforms that are conducive to the rapid and sustainable growth of the formal small and medium-sized enterprise (SME) sector, including women-led enterprises.

3.1.2: The capacity of employers' and employees' representative organizations (chambers of commerce and industry, sectoral and women's business associations, trade unions, farmers associations, cooperatives, etc.) is built to increase their collective bargaining power and strengthen their voice in economic policymaking.

3.1.3: Somali SMEs, including women-led enterprises, have significantly enhanced access to business development services (BDS), including signposting for affordable sources of finance, designed to increase their competitiveness in domestic and international markets

3.2.1: People-centred environment and climate-smart strategies are put in place to address land degradation, halt biodiversity loss, limit urban sprawl, and ensure the sustainable use of key natural resources, including water,

17 OECD/DAC definition; "The ability of people, organisations, and society as a whole to manage their affairs successfully" involving capacity of: Systems, structures, Human Resources, infrastructure and work environment (OECD: Perspectives Note: The Enabling Environment for Capacity Development, 2011)

forests, rangelands, agricultural land, and ocean fisheries

3.2.2: The capacity of public and private (for-profit and not-for-profit) organizations is strengthened to provide effective technical and business support services to the productive sectors, prioritizing value chains offering - or having the potential to offer - high concentrations of decent work for women.

3.3.1: The capacity of public and private (for-profit and not-for-profit) organizations is strengthened to promote gender-sensitive human capital development.

4.1.2: Enhanced education policies, plans, governance, and institutional capacity support changes enable increased access to inclusive quality basic education for girls, boys, women and men.

4.2.1: Build state capabilities at federal, state and local level institutions to formulate, implement, and enforce climate change and environmental policies, strategies, and regulations.

4.2.3: Vulnerable households, communities and local governments have the capacity to withstand natural disasters through implementation of disaster risk reduction measures.

4.3.2: Federal and state level to establish inclusive, accountable and evidence-based systems and policies resulting in incremental ownership and gradual uptake of state-led service delivery for Government social protection, food security and nutrition initiatives and sustainable livelihoods.

4.3.3: Effective government led coordination of humanitarian and development assistance at national and Federal Member States.

4.4.1: Capacitate formal and informal institutions, citizens, displacement affected communities, women, youth, persons with disabilities to collaborate and empower groups that have been marginalized.

4.4.2: Strengthen the social and political accountability systems between formal and informal institutions and communities that have been marginalized (affected by displacement, women, youth, persons with disability and urban poor) through inclusive municipal planning processes and initiatives promoting political participation, economic and livelihoods support schemes, tenure security and equitable service delivery.

Annex 5

Gender Glossaries

Gender refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. The concept of gender also includes the expectations held about the characteristics, aptitudes and likely behaviours of both women and men (femininity and masculinity). Gender roles and expectations are learned. They are context/time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context. Other important criteria for socio-cultural analysis include class, race, poverty level, ethnic group and age. The concept of gender is vital because, applied to social analysis, it reveals how women's subordination (or men's domination) is socially constructed. As such, the subordination can be changed or ended. It is not biologically predetermined nor is it fixed forever. Sex describes the biological differences between men and women, which are universal and determined at birth.

Gender Analysis is the collection and analysis of sex-disaggregated information. Men and women both perform different roles. This leads to women and men having different experience, knowledge, talents and needs. Gender analysis explores these differences so policies, programmes and projects can identify and meet the different needs of men and women. Gender analysis also facilitates the strategic use of distinct knowledge and skills possessed by women and men. Gender analysis is not about comparing men/boys and women/girls as different biological beings; it is about recognising relations of power that structure social, political and economic systems, benefiting some while marginalising others. A gender analysis is a social analysis to distinguish the resources, activities, potentials and constraints of women/girls relative to men/boys in a given socio-economic group and context. Gender analysis broadly answers a number of key questions, including who does what? Who has what? Who decides? How? Who wins? Who loses?

Sex-Disaggregated Data is data that is collected and presented separately on men and women. Gender Equality (equality between women and men) refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female; it means that women and men have equal conditions for realizing their full human

rights and for contributing to, and benefiting from, economic, social, cultural and political development. Gender equality is therefore the equal valuing by society of the similarities and the differences of men and women, and the roles they play. It is based on women and men being full partners in their home, their community and their society. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration – recognizing the diversity of different groups of women and men. Gender equality is not a 'women's issue' but should concern and fully engage men as well as women. Equality between women and men is a human rights issue and as a precondition for, and indicator of, sustainable people-centred development.

Gender Equity is the process of being fair to men and women. To ensure fairness, measures must often be put in place to compensate for the historical and social disadvantages that prevent women and men from operating on a level playing field. Equity is a means. Equality is the result.

Gender Parity refers to "equal numbers of men and women at all levels of the organization. It must include significant participation of both men and women, particularly at senior levels. Gender parity is one of several integrated mechanisms for improving organizational effectiveness." "Gender parity at the United Nations is an urgent need – and a personal priority. It is a moral duty and an operational necessity. The meaningful inclusion of women in decision-making increases effectiveness and productivity, brings new perspectives and solutions to the table, unlocks greater resources and strengthens efforts across all the three pillars of our work. " - Secretary-General of the United Nations, António Guterres Empowerment is about people -women, men and otherwise- taking control over their lives: setting their own agendas, gaining skills, building self-confidence, solving problems and developing self-reliance. No one can empower another: only the individual can empower herself or himself to make choices or to speak out. However, institutions including international cooperation agencies can support processes that can nurture self-empowerment of individuals or groups. Empowerment is process of awareness and capacity building leading to greater participation, to greater decision-making power and control, and to transformative Action. At the core of empowerment is POWER. Empowerment of women concerns women gaining power and control over their own lives. It involves awareness-raising, building self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality. The process of empowerment is as important as the goal. Empowerment comes from within; women empower themselves. Inputs to promote the empowerment of women should facilitate women's articulation of their needs and priorities and a more active role in promoting these interests and needs. Empowerment of women cannot be achieved in a vacuum; men must be brought along in the process of change. Empowerment should not be seen as a zero-sum game where gains for women automatically imply losses for men. Increasing women's power in empowerment strategies does not refer to power over, or controlling forms of power, but rather to alternative forms of power: power to; power with and power from within which focus on utilizing individual and collective strengths to work towards common goals without coercion or domination. "Women's empowerment and their full participation on the basis of equality in all spheres of society, including participation in the decision-making process and access to power, are fundamental for the achievement of equality, development and peace (Beijing Declaration, para 13, 1995)."

Gender-based Violence is a form of discrimination that seriously inhibits women's ability to enjoy rights and freedoms on a basis of equality with men. Gender- based violence, which impairs or nullifies the enjoyment by women of human rights and fundamental freedoms under general international law or under human rights conventions, is discrimination within the meaning of Article 1 of (CEDAW)." a. "...any act of violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life." b. "... any harmful act that is perpetrated against a person's will and that is based on socially associated differences between males and females. As such violence is based on socially ascribed differences. (G)ender-based violence includes, but it is not limited to sexual violence. c. While women and girls of all ages make up the majority of the victims, men and boys are also both direct and indirect victims. It is clear that the effects of such violence are both physical and psychological and have long term detrimental consequences for both the survivors and their communities."

Conflict-related sexual violence refers to rape, sexual slavery, forced prostitution, forced pregnancy, forced abortion, enforced sterilization, forced marriage, and any other form of sexual violence of comparable gravity perpetrated against women, men, girls or boys that is directly or indirectly linked to a conflict. This link may be evident in the profile of the perpetrator (often affiliated with a State or non-State armed group, including a terrorist entity or network), the profile of the victim (who is frequently an actual or perceived member of a persecuted political, ethnic or religious minority, or is targeted on the basis of actual or perceived sexual orientation and gender identity), the climate of impunity (which is generally associated with State collapse), cross-border consequences (such as displacement or trafficking in persons) and/ or violations of the provisions of a ceasefire agreement. The term also encompasses trafficking in persons when committed in situations of conflict for the purpose of sexual violence/exploitation. "Sexual violence is a brutal form of physical and psychological warfare rooted in the gender inequality extant not only in zones of conflict, but in our everyday personal lives. the persistence of such forms of violence undermines peace and security and shatters community and family ties. the prevention of sexual violence must remain one of our highest priorities." - Secretary-General of the United Nations, António Guterres Women's Rights are the human rights of women and of the girl child which are an inalienable, integral and indivisible part of universal human rights. The full and equal participation of women in political,

civil, economic, social and cultural life, at the national, regional and international levels, and the eradication of all forms of discrimination on grounds of sex are priority objectives of the international community. Discrimination against women. As defined in Article 1 (of CEDAW), "discrimination against women' shall mean any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field." Gender-mainstreaming is a process rather than a goal. Efforts to integrate gender into existing institutions of the mainstream have little value for their own sake. We mainstream gender concerns to achieve gender equality and improve the relevance of development agendas. Such an approach shows that the costs of women's marginalization and gender inequalities are born by all. UN ECOSOC describes gender mainstreaming as "the process of assessing the implications for women and men of any planned Acton, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, M&E of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality". (ECOSOC Agreed Conclusions 1997/2) Gender-responsive objectives are programme and project objectives that are non-discriminatory, equally benefit women and men and aim at correcting gender imbalances. Gender Perspectives: Examining each issue from the point of view of women and men to identify differences in their needs and priorities, as well as in their abilities or potential to promote peace and development

The Strategy fully adheres to UN concepts for gender equality as follows:

Gender equality refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centred development.

The LNOB concept is about eliminating extreme poverty in all forms, decreasing inequalities and fighting discrimination. Hence, those left behind will vary from nation to nation and from community to community. The commitment has a particular focus on the poorest and most vulnerable people — those who often are the most difficult ones to reach. The national and community-based differences in exclusion necessitate relevant research work defining who is left behind in the given countries and communities. The UN System has pledged to support countries to identify, connect with and give voice to those left behind to enable the SDG targets to be met.[18]

Sustainable Development Goals

The Sustainable Development Goals (SDGs) are a collection of 17 interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all". The SDGs were set up in 2015 by the United Nations General Assembly and are intended to be achieved by the year 2030. They are included in a UN Resolution known as the '2030 Agenda for Sustainable Development'.

SDG 5, 'Gender equality and the empowerment of women and girls', addresses the key causes of gender inequality. The 16 other thematic SDGs apply a gender lens and contribute to the achievement of SDG 5. Some of the goals have a stronger emphasis on inequality. SDG 10 focuses specifically on reducing inequality within and among countries and calls for reducing inequalities in income and those based on age, sex, disability, race, ethnicity, origin, religion or economic or other status within a country. SDG 16 focuses on promoting the rule of law at the national and international levels and ensuring equal access to justice for all.

Human rights-based approach

The central objective of the 2030 Agenda is to "realize the human rights of all and to achieve gender equality and the empowerment of all women and girls." Its implementation must be in accordance with international laws.[19]

In Somalia human rights are guaranteed in the Federal Constitution, which was adopted in August 2012. They fall under the Ministry of Human Rights and Development established in August 2013. The central authorities concurrently inaugurated a National Human Rights Day, endorsed an official Human Rights Roadmap and completed Somalia's first National Gender Policy in 2016.

Human rights principles (universality, indivisibility, equality and non-discrimination, participation, accountability) will guide all partner support and project/programme design. The Strategy focuses on developing the capacities of the duty-bearers to meet their obligations and to empower rights-holders to claim, manage and make contextually best use of their rights.[20]

18 UNDP (United Nations Development Programme). 2018. What Does it Mean to Leave No One Behind? Discussion paper.
19 UN Women 2021: The 2030 Agenda for Sustainable Development
20 The Somalia Human Rights ratification status is available under: Ratification Status for Somalia - UN Treaty Body Database

Annex 6

Key findings and recommendations from

Assessment of UN Somalia Strategy 2018-2021

Strategy focus and content are aligned to these

Consolidated findings of the Assessment of the Somalia Gender Equality Strategy, 2018-2021

Recommendations

The recommendations are derived from the wider consultations undertaken during the assessment of the UN Somalia Gender Equality Strategy 2018-2020 and are arranged into systemic and programmatic recommendations.

Objective 2 and 3 of the Strategy under review relevantly emphasised on effective use and establishment of systems and structures and internal capacity building[21] in the same. Since the office fell short of resources to fully take lead in the implementation of the Strategy much of this is still relevant and will be a precondition for the success of the UN Somalia Gender equality Strategy, 2021-2025.

With the view that resources may be less as COVID-19 recovery globally will require its share to revive economies, the need for complementarity and coherence is strong. This is taken into account in the recommendations.

6.1. Recommendations for key systemic and programmatic changes

Each recommendation in the left column has corresponding implementation details in the right column. The order of recommendations is indicative. It is recommended to:

SYSTEMIC RECOMMENDATIONS		
	Recommendations	Implementation details
a.	Act on the fact that staff turnover is high, not least in key positions	i. Develop clear hand-over practices/responsibilities, ii. e.g. to support the former office part-time till the position is filled. Further to leave fixed format status quo with overview over immediate tasks to take up, how, when and with whom. iii. Prepare introduction packet indicating key GE opportunities and challenges within the UN in Somalia, and in Somalia at large. The packet should include a GE capacity needs assessment of the incoming person (both GE technical and systemic hands-on experiences and skills) resulting in a plan for capacity building with the individually most urgent coming immediately.
b.	Let UN Women have the recommended role as catalyst leaving GEWE implementation to the UNCT at large	i. The catalyst role could include: o Keep updates on GEWE on the ground = constant baseline o Analyse data and provide UN feedback – and explain deliverables/non-deliverables o Show casing o Sharing effective tools o Follow up on “old” interventions and learn o Capacity analysis + interventions
c.	Establish which GEWE competences are available within each UN agency	i. This would enable distribution of GEWE responsibilities partly sharing development of effective systems and structures, partly contributing towards the capacity building (see point h)

21 This review makes use of the OECD-DAC definition. Capacity: The ability of people, organisations, and society as a whole to manage their affairs successfully. Hence capacity involves systems, structures, human resources (number, knowledge and skills), equipment and work environment.

d.	Inter-agency sharing of responsibilities	i. When having the new Strategy at hand establish which agency can take on which areas of operations. Some may have competencies relevant for GEWE in which they can train other. ii. Data collection for one agency may be done by another agency already on the ground and already conducting own monitoring on there.
e.	Support provided to the GTG function to make it match its future needs and roles	i. Assess the functionality of the GTG versus the requirements of the new Strategy ii. Adjust membership and mode of chairmanship to match the new GTG role iii. Adjust meeting frequency, purposes and contents accordingly iv. In line with intentions – use the GTG for experience sharing and prospective efforts, e.g. as follow/monitoring of new initiatives/ capacity building v. In line with intentions – use GTG for strategic, forward-looking planning rather than micro-planning
f.	Apply and utilise a strong joint approach ensuring complementarity	i. UN agencies should apply a common approach making use of the sectoral complementarity to plan and implement with continuity in same line of activities. An example: Where UNICEF has ensured sufficient literacy in a given area, ILO and/or FAO should pick these women and support their technical skills, business management, information about labour markets etc.. When having graduated UNCDF could support access to credit, UNDP or FAO could support development of effective producer groups, while UNIDO and UNDP could support development of local and national industries and local, national and international markets and market infrastructure. For example, camel milk, fresh or powdered, gain high international market prices also in neighbouring countries but is an unexploited commodity. ii. The complementary development would be supported by satisfactory (female) health services, ample security, food security and other support as relevant delivered by other Somalia-based UN agencies.
g.	Select most relevant GEWE guidelines and tools among the multiple UN guidelines	i. Recognising that GEWE is a part only of sector and agency planning, the time for applying GEWE tools is limited. Hence to have some same agency and partner use of GEWE tools, it is viewed as more effective to introduce few which are used than many, which force agencies to surrender. ii. Guideline extracts should support tools that are selected as part of the capacity building. iii. More details and tools can be added when agencies and partners are fully familiar with those introduced for a start. iv. If guideline highlights and tools are not widely used, it will be necessary to conduct an analysis to address challenges or shortcomings.

h.	Diversification of capacity building	i. Concept: There is need across the agencies and partners to develop a common understanding of GEWE and how this is translated into programming. ii. Methods: Capacity building can be done using: ○ Training ○ Workshops with joint (group/inter-agency)thematic learning from each other and/or the Internet ○ Focused exchange of experiences specifying a topic to highlight ○ Mentoring – by colleagues in own, agency, other agencies, partners, INGOs, donors or others ○ Peer Learning ○ Twinning – working with “same” colleague from another agency/partner supporting each other in using new systems, structures, methods etc. ○ Consultancy services – where expertise is not internally available ○ Provision of technical staff and staff secondments ○ New staff support among the above iii. Themes:_ ○ Use of key GEWE tools for programming, implementation and M&E ○ Monitoring: Skills in design of simple data collection tools, data consolidation, data analysis, data sharing/advocacy, data use/ learning and reporting. This may be graduated to match level of M&E resp. ○ Individual needs for CB in the above ○ Development of new staff packages in GEWE, M&E and Somalia context

i.	Develop strong GEWE monitoring framework and plan for both joint and agency interventions	The M&E system should have: i. Logical framework with: o Achievable targets, o SMART indicators o Simple Means of Verification o Indications of who collect which data o Risk and assumptions o Budget for each activity o Indication of which donor funds what ii. Schedule for the monitoring of each indicator iii. Plan for data use – who should know what and how (report, case stories, one-pager highlights, social media inputs etc)
j.	Select a wider scope of partners to be less vulnerable to unforeseeable challenges	i. Select partners among: o All governmental sectors headed by MOW o Governmental offices at all levels o INGOs o CSOs o Religious groups o Other community-based groups o Academia – to have GEWE aspects included in curricula o Researchers to augment scope of data and data use o Press – to have effective data sharing
k.	Full involvement of all partners	i. Inclusion could involve the following: o Assessments/research/studies o Planning/drafting of GEWE initiatives o Implementation o Monitoring on behalf of UN agencies o Networking – for learning or mutual support in programming and implementation o Capacity building in GEWE programming, M&E, relevant methods and tools etc.

Table 3: Recommendations on systemic changes

PROGRAMMATIC RECOMMENDATIONS		
	Recommendations	Implementation details
a.	Emphasise more on WE(E) as means to have GE	i. There is a governmental and agency readiness for extending the scope of programmes from focus on prevention types of programmes (e.g. GBV, FGM, health) to inclusion of programmes supporting women's education and economic empowerment. The empowerment is viewed as tool reducing the risk of GBV and FGM when women do not depend on male support forcing adherence to patriarchal norms. WEE in terms of education, skilled training, life skills training and access to supportive systems and structures e.g. loans will enable women to make informed choices.
b.	Use male champions	i. When emphasising on household development and the necessity of both parties to contribute it is possible to make some men engage in GEWE and planning for the household development jointly with the spouse. Successful men can act as champions, as their words will have weight. Both men and women admire well developed households and would like to learn/copy. When moving focus from GEWE to household development, GEWE moves from being the goal to becoming the tool it becomes more acceptable and less spoken of.
c.	Involve patriarchal systems in GEWE	i. Patriarchal systems override democratic systems negatively affect the opportunities of women. It should be acknowledged that seemingly losing the role as head of household is difficult for men when no other role is offered. When focusing on household development there will be need for women to be educated to be able to contribute to development of the household – a household which can make the patriarch feel proud. Women will contribute with new, complementary activities which do not have to rob men of their roles. ii. GEWE at household level can have many shapes. The shape should always fit the needs and interests of a given household. An example: Somewhere in Somalia men have agreed to give women all goats (200-500 animals) while the husband keep the camels. They agree internally which developments each of them contributes to. Such solution leaves the women with income for which she does not have to account so long as she fulfils her part of the obligations. If educated she can build other businesses and/or buy items for her home, her children and herself – or invest in education. Such simple arrangement contributes significantly to GEWE and opens a range of opportunities for all household members.

d.	Include all women and girls, also youth and vulnerable groups in all of the above-mentioned developments	i. Vulnerable groups include: ○ Refugees ○ IDPs ○ Returnees ○ PLWD ○ Youth – being vulnerable since there is little space for them in the current national structures which affects their opportunities. ii. Make all programming and monitoring address and measure inclusion of all ages and categories of women as applicable

Table 4: Recommendations on programmatic changes

UNITED NATIONS
SOMALIA