



**UNITED NATIONS TRANSITION PLAN FOR SOMALIA,
2008-2009**

October 2007

UN Country Team Somalia

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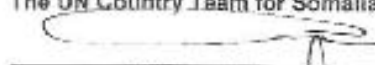
United Nations Transition Plan for Somalia, 2008-2009

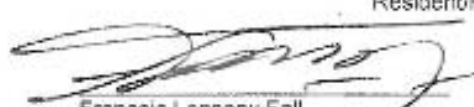
The UN Transition Plan for Somalia for 2008-2009 is the common plan for 2008 to 2009 of the agencies, funds and programmes of the UN in Somalia. It sets out the strategy of the UN in Somalia, what it aims to achieve, and how it will do this. It says what the UN will contribute during 2008 and 2009 to the objectives set out in the Somali Reconstruction and Development Programme produced by the UN-World Bank-supported Joint Needs Assessment for Somalia.

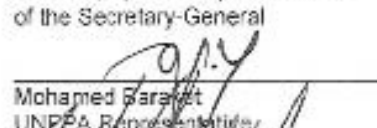
The plan is called a 'Transition Plan' because it is focused on supporting a transition in Somalia from conflict to peace, and from crisis to recovery and longer-term development. As part of this, it aims to help bring about a transition from short-term, humanitarian-focused assistance, to longer-term recovery and development assistance, and an accompanying transition from short-term to longer-term planning and financing.

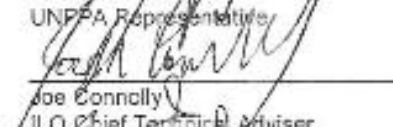
In presenting this plan, the UN Country Team for Somalia reaffirms its commitment to jointly assisting the Somali people and working towards peace and development in Somalia.

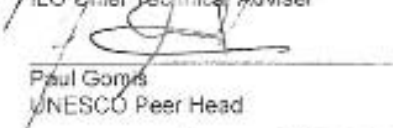
The UN Country Team for Somalia



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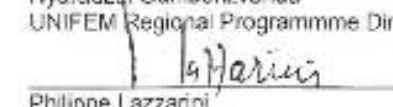

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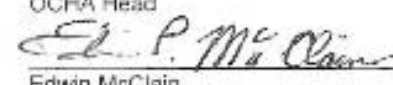

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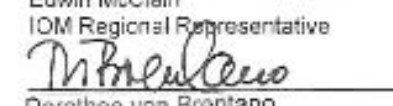

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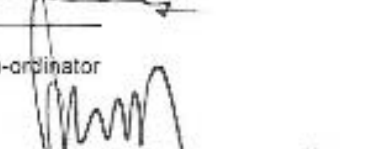

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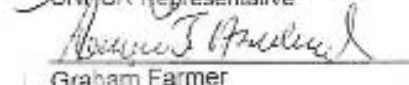

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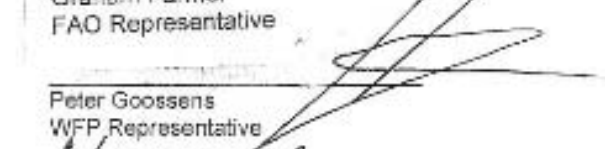

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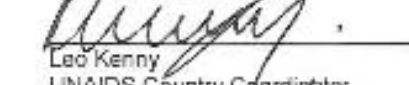

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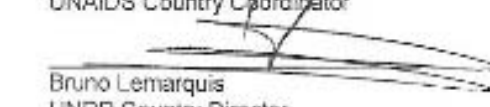

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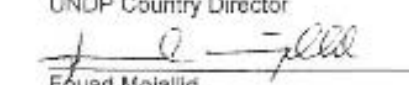

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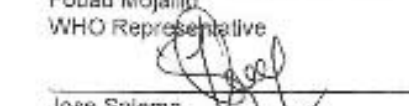

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ABBREVIATIONS AND ACRONYMS

AMISOM	African Union Mission in Somalia
ART	Anti-retroviral therapy
AU	African Union
BDS	Business development services
CAP	Consolidated Appeal
CISS	Coordination of International Support for Somalia
CRC	Convention on the Rights of the Child
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
DC	District Council
DDR	Disarmament, demobilization and reintegration
EOD	Explosive ordnance disposal
FAO	Food and Agriculture Organization
FGM	Female Genital Mutilation
FSAU	Food Security Analysis Unit
GDP	Gross domestic product
HIV/AIDS	Human immunodeficiency virus / acquired immunodeficiency syndrome
IDP	Internally displaced person
IGAD	Intergovernmental Authority on Development
ILO	International Labour Organization
INEE	Interagency Network for Education in Emergencies
INGO	International non-governmental organization
IOM	International Organization for Migration
IPTC	Integrated prevention, treatment and care
JNA	Joint Needs Assessment
LSBE	Life skills-based education
M&E	Monitoring and evaluation
MDGs	Millennium Development Goals
MoE	Ministry of Education
MoLHRD	Ministry of Labour and Human Resource Development
MSME	Micro, small and medium enterprises
NCSC	National Civil Service Commission
NSSP	National Security and Stabilization Plan
OHCHR	Office of the UN High Commissioner for Human Rights
PFM	Public Financial Management
PLWHA	People living with HIV/AIDS
PMTCT	Prevention of mother-to-child transmission
PPP	Public-private partnership
RC	Regional Council
RDP	Reconstruction and Development Programme

SSS	Somalia Support Secretariat
TFC	Transitional Federal Charter
TFG	Transitional Federal Government
TFIs	Transitional Federal Institutions
TNG	Transitional National Government
UIC	Union of Islamic Courts
UNAIDS	Joint UN Programme on HIV/AIDS
UNCT	UN Country Team
UNDAF	UN Development Assistance Framework
UNDP	UN Development Programme
UNESCO	UN Educational, Scientific and Cultural Organization
UNFPA	UN Population Fund
UN-HABITAT	UN Human Settlements Programme
UNHCR	UN High Commissioner for Human Rights
UNICEF	UN Children's Fund
UNIFEM	UN Development Fund for Women
UNOPS	UN Office for Project Services
UNPOS	UN Political Office for Somalia
UN RC/HC	UN Resident Coordinator and Humanitarian Coordinator
UNTP	UN Transition Plan for Somalia for 2008-2009
UNV	UN Volunteers
VCT	Voluntary counselling and testing
WFP	World Food Programme
WHO	World Health Organization

MAP



Map No. 3590 Rev. 7 UNITED NATIONS
January 2007

Department of Peacekeeping Operations
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EXECUTIVE SUMMARY

Introduction

1. The United Nations Transition Plan (UNTP) for Somalia is the **common plan for 2008 to 2009 of the agencies, funds and programmes of the UN in Somalia**. The UNTP sets out the strategy of the UN in Somalia, what it aims to achieve, and how it will do this. It says what the UN will contribute during 2008 and 2009 to the objectives set out in the Reconstruction and Development Programme (RDP), the five-year national plan for Somalia which was produced by the Joint Needs Assessment for Somalia carried out by the UN, the World Bank and Somali partners.

2. The UNTP was prepared by an inter-agency team, the UN Country Team (UNCT), during the first quarter of 2007, under the leadership of the UN Resident and Humanitarian Coordinator (RC/HC). During its preparation, **consultations** with partners were held in Somalia (in Baidoa, Garowe and Hargeisa) and in Nairobi. The plan is based on an analysis of the strengths and weaknesses of the UN in Somalia, the country situation (including political scenarios for 2008-2009, and economic and environmental factors), the national development priorities as set out in the RDP, the findings of the Somali Joint Needs Assessment, and the recommendations received in the consultations.

3. The **economic and human development situation** in Somalia varies substantially across the 18 regions that make up the country, across rural and urban areas, and across social groups. Overall, however, the situation is grave. Central and local governing authorities are weak and under-resourced, and parts of the country have suffered severely from the absence of an accepted government. Basic service provision is poor, especially in education and health, contributing to low school enrolment rates and very poor health indicators. Many livelihoods and the economy as a whole are vulnerable to drought, flooding, fighting, and to external factors such as the interruption of remittance inflows or bans on the import of livestock from Somalia. As a consequence, humanitarian emergencies continue to occur and economic growth and development fluctuate.

4. **Political developments** in 2007 have the potential to significantly shape the course of events in Somalia in 2008 and 2009, the period covered by the UNTP. Key indicators of how the political situation will develop are likely to be: the administration of Mogadishu and the south; national-level dialogue; disarmament and demobilization; and the Transitional Federal Charter. Based around these, a spectrum of 'best', 'most likely' and 'worst' case political scenarios can be envisaged.

5. **The RDP** is built around three core 'pillars' or overall goals: (i) Deepening peace, improving security and establishing good governance; (ii) Investing in people through improved social services; and (iii) Creating an enabling environment for private sector-led growth to expand employment and reduce poverty. For the purposes of the UNTP, the UN has taken the RDP as the underlying donor-supported Somali national development plan for 2007-2011. In effect, the UNTP sets out what parts of the RDP the UN will work towards during 2008 and 2009.

Strategy

6. The UN system in Somalia will aim to support Somalis in building a durable peace and beginning reconstruction and development in their country. The UN will structure its work around **five overall strategic outcomes**, through which it will aim to contribute to the realization of the goals of the RDP. These outcomes – the UNTP outcomes – are:

- ▶ **Key federal, Somaliland and Puntland institutions** administer and manage core government functions more effectively;
- ▶ **Local governance** contributes to peace and equitable priority service delivery in selected locations;
- ▶ Improved **security and protection** under the law for all;
- ▶ Children, youth and vulnerable groups have increased, more equitable access to quality **education and health** services;
- ▶ Vulnerable and marginalized groups have improved sustainable **food security and economic opportunities**.

7. In working towards these outcomes, the UN will take as **fundamental principles** the needs to foster reconciliation; to address the root causes of conflict; to respect national ownership and develop national capacities; to develop a government that is accepted by the people; to build on the resourcefulness and resilience of Somali civil society; and to promote policies that help the poor and lead towards the achievement of the MDGs.

8. Given the poor situation in Somalia in human rights, gender equality and HIV/AIDS prevention and treatment, and the fact that these issues cut across all of the above intended outcomes, the UN will take a **rights-based approach** to programming and will address these issues wherever possible and appropriate in its work under the UNTP. The UN will implement a joint programme on HIV/AIDS protection, mitigation, treatment and care. It will also strengthen its gender thematic group to support the scaling up of efforts in this area.

9. The UN has prepared and costed the UNTP with the expectation that the political situation in Somalia in 2008 and 2009 may broadly resemble the ‘most likely case’ outlined in the plan. However some **flexibility** has been factored into the UNTP: within limits, the substantive content of the UNTP – the work that the UN will do in Somalia – can be adjusted according to circumstances. At root, though, the UNTP responds to the development needs and plans outlined in the RDP, and it should remain largely valid as long as the RDP is valid. However, if a significant change of direction is needed, the UNCT will revise the UNTP.

10. As well as being the collective plan of the UN agencies and programmes in Somalia, the UNTP is a step in the process of moving towards ‘**One UN**’, whereby the UN agencies, funds and programmes in Somalia work more closely together. The UNTP therefore represents the first step towards agreeing and implementing the ‘One UN Programme’ in Somalia.

Outcomes

11. Under each of the UNTP outcomes, the UN will work towards a number of sub-outcomes. In the area of **federal, Somaliland and Puntland governance**, the UN will work towards four sub-outcomes that will contribute to the overall outcome:

- ▶ Infrastructure for key federal, Somaliland and Puntland institutions in place;
- ▶ Federal, Somaliland and Puntland administration policies and systems established with accountability and inclusion;
- ▶ Human resources carrying out their functions adequately;
- ▶ Significant progress towards achieving the remaining transitional tasks under the TFC.

12. In the area of **local governance**, the UN will work towards four sub-outcomes that will contribute to the overall outcome:

- ▶ Selected local governments have basic structures, systems and resources to fulfil prioritized roles and responsibilities;
- ▶ Communities, private sector and local governments have better means and capacity to deliver equitable basic services;
- ▶ All key stakeholders participate in equitable and inclusive community and district-level planning, policies and development;
- ▶ Land and property disputes are partially addressed.

13. In the area of the **rule of law and security**, the UN will work towards three sub-outcomes that will contribute to the overall outcome:

- ▶ Improved security environment in Somalia;
- ▶ Somalis, especially vulnerable groups, have better protection under the law, including to address past conflict-related human rights violations, and improved access to justice;
- ▶ Communities in selected regions are better able to protect themselves against violence and abuse, especially for women, children and vulnerable groups.

14. In the area of **education and health**, the UN will work towards four sub-outcomes that will contribute to the overall outcome:

- ▶ Selected communities, public authorities and private sector enabled to manage education services with focus on equitable access to basic education;

- ▶ More children and youths, especially vulnerable and marginalized groups, are retained and complete basic education;
- ▶ Selected communities, government authorities and private sector enabled to manage quality health services;
- ▶ More women of reproductive age and children benefit from improved access to quality health services including child survival services.

15. In the area of **livelihoods** (food security and economic opportunities), the UN will work towards four sub-outcomes that will contribute to the overall outcome:

- ▶ Rural communities have increased, diversified production and productivity;
- ▶ More people have increased income from equitable and sustainable employment opportunities;
- ▶ Targeted beneficiaries have improved nutritional status;
- ▶ Communities are better able to manage natural resources in a sustainable manner.

Implementation

16. The **mechanisms** for the implementation and coordination of the UN Transition Plan will be closely aligned with those associated with the RDP, which are expected to be put in place during the second half of 2007. The UNCT will do its best to ensure that the UN-internal information-gathering systems used for the UNTP support the wider RDP- and aid-monitoring systems and mechanisms that are established.

17. The UNCT has committed to **align** at least 80% of agencies' activities – excluding humanitarian initiatives – with the priorities outlined in the UN Transition Plan. All agencies have committed to reviewing their individual country programmes in 2007 and prepared new programmes starting in 2008 which will be aligned with the priorities of the RDP and the UNTP.

18. The UN will use **joint programmes** to increase coherence, synergies, effectiveness and impact where two or more UN agencies are addressing a common result, and to prevent duplication. Joint programmes will be guided by Joint Programme Documents (JPDs) which will set out clear management, administrative and reporting arrangements. To improve planning and implementation, and maintain flexibility to respond to changes in the situation in Somalia, the UNCT will prepare annual joint workplans with its national and other partners.

19. To facilitate and improve the effectiveness of **monitoring** of UNTP implementation, the UNCT has designated lead agencies for each of the UNTP outcomes. These lead agencies will be responsible for encouraging and facilitating the coordination of initiatives by the various agencies working within the given outcome. The UNCT will produce and disseminate to donors, national partners, and implementation partners, detailed reports on progress every six months. A full joint review of the UNTP will be conducted by the UNCT and the UN's main partners at the end of 2008, and again at the end of 2009.

20. Detailed **results, monitoring and evaluation matrices** for the UNTP are contained in the Appendices.

1 INTRODUCTION

Since the end of 2004 and the conclusion of the reconciliation talks in that year, Somalia has been at a potential turning point, where it has had an opportunity to move towards ending the internal conflict, insecurity and lack of an effective national government which have characterized the past sixteen years, and to make the transition to greater peace, security and stability. With this opportunity, and despite setbacks in the transition process, comes the possibility to boost development, economic growth and progress towards the Millennium Development Goals (MDGs) and the goals of the national Reconstruction and Development Programme (RDP). For Somalia to succeed in making this transition will depend above all on Somalis, but also on support from Somalia's neighbours and the wider international community, including the agencies and programmes of the United Nations.

1.1 PURPOSE OF THE UNITED NATIONS TRANSITION PLAN

The United Nations Transition Plan (UNTP) for Somalia is the common plan for 2008 to 2009 of the agencies, funds and programmes of the UN in Somalia. The UNTP sets out the strategy of the UN in Somalia, what it aims to achieve, and how it will do this. It says what the UN will contribute during 2008 and 2009 to the objectives set out in the RDP, the five-year national plan for Somalia which was produced by the Joint Needs Assessment (JNA) for Somalia carried out by the UN, the World Bank and Somali partners.¹

The plan is called a 'Transition Plan' because it is focused on supporting a transition in Somalia from conflict to peace, and from crisis to recovery and longer-term development. The UNTP is a plan to assist Somali people in improving their lives. The plan covers a period of just two years, 2008 and 2009, as it aims to help Somalia complete the transition within this period, and because the mandate of the Transitional Federal Charter (TFC) is expected to end in 2009. The plan builds on the earlier UN Action Plan in 2007 and will provide a basis for longer-term UN development planning for Somalia after 2009, if appropriate. The plan is distinct from the annual humanitarian-focused UN Consolidated Appeal (CAP) for Somalia and replaces the early-recovery pillar previously covered in the CAP. Some components of the UNTP may however be coherent with the response strategy for 2008 that will be defined in the CAP process during the fall of 2007. Those will be clearly identified to avoid overlaps and maximize synergies.

By setting out clearly what it aims to achieve in support of the RDP, the UN in Somalia is seeking to increase transparency in its relations with and commitment to its Somali and international partners. It also hopes that this will help to improve coordination with donors, multilateral institutions, and non-governmental organizations which frame their support to Somalia around the RDP.

The preparation of the UNTP

The UNTP was prepared by an inter-agency team, the UN Country Team (UNCT), during the first quarter of 2007, under the leadership of the UN Resident and Humanitarian Coordinator (RC/HC). In December 2006 the UNCT held a one day preparatory meeting which focused on identifying the strengths and weaknesses of the UN in Somalia. This was followed in January by a two-day retreat at which the UNCT discussed and agreed the UN strategy and objectives for 2008-09. Based on this, and the RDP, UNCT working groups then developed the substance of the UNTP. Drafts of the UNTP were discussed in February and March within the UNCT and with donors, NGOs and Somali partners. Three one-day consultations were held in Somalia – in Baidoa, Garowe and Hargeisa – and a half-day consultation was held with donors and NGOs in Nairobi. The UNTP Results Matrix was then revised at a two-day workshop in late March, after which the UNTP was finalized.

¹ For the purposes of this UN Transition Plan, the Somali JNA represents the equivalent of the Country Common Assessment (CCA) which is normally carried out to underpin any UNDAF planning process.

The UNTP is therefore based on an analysis of the strengths and weaknesses of the UN in Somalia, the country situation (including political scenarios for 2008-2009, and economic and environmental factors), the national development priorities as set out in the RDP, the findings of the Somali JNA and the recommendations received in the consultations during the UNTP's preparation.

1.2 CONSULTATIONS

During the preparation of the UNTP, the UN held day-long consultations with the Transitional Federal Government (TFG), the Transitional Federal Parliament (TFP) and civil society representatives in Baidoa; with the Government of Somaliland, the Somaliland Parliament, and civil society representatives in Hargeisa; and the Government of Puntland, the Puntland Parliament and civil society representatives in Garowe². The consultations in Somalia focused on what the TFG, the Somaliland and Puntland governments, and Somali civil society saw as priorities for UN action in Somalia in 2008-2009, and on issues relating to these priorities, such as approaches, leadership, risks and the roles of partners.

In the consultations in Baidoa, priorities and issues that were raised included:

- Basic infrastructure, systems and training for ministries; greater support for government;
- Skills for regional and district councils; local government as facilitators for services;
- Disarmament, demobilization and reintegration through arms control and regulation, and government leadership;
- Girls education enrolment, access for vulnerable groups, curriculum revision; healthcare infrastructure, systems and management;
- Livelihoods and food security; food safety, quality and certification; charcoal trade.

In the consultations in Somaliland, priorities and issues that were raised included:

- Development and review of administrative systems and policies;
- Strengthening of regional authorities and district councils, and establishment of new ones;
- Access to justice for all, especially vulnerable groups, and improvement of local conflict resolution;
- Access, teacher training, curricula review; health regulatory and management systems; health facilities;
- Feeder roads and market-access infrastructure, microfinance; prioritization of rural areas; natural resource use and management.

In the consultations in Puntland, priorities and issues that were raised included:

- Clarifying division of roles and responsibilities between ministries, civil service reform, link between parliament and local governance and communities;
- Access, quality, materials, training; education and health management information systems; health financing, medicine quality control;
- Livestock, agriculture and fisheries infrastructure, quality control systems and training; feeder roads and market development.

The UN held a half-day consultation in Nairobi with donors and NGOs. This consultation focused on the draft UNTP Results Matrix, and the UN subsequently drew on these comments at a two-day UN workshop for revising and improving the Results Matrix. In the Nairobi consultation comments, issues and questions were also raised about the overall strategy of the UNTP. These comments were clustered in the following areas:

- Approach (human rights, 'do no harm', geographic, participation);
- Governance (alternatives to benchmarking);
- Security constraints;
- UN capacity;
- Funding;
- Relationship to the RDP.

² The UN Transition Plan uses the terms Somaliland and Puntland because of common usage and for readability. The use of these terms is not an indication of any position on the part of the United Nations.

A number of NGOs represented the Consortium of Somali NGOs in the above consultations, and others were consulted directly. In drafting and finalising the UNTP, the UN has as far as appropriate taken into account the inputs from all of the consultations.³

1.3 STRENGTHS AND WEAKNESSES OF THE UNITED NATIONS IN SOMALIA

The UN in Somalia comprises some 16 UN agencies, funds and programmes. Together, these represent the UN system in Somalia. The UNCT coordinates the activities of the different agencies under the leadership of the RC/HC. The head of the UN Political Office for Somalia (UNPOS) serves as the Special Representative of the UN Secretary-General. Collectively the UN system in Somalia covers a broad spectrum of humanitarian and development work.

At its meetings in December 2006 and January 2007, the UNCT concluded that key strengths of the UN in Somalia were:

- Its ability to scale-up outputs that work;
- Its ability to strengthen relations between government and people; and
- Its long-term physical presence across Somalia.

However, the UNCT agreed that weaknesses of the UN in Somalia were:

- Being spread too thinly;
- Being slow to respond (because of spending too much time on 'process' and meetings);
- Not doing enough to build Somali capacity;
- Having limited capacity in monitoring and evaluation (M&E);
- A lack of joint inter-agency tools for standard setting, M&E, and planning.

Noting these strengths and weaknesses, the UNCT agreed the following principles for the UNTP:

- ▶ The UNCT and the UN system in Somalia must have strategic clarity: a clear, common purpose;
- ▶ It must focus on what it is best at and where it can play an important role;
- ▶ Its work must support implementation of the RDP;
- ▶ It must use appropriate tools; and
- ▶ It must have clear accountability systems.

More information on the strengths and weaknesses of the UN in Somalia, as assessed in the UNCT meetings in December 2006 and January 2007, is available in the UN reports of these meetings.⁴ How the UN will address its identified weaknesses is discussed further in Chapter 4.1, under 'UN capacity'.

1.4 COUNTRY SITUATION

Background

The Republic of Somalia democratically elected its first president in 1960, shortly after gaining independence. Less than a decade later Mohamed Siad Barre overthrew the government and imposed a dictatorship which lasted until 1991, when Siad Barre was deposed by an alliance of rebel groups. The alliance failed to prevent internal conflicts and soon after taking power it fragmented along clan lines. Central government institutions in the capital, Mogadishu, collapsed and conflict spread. Combined with the impact of droughts, this led to a series of humanitarian crises during the 1990s and large-scale population displacements, loss of life and violations of human rights. In an attempt to provide humanitarian relief and restore peace, between April 1992 and March 1995 the UN organized two operations in Somalia, UNOSOM I

³ The minutes of these consultations are available from the UN RC Office.

⁴ UNCT Somalia, 'SWOT Analysis: Somalia UNCT Workshop', PowerPoint presentation, Nairobi, December 2006a; UNCT Somalia, 'Working Session in Preparation for UNCT Retreat for UNTP', report of meeting, Nairobi, 19 December 2006b.

and II. However escalating insecurity culminated in the withdrawal of UNOSOM and the relocation of the country offices of UN agencies in Somalia from Mogadishu to Nairobi.

In the absence of a national government, Somalia struggled to remain united. In May 1991 north-western Somalia unilaterally declared independence as the Republic of Somaliland, and north-eastern Somalia subsequently declared itself the semi-autonomous Puntland State of Somalia. Separate civil administrations also emerged in parts of central and southern Somalia, such as Hiraan, Jowhar and the Juba Valley. Meanwhile some 13 international peace initiatives were attempted. However, none succeeded in producing a national reconciliation and peace, even when in August 2000 a peace conference in Djibouti led to the formation of a new national government, the Transitional National Government (TNG). Headed by President Abdiqasim Salad Hassan, the TNG was unable to establish its authority beyond parts of Mogadishu and was opposed by the externally-backed Somali Restoration and Reconciliation Council.

Another reconciliation conference was convened in 2002 in Eldoret, Kenya, under the auspices of the regional Intergovernmental Authority on Development (IGAD). Finally, a further conference in Nairobi led to the formation in 2004 of a new government, the Transitional Federal Government (TFG), headed by President Abdullahi Yusuf. However the TFG was unable to establish itself in Mogadishu and instead based itself first in Jowhar and then in Baidoa, where it eventually convened the transitional parliament in February 2006. Meanwhile, during 2006 the Union of Islamic Courts (UIC) – a movement which was not represented in the TFG but had been present in south-central Somalia since the early 1990s – began to oust many of the warlords and militias responsible for insecurity in Mogadishu and neighbouring areas. As its power in the south expanded, the UIC began to confront the TFG in Baidoa, and international efforts to broker an agreement between the two parties failed. Finally, in December 2006 Ethiopian troops intervened forcefully on the side of the TFG by marching on Mogadishu and routing the UIC, thereby providing the TFG with a new opportunity to try to establish itself in Mogadishu.

Political situation in mid 2007

As of spring 2007 – when the UNTP was being prepared – the political outlook for Somalia was uncertain. Security in Mogadishu had deteriorated since December 2006, with levels of violence fluctuating considerably, putting in doubt prospects of a sustained restoration of peace and security in the city. There was continued lawlessness throughout south-central Somalia resulting in large-scale violations of human rights with women, children and members of minorities and marginalized groups suffering most. Fierce fighting had taken place in Mogadishu in late March and again in April, causing more civilians to flee the city and bringing to as much as 390,000 the number of civilians to have left the city since the start of the year. The displacement crisis was compounded by the TFG's intentions (as part of its efforts to relocate to the capital city) to reclaim public buildings where displaced persons had been living. Meanwhile, after stating its intention in early 2007 to withdraw troops from Somalia, Ethiopia's military presence in Mogadishu and south-central Somalia remained substantial, and its involvement in combat continued. Efforts by the TFG to establish itself in Mogadishu and to restore security were also facing opposition, including targeted bombings. While the top leadership operated from Mogadishu, several ministries had yet to become operational there.

Following calls from inside and outside Somalia for reconciliation and for the TFG to form an inclusive government of national unity, the TFG was planning to hold a National Reconciliation Congress in June. An independent committee to organize the congress had been formed, chaired by former President Ali Mahdi, and was receiving support from the international community. Meanwhile, after a slow start to deployment, the Ugandan troops deployed as part of the African Union peace support mission for Somalia (AMISOM) were beginning to patrol the streets and assist in security operations. However, AMISOM had already come under attack (incurring casualties), and full-deployment of the mandated 8,000 personnel remained some way off. As per Security Council Resolution 1744, the UN was planning for a possible UN peacekeeping or peace enforcement mission to Somalia as a successor to AMISOM, but it was judged unlikely that a force could be deployed without significant improvements in security and notable steps towards reconciliation, cease-fire

agreements, and plans for disarmament, demobilization and reintegration. Lastly, the RDP was still in the final stages of being completed, and no decision had yet been reached about when an international donor conference for Somalia might be held.

During July 2007, the National Reconciliation Congress begun its deliberations in Mogadishu, despite the fact that some parties and opposing groups continued to condition their participation. Insecurity levels remained high in and around Mogadishu, and AMISOM deployment levels still quite low.

Economic and development situation

The availability of accurate and up-to-date economic and development data for Somalia is very inadequate. However, in early 2007 the first full assessment of Somalia's position relative to the MDGs was published.⁵ In addition, in the past two years a significant amount of recent geographic- and sector-specific economic and development data has been gathered by authorities in Somalia, UN agencies and NGOs, some of it in the process of preparing the RDP.⁶ In 2006 UNICEF conducted a nationwide MICS offering the largest single source of data for up-to date MDG monitoring.⁷ From these data and sources, and the JNA/RDP, it is evident that Somalia is set to miss most of the MDG targets unless there is a dramatic turn-around in its economic and human development prospects.

Broadly, since 1991 economic growth and human development in Somalia have been significantly hampered by political instability. In the absence of a functioning central government, little of the scarce public financial resources available have been spent on delivering public services and little has been done to develop an environment conducive to economic growth. Partly as a result of this the economic and human development situation varies substantially across the 18 regions that make up Somalia, across rural and urban areas, and across social groups. For example, parts of southern Somalia have been particularly affected by the absence of an accepted national government and the lack of political stability. In contrast, Puntland and Somaliland have benefited from having relatively stable governing authorities, which have also managed to increase their resources and expenditure. Nonetheless, their budgets remain very small relative to the populations under their authority. For example, in 2003 and 2004 (the most recent years for which budget data are available) government expenditure was equivalent to less than US\$10 per person per year in Puntland and Somaliland.⁸ Similarly, the capacities and resources of local governing authorities vary substantially across Somalia, with local authorities in Puntland and Somaliland relatively better established and more capable of providing services than in other parts of the country. However, the resources available to them remain meagre, and a large share of these resources is spent on security.

As a result of Somali and international efforts, some improvements in education provision have been made over the past decade. All the same, the improvements have been small, compared with what remains to be done. Overall school enrolments rates are still low, especially for girls, with overall primary-age school enrolment rates being around 22%, and secondary-age enrolment rates being around half this. In Puntland, for example, the total number of children enrolled in primary schools increased from 45,120 in 2001 to 66,518 in 2004, and girls as a share of the total increased from 36% to 40%. In Somaliland, the total number of children enrolled in primary schools increased from 52,925 in 2000 to 96,206 in 2002, and girls as a share of the total increased from 28% to 34%. However drop-out rates are high, with around half of all enrolled children not reaching Grade 5.

As in education, there have been some improvements in health provision and health indicators during the past decade, but the overall situation remains very poor. For example, in

⁵ UNDP Somalia, 'Millennium Development Goals Report for Somalia' (Nairobi: UNDP Somalia, 2007).

⁶ These sources constitute the needs assessment on which the UNTP is based. The JNA in effect stands in place of a formal 'Common Country Assessment', which is the usual basis of the longer-term UN Development Assistance Framework (UNDAF) used by UN agencies in other countries.

⁷ UNICEF Somalia 'Somali Multiple Indicator Cluster Survey 2006' (Nairobi: UNICEF Somalia, 2007)

⁸ According to official spending data and population estimates. See Ministry of Planning and International Co-operation, 'Puntland Facts and Figures, 2006' (Puntland: 2006), Ministry of National Planning and Coordination, 'Somaliland in Figures, 2004' (Hargeisa, Somaliland: 2004).

Puntland in 2004 there were only 62 doctors and 33 midwives working in public health facilities (a ratio of one doctor to around 38,700 people).⁹ Coverage of basic vaccinations is low; in 2006 30 percent of children age 12-23 months had received the vaccination for BCG, 24 percent had received the vaccination for DPT1, while the figure for measles was 29 percent¹⁰. In Somaliland in 2003 there were only 75 doctors and 18 midwives working in public health facilities, and a total of only 1,586 beds were available in 12 hospitals. In some urban areas private health services are available, but on a limited scale. For example, according to official data, in 2003 there were three private general hospitals and two maternity hospitals in Somaliland, with a total of around 107 beds, 16 doctors and 33 midwives. According to data from WHO, in 2002-2003 there were 146 doctors in south-central Somalia. Currently the HIV/AIDS prevalence rate (estimated at 0.9%) is relatively low compared with neighbouring sub-Saharan countries. However, given the low levels of education and awareness on HIV/AIDS, poor access to condoms and healthcare, high levels of violence and cross-border movement, and social attitudes, there is a high risk that the infection rate will increase substantially.

Given the weaknesses in public provision of basic services, the private sector has for long played a vital role in sustaining Somalia's economy and in providing livelihood opportunities and services, in areas ranging from education, health and water provision, to manufacturing, fisheries, exports, finance and telecommunications. Remittances from Somalis working abroad (estimated to total around US\$800m-US\$1bn annually) also play a vital role in supporting many Somalis. Nonetheless, poverty is widespread (in 2002 around 43% were estimated to live on less than US\$1/day). Large numbers of the population depend on subsistence livelihoods gained from livestock and agriculture. In Somaliland, for example, it is estimated that around 60% of the population depend directly or indirectly on livestock and livestock products for their livelihood; in Puntland livestock exports are estimated to account for around 40% of GDP, 60% of employment opportunities, and 80% of foreign exchange earnings (excluding remittances). Many livelihoods and the economy as a whole are therefore vulnerable to drought, flooding, fighting, and to external factors such as the interruption of remittance inflows or bans on the import of livestock from Somalia. As a consequence, humanitarian emergencies continue to occur and economic growth and development fluctuate.

Finally, cutting across most aspects of life in Somalia, are major shortcomings in respect for human rights and in the position of women, children, minorities and marginalized groups. Shortcomings include discrimination against women, minorities and internally displaced persons (IDPs); severely inadequate access to justice and education; the exploitation of children; violence against women; and a very high rate of female genital mutilation (FGM).¹¹

Further information on the development situation in Somalia is contained in the situation analyses in Chapter 3 and in the baseline data in the Monitoring and Evaluation Matrix in the Appendix.¹²

Political scenarios for 2008-2009 and implications

Developments in 2007 have the potential to significantly shape the course of events in Somalia in 2008 and 2009, the period covered by the UNTP. However they will not necessarily determine the course of events: rapid or unexpected changes in the political

⁹ This ratio assumes Puntland's population in 2004 was 2.4m, as estimated in Ministry of Planning and International Co-operation, 'Puntland Facts and Figures, 2006'.

¹⁰ Preliminary results 'Somali Multiple Indicator Cluster Survey 2006' UNICEF Somalia

¹¹ For a detailed report on human rights, see: UN Human Rights Council, 'Situation of Human Rights in Somalia: Report of the Independent Expert, Mr Ghanim Alnajjar' (Geneva: UN Human Rights Council, 2006).

¹² Sources include: data from UNDP, UNESCO, UNFPA, UNHCR, UNICEF, WFP, WHO; UNDP Somalia, 'Millennium Development Goals Report for Somalia'; World Bank, 'Somalia: From Resilience Towards Recovery and Development' (Washington DC: World Bank, 2006); UNDP Somalia and World Bank, 'Somalia: Socio-Economic Survey 2002' (Nairobi: UNDP and World Bank, 2002); UNDP Somalia, '2001 UNDP Human Development Report for Somalia' (Nairobi: UNDP, 2001); Ministry of Planning and International Co-operation, 'Puntland Facts and Figures, 2006'; Ministry of National Planning and Coordination, 'Somaliland in Figures, 2004'.

situation in Somalia may occur during 2007 or the following two years, just as they occurred during 2006. Nonetheless, in sketching out scenarios for 2008-2009 a number of key indicators of how the political situation will develop – at least in 2007 and possibly beyond – should be noted. These include:

- **Administration of Mogadishu and the south.** Is a more inclusive and representative administration for Mogadishu formed? Is a political and security environment created which is conducive to the successful deployment of AMISOM? Is an effective UN peace support mission deployed?
- **National-level dialogue.** Is there progress in dialogue and reconciliation between the TFG and Hawiye clan leaders and (former) leaders and supporters of the UIC and/or other political movements? Is an inclusive National Reconciliation Congress organized, independently from the TFIs, which produces effective agreements on reconciliation, power sharing, and cessation of hostilities? Are more inclusive national institutions formed? Is there constructive dialogue between the TFG and Somaliland and Puntland?
- **Disarmament and demobilization.** Does the National Reconciliation Congress yield agreements on DDR? Is progress made in non-coercive disarmament and in neutralising the spoiler threat posed by militias, including clan and UIC militias and al-Shabaab?
- **The Transitional Federal Charter.** Is progress made in carrying out the tasks set out for the TFG in the Transitional Federal Charter (TFC)? Is progress made on drafting a new constitution and preparing for national elections, scheduled for 2009?
- **Humanitarian situation.** Are the populations displaced as a result of military operations by the TFG and Ethiopian troops able to receive the humanitarian assistance they need? Are short- and medium-term solutions reached for their return and/or (re)settlement? Is the population of south-central Somalia in general able to perceive some improvements in their lives as a result of political/military stabilization?

Bearing in mind these indicators, three broad political scenarios can be envisaged for Somalia in 2008-2009, covering most of the spectrum of realistic outcomes. These scenarios and their implications for the UN are broadly as follows:

- **Best case.** Good progress is made on reconciliation between the TFG and other political forces, and on forming an inclusive government with broad domestic support; international political and donor support is strong. Good progress is made on disarmament; security in Mogadishu improves significantly and incidents subside. The deployment of AMISOM and/or UN forces goes ahead smoothly: troop contributions and funding are sufficient for it to be effective; the mission gains broad public approval. A National Reconciliation Congress is held and perceived to be inclusive and neutral, and yields agreements that are implemented on political and social issues such as the needs of IDPs. National institutions and the international community take action to end impunity and curb human rights violations. Good progress is made on drafting a new constitution, preparing for elections and fulfilling the TFC. Good progress is made in dialogue between the TFG, Puntland and Somaliland on federal arrangements; elections are held in Somaliland.
 - ▶ **Implications for UN.** A more rapid scaling-up of reconstruction and development work, and more rapid relocation into south-central Somalia are possible. Additional development needs may include assistance for larger-scale DDR and preparation for general elections beyond present costing levels.
- **Most likely case.** Progress on reconciliation is slow and limited, and the TFG is only partly inclusive, leading to a limited widening in domestic support; international political and donor support is tempered by political concerns. The National Reconciliation Congress goes ahead but faces criticisms and challenges. Progress on disarmament is limited; security in Mogadishu is fragile and incidents persist, with the possibility of short-term escalation. Substantial population displacements continue to occur, contributing to continuing humanitarian needs. The deployment of AMISOM is slow and is hampered by shortfalls in contributions, funding and logistics; the mission is faced with some public ambivalence and comes under occasional attack. Progress on drafting a new constitution, preparing for elections and fulfilling the TFC is slow and is significantly behind schedule. Puntland and Somaliland remain stable though progress in dialogue with the TFG on federal arrangements is limited; elections are held in Somaliland.

- ▶ Implications for UN. The scaling-up of reconstruction and development work, and relocation into south-central Somalia, can proceed but are susceptible to fluctuations in the security environment. Inadequate legitimacy of the TFIs and alleged human rights violations hamper the implementation of capacity-building initiatives for the TFIs. It is necessary to monitor implementation especially carefully and to re-align UN strategy depending on developments, particularly in Mogadishu. UNTP implementation may need to be phased as certain components are more likely to be affected by the fluctuating situation. Continued humanitarian needs on a large-scale in south-central Somalia may divert some capacity away from the UNTP agenda.
- **Worst case**. There is no effective progress in reconciliation, and public support for the TFG does not widen, causing its legitimacy to dwindle; international political and donor support is scaled back or withdrawn. The National Reconciliation Congress does not go ahead or severely lacks inclusivity and credibility. There is no lasting progress on disarmament; insecurity in Mogadishu and south-central Somalia increase significantly and conflict escalates. The deployment of AMISOM is delayed and/or scaled back; the mission does not gain public confidence and significant attacks occur against it. The deployment of UN forces is not authorized by the UN Security Council given the prevailing circumstances. Access to IDPs is difficult, and large numbers of people in south-central Somalia suffer a deterioration in living conditions. No effective progress is made on drafting a new constitution and preparations for elections are postponed and the TFC is effectively broken. There is no progress in relations between the TFG, Puntland and Somaliland; the risk of conflict affecting Puntland and Somaliland increases.
 - ▶ Implications for UN. The opportunity for scaling up reconstruction and development work is limited and concentrated in Somaliland, Puntland, and the more stable areas in south-central; the scope for relocation into Mogadishu is very restricted. Humanitarian needs caused by conflict may increase, entailing a need to change the focus of UN action.

In practice, the actual path of events may contain a mix of elements from more than one of these scenarios, and other unforeseen elements (as often occurs with scenario forecasts). The implications of these scenarios for the UN and the UNTP are discussed further in Chapter 2 below (under 'Assumptions').

Economic and environmental factors

During 2008 and 2009, it is likely that Somalia will be significantly affected by economic and environmental factors, as it has been in the recent past. Examples of economic factors include external bans on importing livestock from Somalia, constraints on remittances from Somalis working abroad. It is very likely that Somalia will continue to experience drought and flooding, aggravated by disease such as a cholera epidemics, and that these will cause short-term humanitarian crises in parts of the country such as the Juba and Shabelle valleys.

1.5 THE SOMALI RECONSTRUCTION AND DEVELOPMENT PROGRAMME

The RDP ‘pillars’ or goals

The RDP is built around three core ‘pillars’ – in other words, three overall goals. These are:

- (i) Deepening peace, improving security and establishing good governance;
- (ii) Investing in people through improved social services; and
- (iii) Creating an enabling environment for private sector-led growth to expand employment and reduce poverty.

These overall goals and the areas covered by them are set out in RDP volume I.¹³ Three main themes cut across these goals. They are:

- Peacebuilding, reconciliation and conflict prevention;
- Capacity building and institutional development; and
- Gender and human rights.

Within the framework of its overall goals, the RDP contains subsidiary goals that reflect the varying situation and reconstruction and development priorities across Somalia. These are set out in RDP volumes II, III and IV, which respectively cover south-central Somalia, Puntland and Somaliland.¹⁴

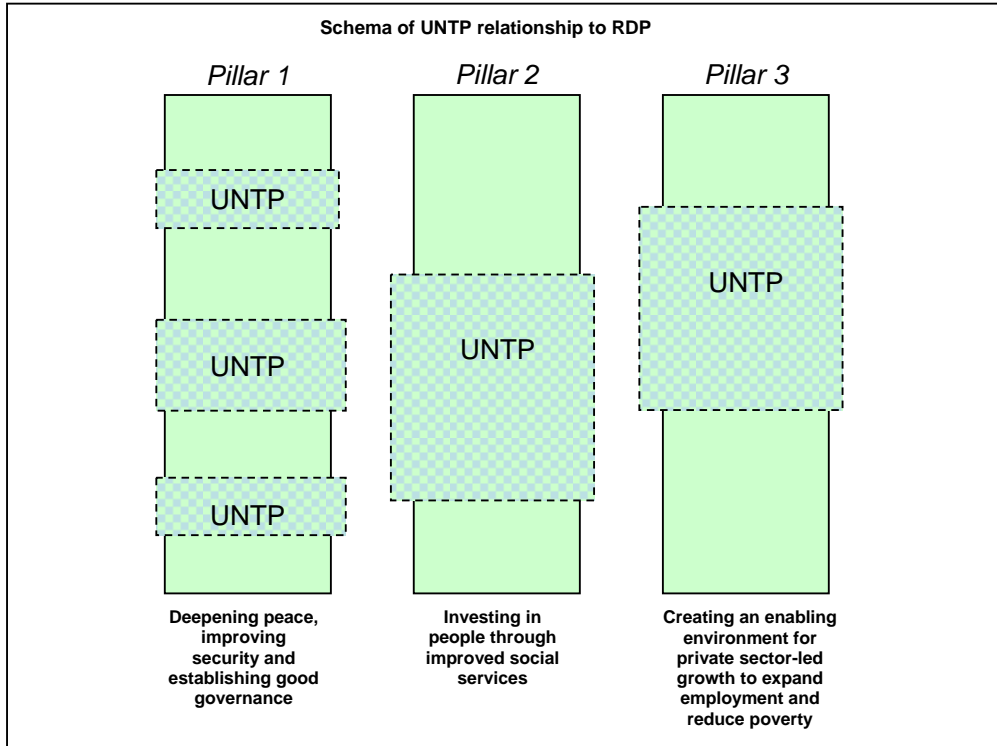
Relationship of UNTP to RDP

For the purposes of the UNTP and planning for 2008-2009, the UN has taken the RDP as the underlying donor-supported Somali national development plan for 2007-2011.¹⁵ In effect, the UNTP sets out what parts of the RDP the UN will work towards during 2008 and 2009. The diagram below illustrates (schematically and not to scale) the relationship of the UNTP to the RDP.

¹³ UN and World Bank, ‘Somali Reconstruction and Development Programme: Deepening Peace and Reducing Poverty’ (Nairobi: UN and World Bank, 2007a).

¹⁴ UN and World Bank, ‘Somali Reconstruction and Development Programme: Deepening Peace and Reducing Poverty’ (Nairobi: UN and World Bank, 2007b).

¹⁵ The RDP is not expected to constitute the totality of national development plans in Somalia during 2007-2011, as there are areas, for example in infrastructure, which are not covered by the RDP, and which the federal, Somaliland and Puntland authorities may pursue independently of the RDP.



The UNCT proposes to prepare a more detailed presentation of this schema after finalization of the UNTP and as part of the information basis for UNTP implementation, discussed in section 4 (Monitoring, evaluation and review). It is envisaged that this would be done in collaboration with partners and would also show what parts of the RDP are being addressed directly by the World Bank through their Interim Strategy Note, the EU, EC and Norway through the Country Strategy Paper, other donors and international actors. The UNCT is committed to promoting joint mechanisms and tools to monitor progress on the RDP which would serve to track the UNTP's contribution in the broader context of Somali reconstruction needs and international assistance coming from other partners.

2 UNITED NATIONS SOMALIA STRATEGY FOR 2008-2009

Based on the UN's strengths and weaknesses in Somalia and the country situation, and in view of the goals set out in the RDP, during 2008 and 2009 the UN system in Somalia will aim to support Somalis in building a durable peace and beginning reconstruction and development in their country. The UN will structure its work around five overall strategic outcomes, through which it aims to contribute to the realization of the goals of the RDP. These outcomes – the UNTP outcomes – are:

- ▶ Key federal, Somaliland and Puntland institutions administer and manage core government functions more effectively;
- ▶ Local governance contributes to peace and equitable priority service delivery in selected locations;
- ▶ Improved security and protection under the law for all;
- ▶ Children, youth and vulnerable groups have increased, more equitable access to quality education and health services;
- ▶ Vulnerable and marginalized groups have improved sustainable food security and economic opportunities.

In working towards these outcomes, the UN will take as fundamental principles the needs to foster reconciliation; to address the root causes of conflict; to respect national ownership and develop national capacities; to develop a government that is accepted by the people; to build on the resourcefulness and resilience of Somali civil society; and to promote policies that help the poor and lead towards the achievement of the MDGs.

Doing no harm: conflict-sensitive programming

The UNCT is fully aware of the risks associated with any assistance programme (whether of a humanitarian, recovery or development focus) undertaken in the context of a protracted socio-political conflict involving repeated humanitarian crises, such as in the case of Somalia. Drawing on the lessons learned from other examples and past experiences (as documented in the international 'Do No Harm' project) the UN will therefore make a concerted effort to ensure that, rather than exacerbating and worsening the conflict, the actions undertaken through the UNTP help Somalis to disengage from fighting and better address the causes of conflict within Somalia. With its partners, the UNCT will therefore carefully monitor the prioritization and sequencing of initiatives coming out of the UNTP, as well as the implementation modalities, to ensure that they are sensitive to relevant contextual conflict issues. Implementation of the UNTP will also be guided by the Joint Operating Principles recently adopted by the UN and NGOs working in Somalia.¹⁶

Addressing the causes of conflict

Many studies have been done on the causes and drivers of conflict in Somalia, notably a report by the World Bank in 2005.¹⁷ This found that key factors affecting the escalation and de-escalation of conflict in Somalia were clannism, governance, economic performance, natural and productive resources, militarization, regional disputes within Somalia, and international influences. The UNTP cannot address all of these factors but aims to address those on which the UN can potentially have most influence. At the same time, while the UNTP aims to help reduce conflict in Somalia, the UNTP acknowledges that conflict *per se* is not the primary concern for all Somalis or the sole obstacle to recovery and development, as was shown in surveys carried out for the JNA. With this in mind the UN will use a rights-based approach in the UNTP, providing direct assistance to bring tangible benefits to Somalis in basic services and livelihoods, and to help the development of local governance that supports the delivery of services to the poor and the vulnerable, as well as supporting the development of central federal, Somaliland and Puntland governance.

Cross cutting themes

Given the poor situation in Somalia in human rights, gender equality and HIV/AIDS prevention and treatment, and the fact that these issues cut across all of the above intended outcomes,

¹⁶ The Joint Operating Principles are available from the office of the UN HC/RC.

¹⁷ World Bank, 'Conflict in Somalia: Drivers and Dynamics' (Washington DC: World Bank, 2005).

the UN will take a rights-based approach to programming and will address these issues wherever possible and appropriate in its work under the UNTP.

With regards to HIV/AIDS, the UNCT will implement its proposed contribution through a UN Joint Programme on HIV/AIDS Prevention, Mitigation, Treatment and Care. The UN Theme Group on HIV/AIDS will serve as the steering committee mechanism for this joint programme and will also be accountable for the delivery of the HIV/AIDS-related results of the UNTP. UNAIDS will provide monitoring and evaluation for this joint programme, and all agencies will, as far as possible, work through the national HIV/AIDS Commissions.

To ensure the appropriate mainstreaming of human rights, during the preparation of the UNTP selected UN staff took a three-day training course on human rights-based approaches to programming. A human rights adviser has been seconded by OHCHR to the UNCT to help in the implementation of this approach in all programmes (joint and other) and to provide staff with human rights training relevant to specific outcomes and sub-outcomes of the UNTP. Human rights will also feature in the monitoring and evaluation of the UNTP.

Finally, with regards to gender, the UNCT is very aware of the need to strengthen its capacity for effective mainstreaming and programming in this area. The UNCT will therefore strengthen its Gender Theme Group, which will be responsible for setting gender targets and agreeing on, and monitoring, joint progress indicators.

Addressing the needs of IDPs

The UN estimates that there are approximately 370,000-400,000 long-term displaced in Somalia today, excluding populations recently displaced by fighting or those who move very temporarily following a natural disaster. These IDPs form a group of chronically vulnerable people who lack even the most basic protection and essential services. Conditions for them are among the worst in Africa. The UN in Somalia has therefore established a Joint IASC Strategy and Programme to Address the Needs of IDPs in Somalia. The strategy includes the wider humanitarian community. The strategy assumes that in general there will not be large-scale population return or resettlement in the period covered by the UNTP (2008-2009). However, UN joint programmes for small-scale integration are being developed as pilot initiatives that bridge the humanitarian/early recovery/reconstruction divides and that provide durable solutions to the needs of IDPs. The objectives of the IDP strategy include:

- ▶ Better protection for IDPs in temporary and permanent settlements, evidenced by protection of human rights, and protection against physical violence and fire.
- ▶ Improved living conditions in existing and temporary settlements, evidenced by an upgrade of temporary settlements, improved access to basic services, and improved access to immediate income-generating opportunities, achieved through community works schemes.
- ▶ Small-scale pilot projects aiming to promote durable solutions for livelihoods, resettlement and reintegration, evidenced by successful local resettlement and integration in the concerned areas as well as successful resettlement and integration in alternative locations.

Assumptions

The UN has prepared and costed the UNTP with the expectation that the political situation in Somalia in 2008 and 2009 may broadly resemble the 'most likely case' outlined above, perhaps being slightly better or slightly worse. However this expectation is accompanied by an awareness that the political, humanitarian and economic situation in Somalia in 2008 and 2009 may prove to be significantly different from this scenario and possibly from either the best or worse cases as outlined above.

Some flexibility has therefore been factored into the UNTP: within limits, the substantive content of the UNTP – the work that the UN will do in Somalia – can be adjusted according to circumstances. At root, though, the UNTP responds closely to the development needs and plans outlined in the RDP, and it should therefore remain largely valid as long as the RDP is valid. However the UNCT is aware that it must be ready to respond to major unexpected developments, and if a significant change of direction is needed, the UNCT will therefore revise the UNTP. For example, as indicated in the discussion of scenarios above, if the situation in Somalia evolves along the lines of the 'best case', it may be appropriate to revise the UNTP to include support for larger-scale DDR and preparation for national elections, or

for other new developments. Alternatively, if the situation evolves along the lines of the 'worst case', it may be necessary to revise the UNTP to focus it more on responding to humanitarian needs, while still maintaining its differentiation from the CAP by virtue of its support for recovery and development work where possible, and its longer time frame. In the event of the 'worst case' scenario, some of the proposed outcomes and outputs may not be pursued.

A discussion of basic risk mitigation requirements is included in Chapter 4, which covers implementation, monitoring and evaluation arrangements. The following chapter, Chapter 3, sets out briefly how the UN will work towards each of the five UNTP outcomes.

'One UN' in Somalia

As well as being the collective plan of the UN agencies and programmes in Somalia, the UNTP is a step in the process of moving towards 'One UN', whereby the UN agencies, funds and programmes in Somalia work more closely together. The UNTP therefore represents the first effort at agreeing and implementing the 'One UN Programme' in Somalia.

The aim is to improve coordination, to save time and resources – for Somali partners, donors and the UN itself – and ultimately thereby to increase impact and effectiveness. As part of this approach, the UN will undertake a number of joint (inter-agency) programmes and UN agencies and programmes will both plan and operate together.

Details of planning and operating arrangements for the UN's unified approach in Somalia are set out in Chapter 4, and in the Results Matrix in the Appendix.

3 UNITED NATIONS TRANSITION PLAN OUTCOMES

3.1 FEDERAL, SOMALILAND AND PUNTLAND GOVERNANCE

UNTP outcome: *Key federal, Somaliland and Puntland institutions administer and manage core government functions more effectively*

Situation analysis

Levels and quality of governance vary across Somalia. In the more conflict-affected and more populous and productive south, central governance structures are only in the early stages of being established, after many years of absence. In contrast, in Somaliland and Puntland governance and administrative structures are more established. However, all government institutions face common difficulties, in varying degrees. These include the lack of adequate administrative infrastructure, systems and policy. The absence of a civil service system, including the lack of financial resources to attract qualified Somalis, is equally a major challenge.

For the TFG and associated Transitional Federal Institutions (TFIs) the challenges are especially large. In February 2007 the cabinet was reshuffled and ministry permanent secretaries and directors general were appointed. However, the ministries and other institutions of the TFG have still to establish and develop their physical infrastructure and systems, at the same time as they need to recruit staff and develop and implement policy. These tasks are further complicated by insecurity and the need to eventually relocate from Baidoa to Mogadishu. Overall, therefore, the TFIs are still fragile and in great need of support if they are to play the role assigned to them in the Transitional Federal Charter (TFC).

The administrations of Somaliland and Puntland have already benefited from some external development-oriented assistance, and in Somaliland democratic elections, for example, have already previously been held. However, both administrations remain fragile and do not adequately serve the needs of their populations, with the majority of their budgets being absorbed by security expenditure. The effectiveness and transparency of these governments is improving but remains inadequate. Both governments therefore need assistance, particularly in the development of systems, policies and human resources.

Strategy

The UN will expand the provision of a standard minimum package of assistance to key federal, Somaliland and Puntland institutions which correspond to the mandate areas and strengths of UN agencies. The UN will tailor further assistance to central governance institutions according to the specific needs and priorities of those institutions. Where possible it will prioritize assistance which will more directly help to reduce poverty and address the UNTP cross-cutting themes (human rights, gender, and HIV/AIDS). The UN will aim to foster the development of efficient, lean and effective institutions which play a key role in establishing the necessary regulatory, planning and financial environment for public service delivery and, where appropriate, which support the delivery of essential public services by institutions below the central level. To strengthen transparency and accountability the UN will support the drafting of legislation to protect freedom of opinion and expression as well as freedom of assembly and assembly. It will also work to ensure the inclusion and development of women within government institutions, and to improve government capacity to manage a multi-sectoral response to HIV/AIDS. While the UN may undertake the payment of stipends or salaries if appropriate, these costs have not been included in the UNTP costings as presented in this document.

The UN will work towards four sub-outcomes that will contribute to the overall outcome. These are:

- ▶ Infrastructure for key federal, Somaliland and Puntland institutions in place;
- ▶ Federal, Somaliland and Puntland administration policies and systems established with accountability and inclusion;

- ▶ Human resources carrying out their functions adequately;
- ▶ Significant progress towards achieving the remaining transitional tasks under the TFC.

For information on the outputs through which the UN will aim to achieve these outcomes and the overall outcome, see the relevant section of the Results Matrix in Appendix A.

3.2 LOCAL GOVERNANCE

UNTP outcome: Local governance contributes to peace and equitable priority service delivery in selected locations

Situation analysis

According to the principles of the TFC, the Somaliland Constitution and the Puntland Charter, local governance is intended to be a key instrument for reconciliation and peace-building, as well as being the basic political structural framework that should enable Somalis, through decentralized service delivery, to benefit from better social services and livelihood opportunities. However, as with central federal, Somaliland and Puntland governance, the levels and quality of local governance vary across Somalia. In central and southern Somalia only a few scattered and ill-resourced official local governing authorities have managed to survive the absence of a national government. In Somaliland and Puntland, some regional and district governing bodies are in place but are generally under-resourced and provide few services. Across the country, therefore, much remains to be done both in establishing and strengthening local government, and in making horizontal and vertical linkages that can respectively help reconciliation and local service delivery, and strengthen the connection between local and central authorities.

Traditional local governance structures or authorities typically play an important role (especially in land management and dispute settlement) where official or formal local government structures have not been established. In some cases, traditional authorities have therefore become the basis for formal local governance structures. Provided that adequate measures are put in place for developing representation and participation of all citizens, and for improving transparency and accountability, this is an approach which can be replicated.

In Somaliland and Puntland the governing authorities have put in place decentralization policies that aim to give responsibility for service delivery to district councils. Service delivery is intended to include education, health, water and sanitation; agricultural, livestock and forestry extension services; and local regulation of businesses. Implementation of decentralization policy is well under way in Somaliland and in Puntland.

Strategy

The UN will tailor its assistance for local governance according to local needs and priorities but will prioritize assistance which will contribute to peace and equitable, priority service delivery in selected locations. In supporting the establishment and strengthening of local government bodies, the UN will encourage the formation of appropriate links between these bodies, the population, and the central authorities, so that the local government bodies may be more legitimate, sustainable and effective. The UN will also encourage the formation of links between local government bodies, the community and the private sector, so as to increase local capacity to deliver basic services in the longer term (for example through public-private partnerships) and eventually to end emergency service delivery needs. The UN will aim to ensure that all local government training and planning, policy and legal framework development, address the cross-cutting themes of human rights, gender and HIV/AIDS, and that they support the service delivery priorities of the RDP and the UNTP Outcome on education and health (section 3.4 below). Thus, for example, the UN will aim to ensure appropriate representation and participation of women in local governance; and it will support the establishment of regional HIV/AIDS committees and will use its work in local government as an opportunity to increase public understanding of HIV/AIDS and increase community engagement (especially among women, the young and community leaders) in tackling HIV/AIDS.

The UN will work towards four sub-outcomes that will contribute to the overall outcome. These are:

- ▶ Selected local governments have basic structures, systems and resources to fulfil prioritized roles and responsibilities;
- ▶ Communities, private sector and local governments have better means and capacity to deliver equitable basic services;
- ▶ All key stakeholders participate in equitable and inclusive community and district-level planning, policies and development;
- ▶ Land and property disputes are partially addressed.

The UN will orient its outputs within each of these outcomes towards helping local governance contribute to peace and equitable, priority, decentralized service delivery in targeted locations. At the centre of the UN's work in this area will be a joint programme on local governance and decentralized service delivery.

For information on the outputs through which the UN will aim to achieve these outcomes and the overall outcome in the area of local governance, see the relevant section of the Results Matrix in Appendix A.

3.3 RULE OF LAW AND SECURITY

UNTP outcome: *Improved security and protection under the law for all*

Situation analysis

Levels of rule of law and security vary widely across Somalia. In Somaliland, for example, the police are relatively well-established but suffer from institutional weaknesses. In contrast, in south-central Somalia the TFG's police are weaker and less well established, large numbers of militia are still active, and separate but inadequate police bodies exist in different regions. As of the time of writing, attacks on civilians and government targets were occurring in Mogadishu, and it was uncertain how the security situation would develop during the rest of 2007. Meanwhile tensions remain in the Sool and Sanag regions, the control of which is still disputed by Puntland and Somaliland. The task of improving security also continues to be made more difficult by the wide availability of weapons and the numerous armed groups that can easily be mobilized and for which there is need of a comprehensive disarmament, demobilization and reintegration strategy. .

Judicial capacities and public access to justice also vary widely across Somalia, and as a consequence justice is unevenly administered. Federal judicial institutions and courts are due to be developed under the TFG but at present are very weak. Judicial institutions in Somaliland are relatively better developed but are nonetheless under-resourced; for example, there is a functioning Supreme Court but some regional courts lack their own premises. Across the country, there is a shortage of well-trained law professionals and judicial standards and practices vary widely, a problem which is exacerbated by Somalia having three main sources of law – *xeer*, *sharia* and statutory law.

Overall, as a result of the combination of continuing insecurity in parts of the country, and the weakness of law enforcement and judicial institutions, awareness and protection of human rights are poor and public confidence in government-led law and justice is low. Women, IDPs, clan or ethnic minorities, and other vulnerable groups have very little or no access to justice and public security. There are also reports that children continue to be recruited by various actors.

Strategy

The UN will provide assistance for the development of the relevant infrastructure, systems, human resources and policies for improving the rule of law and security. It will tailor its assistance to respond to specific priorities across the country, and to build on existing Somali capacities and effective programmes. The UN will take a comprehensive approach to security and law enforcement, working at the level of law enforcement institutions, down to the level of

local policing practices and their interaction with civil society and the public. The UN will aim to strengthen the respective institutions and encourage national ownership and responsibility for the rule of law and security. It will give particular attention to armed violence reduction, because of its importance for strengthening security. It will also support the development of legal frameworks and the expansion of legal aid services. As part of its peace consolidation activities, the UN will share international experience on transitional justice mechanisms and encourage debate within public institutions and civil society on transitional justice options. It will also encourage the establishment of specialized Somali institutions to monitor the situation of human rights.

Where possible, the UN will use joint programming in disarmament, demobilization and reintegration (DDR), so as to produce an integrated response to needs, especially for the reintegration of former militia and child recruits. The UN will coordinate its work with AMISOM as appropriate, and with any eventual UN peace support mission, if deployed. It will aim to ensure that all programmes relating to the rule of law and security address the cross-cutting issues of human rights, gender and HIV/AIDS, for example by fostering institutional capacity and leadership commitment to address these issues, and by focusing on improving protection for women, children and vulnerable groups.

The UN will work towards three sub-outcomes that will contribute to the overall outcome. These are:

- ▶ Improved security environment in Somalia;
- ▶ Somalis, especially vulnerable groups, have better protection under the law, including to address past conflict-related human rights violations, and improved access to justice ;
- ▶ Communities in selected regions are better able to protect themselves against violence and abuse, especially for women, children and vulnerable groups.

For information on the outputs through which the UN will aim to achieve these outcomes and the overall outcome in the area of the rule of law and security, see the relevant section of the Results Matrix in Appendix A.

3.4 EDUCATION AND HEALTH

UNTP outcome: Children, youth and vulnerable groups have increased, more equitable access to quality education and health services

Situation analysis

Government planning and management of the education system in Somalia are currently at only a nascent stage. The federal ministries of education and higher education have only recently been established and are operating with very limited staff and facilities. The education ministries in Somaliland and in Puntland are relatively better established, but still suffer from major shortcomings in systems, human resources and policy. Examples of shortcomings include a shortage of funds and monitoring capacity, and a lack of information and financial management systems.

As a result of many years of poor education provision, education indicators are extremely low although many children attend Quranic school where they memorize the Quran in Arabic. Although Somali authorities, the UN and NGOs have given increased attention to education in recent years, improvements have been small and Somalia still has a gross education enrolment rate of only around 22% (which is among the lowest in the world). Only about 30% of all primary school pupils are girls and only 16% of primary school teachers are female. Enrolment rates of children from nomadic communities are still worse: currently it is estimated that less than 1% of children from nomadic families have access to formal education. The supply of qualified teachers is also inadequate and many more teachers need to be trained.

In health, the institutional situation is similarly poor. As with other TFG ministries, the federal health ministry has only recently been established and faces major challenges in becoming effective across Somalia. The health ministries in Somaliland and Puntland also still suffer from major shortcomings in systems, human resources and policy. As a result, and after many years of neglect, public healthcare provision in Somalia ranges from deregulated and fragmented services, to total absence. In the absence of satisfactory public health services, private sector and NGO healthcare provision play a valuable role. However private services are more expensive than public services and are unregulated, which contributes to problems of drugs counterfeiting, bogus professionals and pilfering of supplies from public health facilities.

Health indicators are correspondingly extremely poor. Child and infant mortality during 2003-2006 are estimated respectively at 156 and 96 per 1,000 live births; roughly one in 15 Somali women die as a result of pregnancy and childbirth complications; and anaemia and FGM widely affect maternal health. It is estimated that only one in three births are delivered by skilled personnel, and just one percent of married women of reproductive age use modern methods of contraception. Nutritional health levels are also poor: around 35% of children under the age of five are assessed to be moderately or severely underweight, and 11% are classified as severely underweight.¹⁸ Less than 10% of Somalis have access to voluntary counselling and testing (VCT) for HIV/AIDS and less than 2% have access to anti-retroviral therapy (ART). Women and girls, and young people who lack access to education on life-skills and to youth-friendly services, are especially vulnerable to the spread of HIV/AIDS.

Strategy

The UN will address the need for education and health in a two-track approach. A strong focus on meeting immediate and humanitarian needs in education and health will be complemented by support for public institutions (where they exist) that manage or provide education and healthcare. Through this dual approach, the UN will aim to improve access to, and the quality of, an essential minimum-standard of education and health services for all Somalis and especially for women, children, IDPs, minorities and other vulnerable groups such as people living with HIV/AIDS (PLWHA). Given the crucial role that education plays in recovery and development, the UN will launch a joint 'Go to School' campaign. The campaign will give attention to both access and quality, but will be designed to produce improvements even in the absence of formal government. A strong focus of the campaign will be on primary education as the entry point to learning for the majority of Somali children.

The UN will use a rights-based approach to education and health, and will consider access and quality to be complementary rather than trade-offs, and it will encourage Somali public authorities to adopt a similar approach. It will support measures to increase access to education for women and girls, to improve education on human rights, gender and HIV/AIDS, and to increase the participation of women in the education and health systems. The UN will also aim to address issues that cut across education and health, in particular nutrition, sanitation and water. It will also aim to work more closely with its Somali partners and to increase private sector involvement in delivering services to the poor.

The UN will work towards four sub-outcomes that will contribute to the overall outcome. These are:

- ▶ Selected communities, public authorities and private sector enabled to manage education services with focus on equitable access to basic education;
- ▶ More children and youths, especially vulnerable and marginalized groups, are retained and complete basic education;
- ▶ Selected communities, government authorities and private sector enabled to manage quality health services;
- ▶ More women of reproductive age and children benefit from improved access to quality health services including child survival services.

These outcomes link with but do not duplicate the outcomes in federal, Somaliland, Puntland and local governance capacity building, in sections 3.1 and 3.2 above. Work towards these

¹⁸ All data from preliminary results 'Somali Multiple Indicator Cluster Survey 2006' UNICEF Somalia

outcomes will include joint programmes on HIV/AIDS and young child survival and development.

3.5 LIVELIHOODS

UNTP outcome: *Vulnerable and marginalized groups have improved sustainable food security and economic opportunities*

Situation analysis

The majority of Somalis depend on a narrow range of livelihoods, in particular livestock and related activities, and farming. These sources of living are vulnerable to external factors, in particular climatic factors (floods and droughts), but also other environmental factors (such as disease or pests) and political or economic factors, such as foreign bans on imports of livestock from Somalia, and local conflict. In Somaliland and Puntland, for example, crop production is hampered by unreliable rainfall, while along the Juba and Shabelle Rivers it is more vulnerable to flooding, which is exacerbated by inadequate or deteriorated flood control structures and irrigation systems. Coastal fishermen are affected by illegal fishing close to shore which depletes local fish and seafood stocks. Many Somalis are also affected by unreliable access to appropriate livestock, farming or fishing inputs and markets.

Overall, around 80% of Somali households rely on natural resource-dependent activities for their livelihood. Given the vulnerability of these livelihoods to external shocks, food security can fluctuate widely. For example, as of March 2007, it was estimated that 990,000 people (including 400,000 IDPs) needed humanitarian assistance and livelihood support, compared with 1.8m in 2006.¹⁹ This decrease was despite significant flooding in late 2006 and some conflict. All the same, out of the population considered to be in need of humanitarian assistance, 230,000 were considered to be in a state of humanitarian emergency and 270,000 in a state of acute food and livelihood crisis. Humanitarian needs were particularly concentrated among the riverine populations in the Gedo, Hiran and Juba regions, where flooding had been compounded by four consecutive seasons of low crop production.

Entrepreneurs and the private sector continue to play a vital role in providing employment and services in the absence of large-scale public enterprises and high public sector employment. All the same, prospects for economic growth and increased job and livelihood creation, are constrained by shortcomings in the business environment which result from the weakness or absence of relevant governance and government institutions. These shortcomings include the lack of adequate legal and regulatory systems, the lack of public investment in enabling infrastructure, poor access to finance and business support services, and inadequate management and regulation of natural resources. These factors affect economic and livelihood prospects in rural and urban areas. However, the expectation of better opportunities in urban areas continues to encourage rural-to-urban migration, leading to unplanned urban growth and pressure on already inadequate services.

Strategy

The UN will support the development or strengthening of infrastructure, systems, know-how and policies that enable improvements in livelihood opportunities and food security and natural resource management. At the same time, its strategy will build on the recognition that food security and access to livelihoods are basic rights of all Somalis. As far as possible, therefore, the UN will put the needs of people and local communities first, prioritising work which will directly create jobs and livelihoods, and will directly reduce poverty and food insecurity. The UN will also prioritize assistance which will benefit women, IDPs and other vulnerable groups such as people living with HIV/AIDS.

¹⁹ Food Security Analysis Unit, 'Food Security and Nutrition: Quarterly Brief - Focus on Risk Factors' (Nairobi: FSAU Somalia, 2007).

The UN will tailor its assistance to the varying circumstances and priorities across Somalia and will build on existing successful programmes. It will seek to address the various immediate and underlying causes of food insecurity and livelihood vulnerability, for example by rehabilitating irrigation and flood management infrastructure, and by supporting the diversification of production. The UN will also seek to stimulate local economic development, particularly in rural areas, for example through labour-intensive projects for improving local infrastructure which will then enable increased economic activity. In addition to reducing livelihood vulnerabilities in targeted local areas and communities, a key to economic growth is expansion of Somalia's dynamic private sector, particularly micro, small and medium enterprises. In the early period of recovery, the UN's support on private sector development will focus on basic improvements in the business environment, promotion of public private partnerships and expansion of financial and business development services. Through support for systems, policy and legal frameworks, the UN will aim to improve natural resource management.

The UN will work towards four sub-outcomes that will contribute to the overall outcome in livelihoods. These are:

- ▶ Rural communities have increased, diversified production and productivity
- ▶ More people have increased income from equitable and sustainable employment opportunities;
- ▶ Targeted beneficiaries have improved nutritional status;
- ▶ Communities are better able to manage natural resources in a sustainable manner.

At the centre of the UN's work towards these outcomes will be a joint programme in livelihoods.

For information on the outputs through which the UN will aim to achieve these outcomes and the overall outcome in the area of livelihoods, see the relevant section of the Results Matrix in Appendix A.

4 IMPLEMENTATION, MONITORING AND EVALUATION

4.1 IMPLEMENTATION AND COORDINATION

The most important feature of the mechanisms for the implementation and coordination of the UN Transition Plan is that they will be closely aligned with those associated with the RDP, which should be put in place during the second half of 2007.

UNTP implementation

As the UNTP represents the joint programming framework for the UN in Somalia, the UN will implement the UNTP through the programmes of all UN agencies active in Somalia. The UNCT has committed to align at least 80% of agencies' activities – excluding humanitarian activities – with the priorities outlined in the UNTP. Those agencies which are members of the Executive Committee of the UN Development Group (namely UNDP, UNFPA and UNICEF)²⁰ will also have reviewed their individual country programmes in 2007 and prepared new programmes starting in 2008 which will be aligned with the priorities of the RDP and the UNTP.

During the preparation of the UNTP the UNCT has identified those areas where it will develop and use joint programmes. It will use joint programmes to increase coherence, synergies, effectiveness and impact where two or more UN agencies are addressing a common result (an output or an outcome) and to prevent duplication. Joint programmes also help to reduce transaction costs for national partners, donors and other partners by using common processes and tools for programming, operations and reporting. Joint programmes will be guided by Joint Programme Documents (JPDs) which will set out clear management, administrative and reporting arrangements.

To improve planning and implementation, and maintain flexibility to respond to changes in the situation in Somalia, the UNCT will prepare annual joint workplans with its national and other partners. The preparation of work plans may be done on a federal/Somaliland/Puntland basis, so as to better respond to the varying needs and priorities across Somalia. Joint work-planning will replace agency-specific annual planning with national authorities, and will therefore reduce the burden placed on national partners. For the agencies of the UN Development Group, the joint workplans will correspond to the mandatory Annual Workplans (AWPs).

Coordination with the RDP

In view of the fact that the UNTP is the UN's collective response to the RDP, the UN intends that UNTP implementation will be coordinated with RDP implementation and with the related RDP implementation mechanisms that are established by Somali authorities and civil society and by the international community. It is hoped that these RDP mechanisms will facilitate Somali participation and, as far as possible, will be based in Somalia. Thus, the UN will aim to ensure that there is effective UNTP-RDP coordination (strategic, inter-sectoral, sectoral and operational) through the RDP implementation mechanisms.

The UNCT will therefore try to ensure that the UN-internal information-gathering systems used for the UNTP support the wider RDP and aid monitoring systems and mechanisms that are established. At the same time, as part of its support for institutional capacity building, the UN will focus on strengthening the capacity of national authorities to manage and coordinate international aid in an effective and transparent manner.²¹

Partners

Effective implementation of the UNTP will require – and depend on – extensive co-operation with the UN's partners both inside and outside Somalia, from the federal, Somaliland,

²⁰ In the case of Somalia, WFP will not submit a Country Programme as it is operating under emergency procedures.

²¹ See under Outcome 1 in the Results Matrix in Appendix A.

Puntland and local authorities across Somalia, to civil society organizations, local and international NGOs, and bilateral and multilateral donors and organizations. As appropriate or needed, the UN will seek to develop the technical capacities of its Somali partner authorities. However the UN considers it important to continue to develop partnerships with local actors, such as civil society and community organizations, and local NGOs, given the vital role these play in delivering services to Somalis in the absence of more effective governing authorities. At the local level the UN will try to develop partnerships that especially assist in reaching the most vulnerable populations, and that ensure participation and ownership by beneficiary communities. The UN will aim to strengthen co-operation with the European Commission, donor governments, the World Bank, INGOs and other constituents of the Coordination of International Support for Somalia (CISS). It will also seek to increase co-operation with non-traditional donors for Somalia and governments and regional and international organizations currently not represented in the CISS, such as the Arab League.

Anticipated partnerships for the outputs and outcomes of the UNTP are outlined in the Results Matrix in Appendix A.

UN capacity and internal coordination

In formulating the UNTP, the UN has tried to follow the principles it set out for itself following the analysis of the strengths and weaknesses of the UN in Somalia, as summarized in Chapter 1.3 above. Thus, in response to its past identified weaknesses, the UN has taken the following steps:

- ▶ It has focused the UNTP on a narrower range of outcomes and outputs than in previous joint UN strategies and plans for its work Somalia;
- ▶ It has prepared a results matrix as part of the UNTP and will prepare joint UN annual workplans, which together should reduce the total amount of time spent on paperwork and meetings;
- ▶ It has included in the UNTP clear material and skills capacity building outputs, to help bring about greater development of Somali capacity;
- ▶ It has prepared a detailed M&E matrix within the UNTP; and
- ▶ It has incorporated into the UNTP a number of joint programmes and designated lead agencies for each UNTP outcome.

The UNCT is alert to the fact that it may also need to bolster its own capacity in Somalia and it is therefore ready to recruit new staff or shed current staff as appropriate.

In order to better support the delivery of a complex – and changing – mix of relief, recovery and development assistance, to strengthen the UN's capacity to coordinate recovery and reconstruction initiatives and to support moves towards reconstruction and development, the UNCT proposes to strengthen the synergies and linkages between OCHA and the RC Office. This is in line with the lessons learned from the UN's experiences in supporting transitions since the 1990s. At the same time, as part of its efforts to increase its field presence across Somalia, the UN intends to deploy additional coordination staff in the field to support coordination of early recovery, recovery, reconstruction and development assistance.

Location

Since the mid-1990s, the location of the country office headquarters of the UN agencies and the majority of other humanitarian and development agencies operating in Somalia, outside the country, in Nairobi, has constituted a significant operational challenge. In recent years the UN has tried to devolve programme management to offices inside Somalia, where possible, and has thus established operational sub-offices in Somalia and decentralized some programme management into Somalia. During the Transition Plan the UN will aim to build up these offices and accelerate the return of personnel to Somalia, and it is hoped that this will culminate in the re-establishment of agencies' country offices in Mogadishu. These offices, with the support of Resident Coordinator Advisors deployed in the main field locations, will play a central role in the implementation and monitoring of the UNTP.

Risk mitigation

The UNCT will aim to ensure that in the formulation of all programmes and projects within the UNTP, risk issues are addressed and options for risk mitigation are outlined where necessary. For programmes with significant risk exposure, the Programme Working Group (see below)

will advise the UNCT and the UN RC on strategies for reducing or managing the risk. Internal and external reviews of the UNTP (see 4.2, below) will be expected to make recommendations on changes needed in the light of developments that were not expected or prepared for in the formulation of the UNTP or specific programmes and projects. The UNCT will be ready to adjust or revise the UNTP if necessary, either before or during 2008-2009. The Results Matrix will be used as a 'live tool' during UNTP implementation and will therefore also be adjusted or revised if necessary.

Communication

The UNCT is committed to using a joint communication strategy for the UNTP which is centred on communicating with Somalis themselves. Given the situation in Somalia, and the history of varied public perceptions of the UN's role in Somalia, the communication strategy will aim to communicate clearly that the assistance provided through the UNTP, even where it is providing capacity building assistance to institutions, is fundamentally aimed at helping improve the lives of ordinary Somalis.

4.2 MONITORING, EVALUATION AND REVIEW

To facilitate and improve the effectiveness of monitoring of UNTP implementation, the UNCT will designate lead agencies for each of the UNTP outcomes. These lead agencies will be responsible for encouraging and facilitating the coordination of initiatives by the various agencies working within the given outcome. Where joint programmes are developed, the lead agencies will determine the management arrangements and responsibilities. UNTP cross-cutting themes will be individually monitored during implementation through inter-agency mechanisms. This system will be mirrored at the field level with lead agencies having the responsibility for tracking federal/Somaliland/Puntland annual workplans in their respective outcomes.

The RC Office will help facilitate and monitor the implementation of the UNTP. It will establish an information management system to collect regular updates on progress towards targets and the gaps and challenges that the UN has yet to address. The UNCT as a whole will constitute the Steering Committee for the UNTP and will review progress, including on cross-cutting themes, on a quarterly basis. It will address any changes in underlying assumptions and planning scenarios that might have an impact on the planned priorities and strategies. The UNCT will also address important implementation issues in its regular monthly meetings, if needed. The UNCT will also establish a Programme Working Group (at the level of deputy-head of agency or head of programme) to facilitate and promote joint programming, and oversee monitoring and evaluation.

Through an enhanced monitoring and evaluation capacity that will build on additional staff in the RC Office and a Joint UN M&E team, the UNCT will produce and disseminate to donors, national partners, and implementation partners, detailed reports on progress every six months. A full joint review of the UNTP will be conducted by the UNCT and our main partners at the end of 2008, and again at the end of 2009. The UNCT has also agreed that at least two joint external evaluations at the UNTP-outcome level should be conducted, and that external evaluations should be conducted for all joint programmes. Other evaluations and studies will be commissioned on a needs-basis to assess the impact of the UN and partners' assistance in Somalia. National partners will be involved as much as possible in this M&E plan.

The end-2008 and end-2009 reviews will address:

- Process: coordination between agencies, and the role of lead agencies;
- Results: the impact of the UN relative to the UNTP and agency outcomes, including progress on the cross-cutting issues; impact within the RDP context, and on progress towards the MDGs; and
- Next steps: lessons learned and recommendations on process, strategy, objectives and new initiatives.

The Programme Working Group will be responsible for carrying out the overall monitoring and evaluation plan. Detailed monitoring and evaluation matrices for the UNTP are contained in

Appendix B. As stated above, monitoring and evaluation of the UNTP will be aligned with monitoring and evaluation of RDP implementation.

APPENDIX A UNTP RESULTS MATRIX, 2008-2009

RDP priority/goal(s):	Deepening peace, improving security and establishing good governance		
MDG:	[Enabling progress across the MDGs targeted through UNTP Outcomes 2, 3, 4 and 5]		
UNTP outcome:	1. Key federal, Somaliland and Puntland institutions administer and manage core government functions more effectively		
Sub-outcomes	Outputs	Role of partners	Resource mobilization targets (US\$m)
1.1. Infrastructure for key federal, Somaliland and Puntland institutions in place	1.1.1. Minimum standard infrastructure established in key institutions and related ministries	Counterparts: federal, Somaliland and Puntland government institutions; HIV/AIDS commissions Implementing partners: local NGOs UN: UNDP, UNOPS	US\$ 13m
1.2. Federal, Somaliland and Puntland administration policies and systems established with accountability and inclusion	1.2.1. Standardized government policies and systems for planning, reporting, budgeting and procurement developed	Counterparts: government institutions UN: ILO, UNDP	US\$ 2m
	1.2.2. Public finance management and macroeconomic policy framework and system developed	Counterparts: government institutions UN: UNDP, World Bank	US\$ 6m
	1.2.3. HIV/AIDS, gender and human rights principles articulated in key government policies and plans	Counterparts: government institutions, HIV/AIDS commissions UN: UNAIDS, UNDP, UNICEF, UNIFEM	US\$ 1m
	1.2.4. Key social, demographic and economic data available for planning and policy development, including HIV/AIDS surveys	Counterparts: government institutions UN: FAO, ILO, UNAIDS, UNDP, UNFPA, UNHCR, UNICEF, WHO	US\$ 2m
	1.2.5. National HIV/AIDS commissions better able to coordinate an integrated response to HIV/AIDS	Counterparts: HIV/AIDS commissions UN: OHCHR, UNAIDS, UNDP, UNHCR, UNICEF, UNIFEM	US\$ 1.5
1.3. Human resources carrying out their functions	1.3.1. Key civil services policies and conditions of	Counterparts: government institutions	US\$ 1m

adequately	services drafted and validated	UN: ILO, UNDP	
	1.3.2. Key federal, Somaliland and Puntland institutions capable of recruiting qualified managerial and administrative personnel with a gender focus	Counterparts: government institutions UN: UNDP, UNIFEM	US\$ 2m
	1.3.3. Key federal, Somaliland and Puntland personnel with skills in administration and management	Counterparts: government institutions UN: UNDP	US \$7m
1.4. Significant progress towards achieving the remaining transitional tasks under the charter	1.4.1. Constitutional process on schedule according to charter	Counterparts: government institutions and constitutional bodies UN: OHCHR, UNDP, UNPOS	US \$5m
	1.4.2. Electoral planning process initiated with a gender focus	Counterparts: government institutions and electoral bodies UN: UNDP, UNIFEM, UNOPS, UNPOS	US \$12m
		Total for Outcome 1:	US \$52.5m
Coordination mechanisms and programme modalities			
<p>Lead agency: UNDP</p> <p>Outputs 1.4.1 and 1.4.2 are costed based on the assumption that Somalia will remain in a fragile situation with limited progress but not full peace. If the situation develops along the lines of the 'best case' outlined in the scenarios (chapter 1.4), the costs for 1.4.1 and 1.4.2 would rise to US \$10m and US\$ 20m respectively.</p> <p>UN Joint Programme on HIV/AIDS Protection, Mitigation, Treatment and Care will address mainstreamed HIV/AIDS-related outputs</p>			

RDP priority/goal(s):	Deepening peace, improving security and establishing good governance and Investing in people through improved social services		
MDG:	2, 3, 4, 5, 6		
UNTP outcome:	2. Local governance contributes to peace and equitable priority service delivery in selected locations UN Joint Programme on Local Governance and Decentralized Service Delivery		
Sub-outcomes	Outputs	Role of partners	Resource mobilization targets
2.1. Selected local governments have basic structures, systems and resources to fulfil prioritized roles and responsibilities	2.1.1. Regional and district councils are established and strengthened using participatory processes starting from community reconciliation	Counterparts: regional and district authorities and relevant central ministries; HIV/AIDS commissions; Guurti UN: ILO, UNAIDS, UNDP, UN-HABITAT, UNICEF, UNIFEM, UNOPS	US\$ 2m
	2.1.2. District Councils and communities receive a comprehensive training package, differentiating between urban and rural areas	Counterparts: regional and district councils UN: ILO, OHCHR, UNDP, UN-HABITAT, UNIFEM, UNOPS	US\$ 1.34m
	2.1.3. The revenue base is enlarged and transparent financial management systems are set up	Counterparts: regional and district councils UN: ILO, UNDP	US\$.5m
	2.1.4. Merit-based recruitment systems are developed, with better women's representation	Counterparts: regional and district councils UN: UNDP, UNIFEM	US\$.3m
	2.1.5. Regional and district councils have policies, infrastructures and administration to manage priority/development programmes	Counterparts: regional and district councils UN: UNDP, UN-HABITAT	US\$ 4.75m
2.2. Communities, private sector and local governments have better means and capacity to deliver equitable basic services	2.2.1. Prioritized communities have improved water, health, sanitation and education services that are managed in partnerships between the stakeholders	Counterparts: prioritized community groups, regional and district councils UN: UNESCO, UN-HABITAT, UNICEF, UNIFEM, WHO	US\$ 35.7m
	2.2.2. Local government and communities	Counterparts: community groups, regional and district councils	US\$ 37.8m

	implement priority social investment projects facilitated by the Local Development Fund	UN: ILO, IOM, UN-HABITAT, WHO	
	2.2.3. Relevant authorities have developed context-specific communication strategies on social issues, including HIV/AIDS	Counterparts: regional and district councils, HIV/AIDS commissions UN: UNAIDS, UNICEF, UNIFEM	US\$.5m
2.3. All key stakeholders participate in equitable and inclusive community and district-level planning, policies and development	2.3.1. District Development Plans integrate Community Action Plans and specifically refer to IDPs and other marginalized groups, and emergency preparedness	Counterparts: regional and district councils, community groups UN: FAO, ILO, IOM, OHCHR, UNAIDS, UNDP, UN-HABITAT, UNHCR, UNICEF, UNIFEM	US\$ 4.752m
	2.3.2. Communities receive training for leadership, governance, participation, as well as community mobilization on HIV/AIDS and life-skills	Counterparts: community groups UN: ILO, UNAIDS, UNDP, UNICEF, UNIFEM	US\$ 2.1m
2.4. Land and property disputes are partially addressed	2.4.1. Local government policies and by-laws are drafted, assessing priority issues related to land administration and dispute resolution	Counterparts: regional and district councils UN: OHCHR, UNDP, UN-HABITAT	US\$ 2.8m
	2.4.2. Federal/Somaliland/Puntland mechanisms in place for land and property disputes and restitutions	Counterparts: federal, Somaliland and Puntland judicial/land rights institutions UN: OHCHR, UNDP, UN-HABITAT	US\$.5m
		Total for Outcome 2:	US\$ 93.042m
Coordination mechanisms and programme modalities			

UN Joint Programme on HIV/AIDS Protection, Mitigation, Treatment and Care will address mainstreamed HIV/AIDS-related outputs

Lead agency: UN-HABITAT. Lead responsibility at the sub-outcome and output level will be determined in the management arrangements for the joint programme,
It is envisaged that a joint programme for Local Governance and Decentralized Service Delivery will be developed for implementation

RDP priority/goal(s):		Deepening peace, improving security and establishing good governance	
MDG:		[Enabling progress across the MDGs targeted through UNTP Outcomes 2, 3, 4 and 5]	
UNTP outcome:		3. Improved security and protection under the law for all	
Sub-outcomes	Outputs	Role of partners	Resource mobilization targets
3.1. Improved security environment in Somalia	3.1.1. Voluntary DDR progressively undertaken with community-based reintegration including child recruits and other vulnerable groups	Counterparts: federal, Somaliland and Puntland security institutions and armed forces, militias; Guurti, civil society, community based organizations UN: FAO, ILO, IOM, UNDP, UNESCO, UNICEF, UNPOS	US\$ 33.5m
	3.1.2. Security sector review completed and reform underway, under auspices of the National Security and Stabilization Plan	Counterparts: federal, Somaliland and Puntland security institutions and armed forces UN: UNDP, UNPOS	US\$ 1.5m
	3.1.3. Arms control measures initiated and operational in selected regions and ERW threat reduced in high risk areas	Counterparts: federal, Somaliland and Puntland security institutions and armed forces UN: UNDP, UNICEF, WFP	US\$ 2m
3.2. Somalis, especially vulnerable groups, have better protection under the law, including to address past conflict-related human rights violations, and improved access to justice	3.2.1. Civilian policing delivered in selected regions with adequate equipment and structures in place, in line with international human rights standards	Counterparts: federal, Somaliland and Puntland security institutions and police UN: UNDP, UNOPS	US\$ 8m
	3.2.2. Uniformed services capacities built – in selected regions – at individual and institutional level, in accordance with international human rights standards including protection and HIV/AIDS and sexual gender-based violence	Counterparts: federal, Somaliland and Puntland security institutions, armed forces and police UN: OHCHR, UNDP, UNHCR, UNICEF, UNIFEM, UNPOS	US\$.75m
	3.2.3. Process initiated to harmonize <i>xeer</i> , <i>sharia</i> , and statutory laws and institutions, in accordance with international law	Counterparts: federal, Somaliland and Puntland judicial institutions UN: UNDP	US\$.75m

	3.2.4. Somalis have improved quality of justice dispensation through responsive judicial system, expansion of legal clinics, and increased number of legal professionals	Counterparts: federal, Somaliland and Puntland judicial institutions, legal clinics UN: OHCHR, UNDP, UNIFEM	US\$ 6m
	3.2.5. Public institutions and civil society debate initiated on options for transitional justice mechanisms in line with international human rights norms and standards	Counterparts: federal, Somaliland and Puntland judicial institutions, civil society organizations UN: OHCHR, UNDP, UNPOS	US\$.3m
3.3. Communities in selected regions are better able to protect themselves against violence and abuse especially for women, children and vulnerable groups	3.3.1. Mobilization of communities for collective action including to hold duty bearers accountable for prevention of and response to human rights violations and abuse	Counterparts: community groups, district and regional authorities UN: OHCHR, UNHCR, UNICEF, UNIFEM	US\$.5m
	3.3.2. Duty bearers have better knowledge and skills to prevent and respond to violations at the community level, especially the most vulnerable	Counterparts: community groups, district and regional authorities UN: OHCHR, UNHCR, UNICEF, UNIFEM	US\$.5m
		Total for Outcome 3:	US\$ 53.8m
Coordination mechanisms and programme modalities			
<p>Lead agency: UNDP.</p> <p>Projects will be implemented in close liaison with UNPOS and with attention to peace-keeping developments.</p> <p>UN Joint Programme on HIV/AIDS Protection, Mitigation, Treatment and Care will address mainstreamed HIV/AIDS-related outputs</p> <p>If the situation permits progress on DDR, then it is likely that a UN Joint Programme for DDR may be agreed and implemented.</p>			

RDP priority/goal(s): MDG:		Investing in people through improved social services 2, 3, 4, 5, 6	
Sub-outcome:	4. Children, youth and vulnerable groups have increased, more equitable access to quality education and health services UN Joint Programme on HIV/AIDS Protection, Mitigation, Treatment and Care UN Joint Programme on young child survival and development		
Agency outcomes	Outputs	Role of partners	Resource mobilization targets
4.1. Selected communities, public authorities and private sector enabled to manage education services with focus on equitable access to basic education	4.1.1. Children and youth have better access to safe, well-managed and 'child friendly' learning spaces which for both formal and non-formal education, including Quranic education.	Counterparts: federal, Somaliland and Puntland ministries of education and religious affairs UN: UNESCO, UNICEF, UNFPA, UNOPS, WFP, WHO	US\$ 41.6m
	4.1.2. More qualified teachers especially women, are available to improve access to equitable education services (both formal and non-formal) and reduce class size	Counterparts: federal, Somaliland and Puntland ministries of education UN: UNAIDS, UNICEF, UNESCO, WFP	US\$ 2m
	4.1.3. Public authorities have increased capacity for data management, monitoring and supervision	Counterparts: federal, Somaliland and Puntland ministries of education, community education committees UN: UNDP, UNESCO, UNFPA, UNICEF	US\$ 3 m
	4.1.4. MoEs have enhanced capacity to draft policies and implement strategies, including communication and awareness-raising	Counterparts: federal, Somaliland and Puntland ministries of education UN: UNESCO, UNICEF	US\$ 0.5m
	4.1.5. Improved capacity of government authorities, private sector and communities to ensure continuity of education services in time of emergencies	Counterparts: federal, Somaliland and Puntland ministries of education UN: UNESCO, UNFPA, UNICEF, UN OCHA	US\$ 0.2m
4.2. More children and youths, especially vulnerable and marginalized groups, are retained and complete basic education	4.2.1. Teachers have improved capacity to deliver higher quality inclusive education in both formal and non-formal settings	Counterparts: federal, Somaliland and Puntland ministries of education UN: UNESCO, UNICEF	US\$ 4m

	4.2.2. Public authorities and private sector have better capacity to develop and provide essential teaching and learning materials	Counterparts: federal, Somaliland and Puntland ministries of education, private sector UN: FAO, UNESCO, UNICEF, UNFPA	US\$ 5 m
	4.2.3. Improved federal/Somaliland/Puntland capacity to provide standardized assessment and certification processes	Counterparts: federal, Somaliland and Puntland ministries of education UN: UNESCO, UNICEF	US\$ 1.5m
	4.2.4. Improved capacity of MoEs to develop relevant and inclusive curriculum, including life skills, HIV/AIDS education, human rights, and functional literacy	Counterparts: federal, Somaliland and Puntland ministries of education UN: FAO, OHCHR, UNAIDS, UNESCO, UNICEF	US\$ 2.2m
	4.2.5. Vulnerable youth, ex-militia, IDPs, returnees, and especially women, have enhanced vocational skills and receive life-skills and human rights education	Counterparts: federal, Somaliland and Puntland ministries of education UN: FAO, OHCHR, UNESCO, UNICEF, UNIFEM, WFP, WHO	US\$ 5 m
4.3. Selected communities, government authorities and private sector enabled to manage quality health services	4.3.1. Health stakeholders participate in the process of regulating the existing health system	Counterparts: federal, Somaliland and Puntland ministries of health, civil society organizations, private healthcare sector UN: UNICEF, WHO	US\$ 2m
	4.3.2. Legal and operational framework for the new certifying body for health professionals drafted	Counterparts: federal, Somaliland and Puntland ministries of health, health workers associations UN: UNICEF, WHO	US\$ 2m
	4.3.3. Community emergency preparedness and response plans adequately address emergency health needs	Counterparts: community groups and local authorities; federal, Somaliland and Puntland ministries of health UN: FAO, UNAIDS, UNFPA, UNICEF, UNOPS, WHO	US\$ 5m
	4.3.4. The process of health system development is transparent and participatory	Counterparts: federal, Somaliland and Puntland ministries of health; civil society organizations, health workers associations, private healthcare sector UN: UNICEF, WHO	US\$ 2m
4.4. More women of reproductive age and children benefit from improved access to quality	4.4.1. Health workers, especially women, in selected districts are able to provide better curative	Counterparts: federal, Somaliland and Puntland ministries of	US\$ 16m

health services including child survival services	and preventive services on the basis of a package of essential services (focused on child survival, safe motherhood, emerging obstetric care and management, SGBV, HIV/AIDS and psychosocial services)	health, private healthcare sector UN: IOM, UNAIDS, UNESCO, UNFPA, UNICEF, UNIFEM, UNOPS, WHO	
	4.4.2. Health workers are able to manage health information effectively and efficiently	Counterparts: federal, Somaliland and Puntland ministries of health, health workers associations UN: UNAIDS, UNFPA, UNICEF, WHO	US\$ 5m
	4.4.3. Additional health facilities in selected districts are established and functioning	Counterparts: district authorities; federal, Somaliland and Puntland ministries of health UN: UNAIDS, UNFPA, UNICEF, UNOPS, WFP, WHO	US\$ 7m
	4.4.4. Health and nutrition communication strategy adapted, expanded and implemented	Counterparts: federal, Somaliland and Puntland ministries of health UN: FAO, UNAIDS, UNFPA, UNICEF, UNOPS	US\$ 1m
			<i>Total for education: US\$ 65m</i> <i>Total for health: US\$ 40m</i> <i>Total for Outcome 4: US\$105m</i>
Coordination mechanisms and programme modalities			
<p>Lead agency: UNICEF</p> <p>At the sectoral level, WHO will have lead responsibility on health and UNESCO will share the lead responsibility on education.</p> <p>At least two joint programmes will be undertaken:</p> <ol style="list-style-type: none"> 1. UN Joint Programme on HIV/AIDS Protection, Mitigation, Treatment and Care 2. UN Joint Programme on young child survival and development (led by UNICEF and WHO) 			

RDP priority/goal(s): MDG:			
Creating an enabling environment for private sector-led growth to expand employment and reduce poverty 1, 3, 7			
UNTP outcome: 5. Vulnerable and marginalized groups have improved sustainable food security and economic opportunities UN Joint Programme on Livelihoods			
Sub-outcomes	Outputs	Role of partners	Resource mobilization targets
5.1. Rural communities have increased, diversified production and productivity	5.1.1. Targeted communities using improved productive practices in dominant primary-production sectors (crops, fisheries, livestock)	Counterparts: rural community groups UN: FAO, ILO, UNOPS	US\$ 5m
	5.1.2. Targeted communities managing and benefiting from new and rehabilitated productive and supportive infrastructure	Counterparts: community groups UN: FAO, ILO, UNDP, UN-HABITAT, UNOPS, WFP	US\$ 45m
5.2. More people have increased income from equitable and sustainable employment opportunities	5.2.1. Communities and entrepreneurs capacitated by minimum policy, standards, regulations and institutions for enterprise growth	Counterparts: federal, Somaliland and Puntland economy-related ministries UN: FAO, ILO, UNDP, UN-HABITAT	US\$ 3.5m
	5.2.2. Micro, Small and Medium enterprises (MSME) have greater access to quality business services and skills development	Counterparts: federal, Somaliland and Puntland economy-related ministries, private sector UN: ILO, UNESCO	US\$ 3m
	5.2.3. Entrepreneurs, in particular women and poor households, have access to microfinance and other financial services	Counterparts: community groups, private sector UN: ILO, UNCDF, UNDP, UNOPS	US\$ 4.5m
	5.2.4. Entrepreneurs, in particular women and poor households are adding value to selected primary products	Counterparts: federal, Somaliland and Puntland economy-related ministries, community groups, private sector UN: ILO, UNDP, UNOPS	US\$ 4m
5.3. Targeted beneficiaries have improved nutritional status	5.3.1. Communities and targeted families have improved capacity in processing, preparation and	Counterparts: community groups UN: FAO, UNICEF, UNOPS, WFP	US\$ 3m

	storage of food		
	5.3.2. Communities and targeted families have improved awareness of nutritional values of locally available/introduced food	Counterparts: community groups UN: FAO, UNICEF, UNOPS, WHO	US\$.5m
	5.3.3. Vulnerable groups, including people living with or affected by HIV/AIDS have improved nutritional status	Counterparts: community groups, civil society organizations UN: FAO, UNAIDS, WFP	US\$.875m
5.4. Communities are better able to manage natural resources in a sustainable manner	5.4.1. Communities better prepared for disasters and managing resources through local Federal/Somaliland/Puntland information and early-warning systems	Counterparts: community groups; federal, Somaliland and Puntland economy-related ministries UN: FAO, UNDP, UNICEF	US\$ 9.8m
	5.4.2. Communities capacitated by basic legal framework on environment and natural resources management	Counterparts: federal, Somaliland and Puntland natural resources-related ministries (agriculture, environment, fisheries, livestock, range/forest) UN: FAO, UNDP, UN-HABITAT, WFP	US\$ 3.6m
	5.4.3. Communities using improved water, soil and forestry management for reduced vulnerability and increased resilience to disaster	Counterparts: federal, Somaliland and Puntland natural resources-related ministries (agriculture, environment, fisheries, livestock, range/forest) UN: FAO, ILO, UNDP, UNOPS, WFP	US\$ 18m
	5.4.4. Communities and individuals more aware of and utilising broader range of energy options	Counterparts: federal, Somaliland and Puntland natural resources-related ministries (agriculture, environment, fisheries, livestock, range/forest) and energy ministries UN: UNDP, UNOPS	US\$ 4m
		Total for Outcome 5:	US\$ 104.775m
Coordination mechanisms and programme modalities			
<p>Lead agency: FAO</p> <p>It is envisaged that a joint programme for livelihoods will be developed.</p>			

UN Joint Programme on HIV/AIDS Protection, Mitigation, Treatment and Care will address mainstreamed HIV/AIDS-related outputs

OVERALL TOTAL: US\$ 409.117m

APPENDIX B UNTP MONITORING AND EVALUATION MATRICES

APPENDIX B.1 OUTCOME MONITORING MATRIX

RDP priority/goal(s): MDG:	Deepening peace, improving security and establishing good governance [Enabling progress across the MDGs targeted through UNTP Outcomes 2, 3, 4 and 5]
UNTP outcome:	1. Key federal, Somaliland and Puntland institutions administer and manage core government functions more effectively
Sub-outcomes	Indicator
1.1. Infrastructure for key federal, Somaliland and Puntland institutions in place	No. of key federal, Somaliland and Puntland institutions that possess required infrastructure and equipment and are operational
1.2. Federal, Somaliland and Puntland administration policies and systems established with accountability and inclusion	No. of policies in place in Somaliland and Puntland and partially in south-central Somalia in key areas that are based on accurate data Evidence of parliamentary reviews of key policies No. of progress reports by ministries on achievements against policies
1.3. Human resource carrying out their functions adequately	Efficient, professional and performance-based civil service of 6,000 established in south central Somalia including women and minorities in decision-making positions Size of Puntland and Somaliland civil services in line with populations Existence of official quotas for women's representation in Puntland and south-central Somalia Policy adopted in Somaliland to promote better women representation
1.4. Significant progress towards achieving the remaining transitional tasks under the charter	Draft constitution elaborated and distributed Evidence of preparation of the referendum on the draft constitution

	Federal electoral commission established
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RDP priority/goal(s):	Deepening peace, improving security and establishing good governance and investing in people through improved social services
MDG:	2, 3, 4, 5, 6
UNTP outcome:	2. Local governance contributes to peace and equitable priority service delivery in selected locations
Sub-outcomes	Indicator
2.1. Selected local governments have basic structures, systems and resources to fulfil prioritized roles and responsibilities	No. of local governments with basic/improved structures, systems and resources in place (as per agreed definition of these)
2.2. Communities, private sector and local governments have better means and capacity to deliver equitable basic services	Percentage of the population with access to basic services (based on figures from service suppliers) No. of persons of communities, private sector and local governments that successfully complete training activities on service delivery No. of basic/improved physical service delivery infrastructure in use by service suppliers No. of established partnerships in place for improved service delivery No. of populations most at risk reached by HIV/AIDS prevention programmes
2.3. All key stakeholders participate in equitable and inclusive community and district level planning, policies and development	No. of local plans and policy processes to which key stakeholders have contributed significantly
2.4. Land and property disputes are partially addressed	No. of land and property disputes addressed through improved conflict management systems No. of districts with improved land management systems in place (as established in joint-programme project document)

RDP priority/goal(s):	Deepening peace, improving security and establishing good governance
MDG:	[Enabling progress across the MDGs targeted through UNTP Outcomes 2, 3, 4 and 5]
UNTP outcome:	3. Improved security and protection under the law for all
Sub-outcomes	Indicator
3.1. Improved security environment in Somalia	Mortality/casualty rates from armed conflict and ERW (decrease) Number of militia held road blocks (decrease) Population movements related to violent conflict (decrease)
3.2. Somalis, especially vulnerable groups, have better protection under the law, including to address past conflict-related human rights violations, and improved access to justice	No. of security incidents where trained police are in operation (decrease) No. of community-based reconciliation events involving vulnerable groups (increase)
3.3. Communities in selected regions are better able to protect themselves against violence and abuse especially for women, children and vulnerable groups	No. of Somalis accessing formal justice system for redress (increase) Evidence that duty bearers have increased understanding and capacity to undertake/fulfil their responsibilities

RDP priority/goal(s): MDG:	Investing in people through improved social services 2, 3, 4, 5, 6
UNTP outcome:	4. Children, youth and vulnerable groups have increased, more equitable access to quality education and health services
Sub-outcomes	Indicator
4.1. Selected communities, public authorities and private sector enabled to manage education services with focus on equitable access to basic education	Disaggregated enrolment rates for both primary and secondary schools Draft education policies in place Private sector participating in publishing education textbooks
4.2. More children and youths, especially vulnerable and marginalized groups, are retained and complete basic education	Transition rates to Grade 5 primary (by gender) % of trained teachers (disaggregated by gender) % of students completing Grade 8 and Form 4 (by gender) No. of youth and women engaged in IGA as a result of vocational training % of youths accessing life skill and HIV education services % of general population or populations most at risk who received an HIV test in the past 12 months and informed of results
4.3. Selected communities, government authorities and private sector enabled to manage quality health services	% of national stakeholders involved in the management of health services Utilization rate of healthcare services increased y 25 % % of health facilities provided by public and private sector that is providing comprehensive integrated HIV prevention, treatment and care services
4.4. More women of reproductive age and children benefit from improved access to quality health services including child survival services	% of women of reproductive age and children accessing quality health services which includes child survival services % of TT2 coverage

	<p>% of young people (15-24) or "at risk" groups who correctly identify ways of preventing sexual transmission (BOYS)</p> <p>% people with advanced HIV infection still alive 12 months after initiating ARV therapy</p>
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RDP priority/goal(s): MDG:	Creating an enabling environment for private sector-led growth to expand employment and reduce poverty 1, 7
UNTP outcome:	5. Vulnerable and marginalized groups have improved sustainable food security and economic opportunities
Sub-outcomes	Indicator
5.1. Rural communities have increased, diversified production and productivity	% of poor and vulnerable households reporting increased production % increase in trade/exports in livestock, fishing and agriculture (increase)
5.2. More people have increased income from equitable and sustainable employment opportunities	% of population living in low or extreme poverty (as per MDG 1) (reduction) No. of livelihoods created or improved through SME development and BDS interventions, including % of women with access to livelihoods opportunities
5.3. Targeted beneficiaries have improved nutritional status	Prevalence of underweight children <5yrs reduced (MDG1) % of the population that consumes more than 3 main food groups regularly (increase) % of PLWHA accessing nutrient and psychological support services
5.4. Communities are better able to manage natural resources in a sustainable manner	Existence of water, soil, forestry management policies % of households using energy-efficient sources and appliances

APPENDIX B.2 OUTPUT MONITORING MATRIX

RDP priority/goal(s):	Deepening peace, improving security and establishing good governance		
MDG:	[Enabling progress across the MDGs targeted through UNTP Outcomes 2, 3, 4 and 5]		
UNTP outcome:	1. Key federal, Somaliland and Puntland institutions administer and manage core government functions more effectively		
Outputs	Baseline 2007	Target 2009	Means to verify
1.1.1. Minimum standard infrastructure established in key institutions and related ministries	<p>Weak institutional capacity overall</p> <p>Minimum package of support to TFG key Ministries and other TFIs (Parliament in particular) being defined</p> <p>Basic technical assistance given but most institutions have minimal equipment</p>	<p>All key institutions are able to function, have basic equipment and rehabilitated office premises</p> <p>Technical assistance and advisors (Somali diaspora where possible) provided to all key institutions</p>	<p>No. of key institutions that fulfil their mandates (project reports)</p> <p>Perception by authorities that their institutions have received required support (surveys)</p>
1.2.1. Standardized government policies and systems for planning, reporting, budgeting and procurement developed	<p>Rudimentary budgeting system and basic planning system in place in Somaliland and Puntland, none in south central.</p> <p>Inter-governmental coordination weak in Puntland and south-central</p>	<p>Components of a planning and budgeting system developed and approved by government with clear fiscal responsibility and lines</p> <p>System in place for inter-governmental coordination in Somaliland, Puntland and south-central</p> <p>Procurement through procurement agency with capacity building plan agreed for government.</p>	<p>Planning, reporting, budgeting and procurement guidelines adopted and available publicly</p> <p>Evidence (minutes, decisions) of inter-governmental coordination</p> <p>Capacity-building plan agreed with TFG on procurement</p>
1.2.2. Public finance management and macroeconomic policy framework and system developed	<p>No macroeconomic framework in place</p> <p>Lack of parliamentary scrutiny and oversight of</p>	<p>Macro-economic framework in place with pro-poor policies in place</p>	<p>Policy, guidelines, PFM system adopted and</p>

	<p>the TFG, and poor and irregular oversight in Somaliland and Puntland</p>	<p>Comprehensive public financial management (PFM) system in place in Somaliland, Puntland, south-central.</p> <p>Independent budget analysis specifically looking at impact on vulnerable groups are realized, disseminated and receive media attention.</p> <p>Parliamentary review of budget in Somaliland, Puntland and south-central</p>	<p>available publicly</p> <p>No. of budget analysis produced by independent bodies, media reports on these</p> <p>Minutes of parliamentary review, evidence of changes post-review</p>
<p>1.2.3. HIV/AIDS, gender and human rights principles articulated in key government policies and plans</p>	<p>No systematic screening of policies or legislation</p> <p>Limited knowledge of human rights and gender equality principles</p> <p>Four international human rights instruments ratified. Other key international human and labour rights instruments not signed or ratified</p>	<p>Government plan, budget and policies have specific provisions to address the rights of women, PLWHA, children and other vulnerable groups.</p> <p>Mechanisms established (e.g. trained focal points) for review and prior clearance of policies and plans</p> <p>Advocacy for CRC and CEDAW ratification</p>	<p>No. of plans, budgets, and policies with such provisions</p> <p>Minutes of legislation and policy reviews by such mechanisms</p> <p>Signed/ratified conventions</p>
<p>1.2.4. Key social, demographic and economic data available for planning and policy development, including HIV/AIDS surveys</p>	<p>Government data collection is disjointed and in some cases</p>	<p>All ministries use a common source of reliable data for planning, budgeting, monitoring and reporting</p> <p>Designated focal point within federal, Somaliland and Puntland government for analysis and interpretation of relevant social and economic data is operational</p> <p>Census preparations well advanced for 2010</p>	<p>Common data source with associated government guidelines, decisions documenting process and focal point.</p> <p>Preparatory studies completed, methodology defined</p>

1.2.5. National HIV/AIDS Commissions better able to coordinate an integrated response to HIV/AIDS	3 AIDS Commissions are in place but not fully functional	3 AIDS Commissions fully functional to manage Integrated Prevention Treatment and Care Services	Effective management of IPTCS by the Commissions (independent evaluations)
1.3.1. Key civil services policies and conditions of services drafted and validated	No civil service policies in Somaliland, Puntland or south-central	Internal regulations and procedures for NCSC, (including recruitment and promotion) and for MoLHRD, developed and being implemented.	Regulation and procedures adopted, publicly available
1.3.2. Key federal, Somaliland and Puntland institutions capable of recruiting qualified managerial and administrative personnel with a gender focus	Civil Service Institute, and Civil Service Commission of Somaliland established	Civil service right sized in Somaliland and Puntland % of women in professional positions in Somaliland, Puntland and south-central civil service Recruitment and training of 2,000 new civil servants in south-central (including at least 15% of women)	Size and composition of civil service, including no. of women in professional positions (civil service surveys)
1.3.3. Key federal, Somaliland and Puntland personnel with skills in administration and management	Civil Service Institute, and Civil Service Commission of Somaliland providing job-related short-course training to civil servants in Somaliland	All personnel in key federal, Somaliland and Puntland institutions have received basic management training	% of personnel who understands basic project management process.
1.4.1. Constitutional process on schedule according to charter	Federal Constitutional Commission (FCC) appointed	FCC is operational, its committees make progress on the draft/discussion of the Constitution Parliament has reviewed draft constitution Public campaign implemented around the constitutional process, targeting women and minorities in particular	Regular publication of Commission proceedings Draft constitution Minutes of Parliamentary review Public events, news articles and other press coverage
1.4.2. Electoral planning process initiated with a gender focus	3 electoral processes held in Somaliland within a legal framework and relevant institutions in place. None in Puntland or south-central.	Electoral commissions established and functional in Somaliland, Puntland and south-central.	Regular reports of the Electoral Commissions Existing electoral legislation

	Inequalities in women's representation in parliament and local authorities	Electoral laws in place in all parts of the country Civic education campaigns have led to greater public understanding of electoral processes	% of population (and % of women) that is aware of basic provisions of electoral legislation
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RDP priority/goal(s):	Deepening peace, improving security and establishing good governance and Investing in people through improved social services		
MDG:	2, 3, 4, 5, 6		
UNTP outcome:	2. Local governance contributes to peace and equitable priority service delivery in selected locations UN Joint Programme on Local Governance		
Outputs	Baseline 2007	Target 2009	Means to verify
2.1.1. Regional and district councils are established and strengthened using participatory processes starting from community reconciliation	<p>Local councils (district and regional) in place in Somaliland; some in place in Puntland; few in south-central Somalia</p> <p>Municipal Associations in place in Somaliland</p> <p>Somaliland: all DCs elected; assessment incomplete of their capacity</p> <p>Puntland: 14 DCs in place with no capacity for admin/finance or service delivery except in Garowe, Bossaso</p> <p>South Central Somalia: 10 DCs in place with no capacity for admin/finance or service delivery; transitional Councils appointed in Mogadishu, Hiraan, Mid Juba with no capacity for admin/finance or service delivery</p>	<p>98 DCs and 18 RCs have selected or elected Councils in place²²</p> <p>Structures of existing councils improved (partly as a result of output 2.1.2.).</p>	<p>List of councils in place, e.g. federal or state report</p> <p>Regional and district councils have offices and core staff in place</p>
2.1.2. District Councils and communities receive a comprehensive training package, differentiating between urban and rural areas	Basic capacities of DCs in Somaliland and Puntland exist; DCs in South Central have limited or no capacity	49 (40 rural and 9 urban) district councils have capacity in results- based district and regional planning and financial management for each target sector	Number of councils and communities trained with tailored package

²² Based on total of 98 districts and 18 regions in all of Somalia; 18 districts that are regional capitals are defined as urban. Thus 80 districts are rural. 50% of urban districts are to be covered in years 2008-2009. 50% of rural districts and regional councils are to be covered in years 2008-2009.

		49 DCs and RCs have better understanding of their roles and responsibilities (good governance, community participation, etc.)	
2.1.3. The revenue base is enlarged and transparent financial management systems are set up	Basic municipal finance systems in use by municipalities in Somaliland and Puntland, no finance systems existent in SC. Some municipal revenue figures published by most municipalities in Somaliland and Puntland, not in SC.	Basic transparent district finance systems in place in Advanced transparent district finance systems in place in all districts in Somaliland and Puntland	% increase in municipal revenue No. of local governments publishing budgets and expenditure reports
2.1.4. Merit-based recruitment systems are developed, with better women's representation	Basic information on recruitment systems non-existing Districts have not adopted merit-based recruitment systems	49 DCs adopt merit-based recruitments systems.	Merit-based recruitment systems in place in local governments Proportion of women across all position levels
2.1.5. Regional and district councils have policies, basic infrastructures and administration to manage priority/development programmes	Main districts in Puntland and Somaliland have basic management capacity. Districts in SC have limited or no capacity. Majority of service delivery entities do not produce regular reports	49 DCs have functioning infrastructures and administration to manage priority/development programmes. At least 70 % of service delivery entities in 49 target districts produce regular reports 49 DCs have regulatory systems in place	No. of districts with functioning departments to deliver basic urban services, disaggregated for finance, water, education and infrastructure.
2.2.1. Prioritized communities have improved water, health, sanitation and education services that are managed in partnerships between the stakeholders	Basic water supply, health services, sanitation and primary education are minimal (below human rights standards) in most districts. .	Prioritized communities receive sustainable service delivery, progressing towards human rights standards.	No. of persons with access to improved service delivery.
2.2.2. 2 Local government and communities implement priority social investment projects focusing on improved service delivery facilitated by a Local Development Fund (LDF)	Local government and communities have limited access to funding for priority social investment projects.	Start-up grants provided for district council service delivery in 49 target districts, LDF accessed by 49 target districts	No. of persons benefiting from basic social services projects.

<p>2.2.3 Relevant authorities have developed context-specific communication strategies on social issues, including HIV/AIDS</p>	<p>Limited basic knowledge, policies and strategies on social issues among relevant authorities. .</p>	<p>49 districts have adopted context specific communication strategies on social issues.</p>	<p>No. of local authorities that have adopted communication strategies that target specific local problems</p>
<p>2.3.1. District Development Plans integrate Community Action Plans and specifically refer to IDPs and other marginalized groups, and emergency preparedness</p>	<p>District Development Plans and Community Action Plans created in a limited number of districts.</p>	<p>49 Districts have prepared and apply integrated District Development Plans, integrating community priorities and including marginalized groups and emergency preparedness</p>	<p>No. of district development plans that integrate community priorities No. of district development plans that include action with and for marginalized groups No. of district development plans that incorporate emergency preparedness</p>
<p>2.3.2. Communities receive training for leadership, governance, participation, as well as community mobilization on HIV/AIDS and life-skills</p>	<p>Basic capacities of local communities very limited on leadership, governance, participation and community mobilization.</p>	<p>Communities in 49 districts receive training on leadership, governance, participation and community mobilization.</p>	<p>No. of communities with members trained in one or more topics</p>
<p>2.4.1 Local government policies and by-laws addressing priority issues related to land administration are drafted.</p>	<p>Land law passed in Somaliland. No land laws ratified by parliament in Puntland and SC. No legal basis for passing of land related by-laws. Land Administration systems of different origin and structure exist across Somalia but are incomplete and lack legal foundation and enforcement</p>	<p>First phase of local land policy formulation process completed and possibly formalized in Somaliland, Puntland and South Central Somalia Municipal by-laws under discussion or ratified by authorities in 5 target districts Key elements of a land management system and conflict resolution system in place and formalized in 5 target districts</p>	<p>No. of district authorities adopting new/revised land policies and/or land laws discussed or ratified. No. of districts with improved land management systems in place.</p>

<p>2.4.2. Procedures, institutions and mechanisms in place for housing, land and property (HLP) disputes and restitutions in Federal/Somaliland/Puntland</p>	<p>Existing land laws do not address dispute resolution.</p> <p>Few land laws ratified in Somaliland.</p> <p>Conflict/Dispute resolution efforts follow mainly traditional structures.</p> <p>Legal framework for land conflict resolution systems not in place.</p> <p>No HLP restitution efforts in any of the 3 regions</p>	<p>HLP Disputes Resolution Committees constituted in 5 districts</p> <p>All objections to the composition of the National HLP Restitution Commission have been heard and resolved</p>	<p>No. of district councils with Housing, Land & Property Disputes Resolution Committees in place with plans developed for land and property disputes and restitutions.</p> <p>National Housing, Land & Property Restitution Commission operational</p>
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RDP priority/goal(s):		Deepening peace, improving security and establishing good governance		
MDG:		[Enabling progress across the MDGs targeted through UNTP Outcomes 2, 3, 4 and 5]		
UNTP outcome:		3. Improved security and protection under the law for all		
Outputs		Baseline 2007	Target 2009	Means to verify
3.1.1. Voluntary DDR progressively undertaken with community-based reintegration including child recruits and other vulnerable groups		<p>Militia numbers estimated at 53,000 in south-central Somalia and 6,000 in Somaliland and Puntland</p> <p>First DDR workshop held in Mogadishu with 250 participants, Feb. 2007</p> <p>Interagency TF on DDR established</p> <p>No reliable figures on child recruits</p> <p>Limited data collected to support reintegration</p>	<p>Structures, systems and policies in place and DDR implementation ongoing</p> <p>Comprehensive community based reintegration programme operational in selected regions</p>	<p>Number of militia members demobilized</p> <p>Number of communities participating in reintegration</p>
3.1.2. Security sector review completed and reform underway, under auspices of the National Security and Stabilization Plan		<p>NSSP elaborated and approved by Parliament.</p> <p>NSSP reviewed and updated</p> <p>Security sector review initiated throughout Somalia</p>	<p>Technical support provided for review and implementation of Comprehensive NSSP</p> <p>Technical support provided for implementation of security sector recommendations</p>	<p>Reviewed and updated NSSP</p> <p>Recommendations available</p> <p>Technical support for SSR available</p>
3.1.3. Arms control measures initiated and operational in selected regions and ERW threat reduced in high risk areas		<p>Arms and ERW proliferation throughout Somalia</p> <p>Legislation in place in Somaliland to control arms in towns</p> <p>Firearms act under review/passed in Somaliland</p>	<p>Community arms control mechanisms in place in priority regions</p> <p>ERW awareness at community level increased</p> <p>Trained and equipped police EOD teams in place in select regions</p>	<p>Number of communities involved</p> <p>Number of communities involved</p> <p>Number of EOD teams operational</p>

<p>3.2.1. Civilian policing delivered in selected regions with adequate equipment and structures in place, in line with international human rights standards</p>	<p>3,500 trained police operational in South Central 4,000 trained police operational in Somaliland and Puntland Informal and formal police forces available in Puntland and South Central</p>	<p>10,000 additional police trained, equipped and operational throughout Somalia Police institutions established and/or strengthened with community policing practices promoting rule of law and supporting governance structure Informal police progressively absorbed and trained or disbanded</p>	<p>Number of police personnel trained and equipped Number of police stations operational and equipped Disbandment of informal police started</p>
<p>3.2.2. Uniformed services capacities built – in selected regions – at individual and institutional level, and international human rights standards including protection and HIV/AIDS and sexual gender-based violence</p>	<p>The police are not comprehensively trained in protection and promotion of human rights and gender sensitivity Somalis, especially women, remain unequal before the law 4 Women and child's desk operational in Somaliland</p>	<p>Internal control unit established to monitor and investigate police abuses Women and child's desk established in 10 towns</p>	<p>Number of cases of police abuse registered and investigated Number of women and child's desk established</p>
<p>3.2.3. Process initiated to harmonize <i>xeer</i>, <i>sharia</i>, and statutory laws and institutions, in accordance with international human rights norms and standards</p>	<p>3 sources of law (<i>xeer</i>, <i>sharia</i> and statutory) not harmonized</p>	<p>Review of law systems completed and recommendations for harmonization process developed</p>	<p>Harmonization process initiated</p>
<p>3.2.4. Somalis have improved quality of justice dispensation through responsive judicial system, expansion of legal clinics, and increased number of legal professionals</p>	<p>Judicial staff are too few, women especially, and lacking in qualification Legal training, including judge's training, available throughout Somalia Bar associations in place in south-central, Somaliland, Puntland No operational legal clinics in south-central, 1 legal clinic in Somaliland and 1 legal aid centre</p>	<p>Support provided to select law faculties for curricula reform, including human rights education, associated legal clinics Training programme for paralegals in place Scholarship programme established for women</p>	<p>Number of faculties supported Number of scholarships awarded Number of legal clinics established Number of cases taken up by legal clinics and</p>

	<p>in Puntland</p> <p>Poor awareness of human rights and mechanisms for redress</p> <p>Somaliland Human Rights Commission under establishment; TFG expressed interest about a national human rights commission</p>	<p>At least 5 functioning legal clinics providing no cost legal representation to vulnerable groups in regions also prioritized for police and judiciary reactivation.</p> <p>Support to Somaliland HR Commission to ensure legislation is passed and the Commission becomes a legal entity with progress towards Paris Principles</p> <p>Support provided to develop legislation on a National Human Rights Commission and raise awareness about its benefits</p> <p>Support provided to operationalize and equip prisons in selected regions to basic human rights standards</p>	<p>paralegals</p> <p>Number of paralegals trained</p> <p>Number of complaints received/acted upon by Somaliland HR Commission</p> <p>Activities conducted in favour of a NHRC</p> <p>Reports of Independent Expert on the situation of human rights Somalia</p> <p>Number of courts and prisons operational and equipped</p>
<p>3.2.5. Public institutions and civil society debate initiated on options for transitional justice mechanisms in line with international human rights norms and standards</p>	<p>Limited awareness of transitional justice among Somalis</p> <p>"Forgive and forget" approach to reconciliation</p>	<p>Political leaders and senior legal professionals informed about transitional justice</p> <p>Civil society coalition in place to advocate against amnesty/impunity and for transitional justice in line with international norms and standards</p>	<p>Number of public meetings on transitional justice</p> <p>Study tours abroad or mission to Somalia by experts conducted</p> <p>Coalition in place</p>
<p>3.3.1. Mobilization of communities for collective action including to hold duty bearers accountable for prevention of and response to human rights violations and abuse</p>	<p>Weak community capacity to ensure protection of women, children and vulnerable groups in most communities, amidst a widespread poor protective environment (IDP Profiling Survey, Child Protection Study 2003)</p> <p>50% of Somali communities exposed to</p>	<p>Additional 20% of communities have a greater sense of their own rights, responsibilities and their obligations towards women, children, and vulnerable groups and these are safeguarded by community structures such as committees, protection action</p>	<p>Child Protection Study</p> <p>IDP Profiling Survey updated</p> <p>Other agencies reporting</p> <p>Reports of Independent</p>

	community-based protection activities	plans etc	Expert on the situation of human rights Somalia
3.3.2. Duty bearers have better knowledge and skills to prevent and respond to violations at the community level, especially the most vulnerable	<p>Duty bearers frequently ignorant of their responsibilities to and of the rights of women, children, and vulnerable groups and frequently unable to take appropriate action (IDP Profiling Survey, Child Protection Study 2003)</p> <p>Duty bearers in aforementioned communities exposed to community-based protection activities</p>	Duty bearers belonging to the aforementioned communities have an improved understanding of, and willingness to protect, women's, children's and vulnerable groups' rights at community level	<p>Child Protection Study</p> <p>IDP Profiling Survey updated</p> <p>Other agencies reporting</p> <p>Reports of Independent Expert on the situation of human rights Somalia</p>

RDP priority/goal(s): MDG:	Investing in people through improved social services 2, 3, 4, 5, 6		
UNTP outcome:	4. Children, youth and vulnerable groups have increased, more equitable access to quality education and health services Joint UN Programme on HIV/AIDS Protection, Mitigation, Treatment and Care		
Outputs	Baseline 2007	Target 2009	Means to verify
4.1.1. Public authorities have increased capacity for data management, monitoring and supervision	0	Key MoE staff are trained to a basic defined standard in data management Data management system established at district, regional and central level Formal and non-formal education institutions able to collect and disseminate essential data	No. of MoE staff trained in data collection and evidence based planning (disaggregated by gender) Functional EMIS at district, regional and central levels No. of authorities that have EMIS data collected, entered and reported MoE in Somaliland, Puntland and TFG effectively managing primary and secondary education data MoE at district and regional levels regularly monitor schools
4.1.2. MoE has enhanced capacity to draft policies and implement strategies, including communication and awareness-raising	Majority of MoE offices are in need of rehabilitation and equipment Draft education policy document already exist in Somaliland Education policy adopted in Puntland	Central level MoE offices in Somaliland, Puntland and south-central are rehabilitated/constructed and equipped to operational standards 20 District/regional offices are rehabilitated and equipped to operational standards Key MOE staff able to participate in	No. of policies in place No. of districts with offices at operational standard

		<p>strategic planning and oversee implementation of policies</p> <p>Draft education policy documents in Somaliland ratified for implementation and in south-central a draft education policy in place</p> <p>Communication strategies in place on information dissemination especially on enrolment and educating the girl child</p>	<p>No. of MoE staff involved in strategic planning</p> <p>Draft education policy document in south-central</p> <p>No. of awareness raising campaigns carried out</p>
4.1.3. More qualified teachers especially women are available to improve access to equitable education services and reduce class size	<p>No or very few mentor and education networks systems in place</p> <p>Only 3% of secondary school teachers are women</p>	<p>Collaboration between Education Umbrella Organization and MoE in south-central</p> <p>An increase in the number of qualified women teachers</p>	<p>Secondary School Survey</p> <p>Primary School Survey, MICS</p>
4.1.4. Children and youth have better access to safe, well-managed and 'child friendly' learning spaces	<p>393,856 children enrolled in primary schools</p> <p>1733 (operational primary schools)</p> <p>41,346 students in secondary schools</p> <p>154 secondary schools in south-central Somalia, Puntland and Somaliland (where 106 use English and 48 Arabic medium of instruction)</p>	<p>493,856: an increase of 100,000, of which 50,000 are girls</p> <p>1933 schools/learning spaces, including at least 30 Integrated Qur'anic schools</p> <p>56,346 students: an increase of 15,000 of which 5,000 are girls</p> <p>10 new secondary schools constructed</p>	<p>No. of schools conforming to minimum criteria of child-friendliness</p> <p>No. of schools open for all parts of society / all social groups</p> <p>Primary School Survey, MICS</p> <p>Secondary School; Survey</p>
4.1.5. Improved capacity of government authorities, private sector and communities to ensure continuity of education services in time of emergencies	0	<p>Central level and selected regional district MoE staff trained in emergency response planning and application of the INEE minimum standards</p>	<p>No. of children affected by emergencies that continue their education within 6-8 weeks from the event</p> <p>No. of MoE staff trained on emergency preparedness and response</p>

<p>4.2.1. Teachers have improved capacity to deliver higher quality inclusive education</p>	<p>12,787 teachers (24.4% pre-service trained, 50% in-service trained) in primary schools</p> <p>1,569 secondary school teachers (where only 3% are women). Out of these only 990 are graduate teachers.</p>	<p>2,000 additional trained teachers, including 700 women teachers</p> <p>300 existing secondary school teachers in-serviced including all the women teachers</p>	<p>No. and % of teachers with minimum standard of qualification</p>
<p>4.2.2. Public authorities and private sector have better capacity to develop and provide essential teaching and learning materials</p>	<p>There is currently a very limited number of teaching and learning materials available and accessible to pupils and teachers</p> <p>Textbooks and teacher guides for Grades 1 – 8 available but at a poor textbook to pupil ratio</p>	<p>One textbooks/learning materials for 2 pupils, and 1 teaching guide per subject per grade</p> <p>Primary grades 1 – 8 textbooks and teacher guides revised for second edition</p> <p>Private sector sensitized to participate in publishing school textbooks</p>	<p>% of locally produced materials in schools that conform to international education standards</p> <p>Second edition of primary textbooks Grades 1 – 8 available</p> <p>MoE in Somaliland and Puntland procuring and distributing basic school supplies</p>
<p>4.2.3. Improved federal/Somaliland/Puntland capacity to provide standardized assessment and certification processes</p>	<p>1 exam centre exists in Hargeisa conducting exams for primary Grade 8 and secondary Form 4</p> <p>Primary Grade 8 examinations being conducted in Puntland and south-central through external support</p> <p>Secondary Form 4 examinations being conducted in Puntland and south-central through external support</p>	<p>3 exams centres operational and supporting assessment and certification for primary, secondary and vocational education</p> <p>70% of students earmarked to sit for leaving exams at primary and secondary school levels take the exams</p>	<p>No. of schools using standardized assessment on a regular basis</p> <p>No. of exams centres operational</p> <p>No. of trained examiners/invigilators</p> <p>No. of students sitting exams</p> <p>No. of MoE officials trained in administration of public exams</p>
<p>4.2.4. Improved capacity of MoE to develop relevant and inclusive curriculum, including life skills, HIV/AIDS education, human rights,</p>	<p>There is currently no life skills based curriculum</p>	<p>LSBE curriculum in place and taught by</p>	<p>No. of MoE with established curriculum review system</p>

and functional literacy	Different literacy and numeracy training packages exist but lack common approach	600 teachers Functional literacy training packages being used	for life skills, human rights, HIV/AIDS, and functional literacy Functional literacy package available
4.2.5. Vulnerable youth, (ex-militia, IDPs, returnees, minorities), especially women, have enhanced vocational skills and receive life-skills and human rights education	Technical and vocational education syllabi for 11 trade areas are available	Six more syllabi written for demand driven trade areas At least 9 vocational training centres are managed to expected standards of operation	No. of ex-Militia, IDPs, returnees, minorities, youth, involved in on-the job training No. of syllabi available for implementation No. of women engaged in IGA as a result of skills training No. of vocational training centres using the new syllabi
4.3.1. Health stakeholders participate in the process of regulating the existing health system	No assessment of qualifications, knowledge and skills of medical and paramedical staff in the last 16 years Very limited supervision Informal setting and operations of the existing medical associations (MAs) not externally supported No paramedical and or pharmaceutical associations exist At least 3 private nursing schools and 5 medical schools exist. No harmonized curricula, selection criteria for teachers, teaching methods 3 ART sites, 7 VCTs and 0 PMTCT sites	The externally supported MAs, are operational as a main certification body for medical and paramedical staff The existing MAs harmonized curricula for medical, paramedical staff, technicians and MOH Officials Systematic training programme for professional health under implementation Minimum cadre of professional staff in universal access targets on ART, VCT, PMTCT and youth-friendly services	Health capacity building units and steering committees established

4.3.2. Legal and operational framework for the new certifying body for health professionals drafted	Currently non-existent	Legal and operational framework for the new certifying body for health professionals in Somaliland, Puntland and south-central	Draft legal and operational framework document available
4.3.3. Community emergency preparedness and response plans adequately address emergency health needs	Emergency health needs not systematically addressed in preparedness and response plans	All new preparedness and response plans address emergency health needs	No. plans that specifically address emergency health needs
4.3.4. The process of health system development is transparent and participatory	<p>Comprehensive replicable District Health system not in place</p> <p>MPoS for PHC available but with limited utilization</p> <p>Incomplete treatment guidelines and oriented towards vertical programmes</p>	The health service delivery and its management components are improved in selected districts	<p>Steering committees established</p> <p>Draft policy documents available</p>
4.4.1. Health workers, especially women, in selected districts are able to provide better curative and preventive services on the basis of a package of essential services (focused on child survival, safe motherhood, emerging obstetric care and management, SGBV, HIV/AIDS and psychosocial services)	<p>Salaries, contracts and incentives of the Somali staff are not homogeneous as well as contracts among international agencies and private sector</p> <p>Running costs are poorly supported and in a scattered manner</p>	<p>A Basic Service Package based on child survival, EmOC and IPTCS for most vulnerable mobile groups developed and under implementation</p> <p>2nd generation HIV/AIDS surveillance plan under implementation</p>	<p>No. of health workers trained in basic curative services covering the ten major diseases</p> <p>No. of health workers trained in public health, nutrition and other areas that help prevent disease prevalence</p> <p>No. of health workers trained in psycho-social treatment for survivors of SGBV and for persons living with HIV/AIDS</p> <p>No. and % of health facilities that are implementing basic healthcare packages for child survival, safe motherhood and HIV/AIDS</p>

			% of patients who receive the full package
4.4.2. Health workers are able to manage health information effectively and efficiently	Scattered, un-precise information Several components of the HMIS developed by various agencies and vertical programmes but all scattered	Supportive Supervision contributed to the provision of quality health data	% of HIS reports generated by trained Health workers by district % of health facilities maintaining records by district
4.4.3. Additional health facilities in selected districts, including 'Centres of Excellence' for implementation of Integrated Prevention, Treatment and Care Services and second generation HIV/AIDS surveillance, are established and functioning	Poor quality of the rehabilitation works under no standards Limited access (geographic) to health services	Rehabilitation standards for health facilities available and endorsed Access to quality health services begins to ameliorate	No. of health facilities % of functional health facilities No. of Centres of excellence Coverage and Quality of HIV/AIDS surveillance system
4.4.4. Health and nutrition communication strategy adapted, expanded and implemented	Limited awareness of the importance of health, in particular reproductive health and harmful effects of FGM and khat	At least 3 major awareness campaign on safe care practice, reproductive health and harmful effects of FGM and khat initiated with health authorities	Communication strategy available % of households observing safe care practices

RDP priority/goal(s):		Creating an enabling environment for private sector-led growth to expand employment and reduce poverty		
MDG:		1, 3, 7		
UNTP outcome:		5. Vulnerable and marginalized groups have improved sustainable food security and economic opportunities UN Joint Programme on Livelihoods		
Outputs	Baseline 2007	Target 2009	Means to verify	
5.1.1. Targeted communities using improved productive practices in dominant primary-production sectors (crops, fisheries, livestock)	<p>Rudimentary production practices and low productivity in Somaliland, Puntland and south-central.</p> <p>Low quality and high wastage of primary products as target communities lack proper handling, processing, storage and marketing facilities for their produce</p> <p>Limited information on fisheries resources, and inadequate capacity of authorities for licensing and its enforcement</p> <p>Lack of inspection and certification system for export of livestock and meat following international standards</p>	<p>Target communities have access to improved production practices</p> <p>Services in place to support crop production and assist</p> <p>Target communities have access to improved handling, processing, storage and marketing facilities</p> <p>Somaliland, Puntland and federal authorities have developed a policy and licensing procedures for fisheries resources; Somaliland and Puntland have initiated to set up an enforcement system</p> <p>Inspection and certification system for export of livestock and meat in place following the requirements of importing countries</p>	<p>Field surveys to enumerate target communities having access to improved production services</p> <p>Field surveys to enumerate target communities having access to improved handling, processing, storage and marketing facilities</p> <p>Policy documents</p> <p>Existence of proper licensing procedures</p> <p>Visibility of an enforcement system being set up by Somaliland and Puntland authorities</p> <p>Formal inspection and certification systems in place</p> <p>Lifting of ban on import of Somali livestock and meat by importing countries</p>	
5.1.2. Targeted communities managing and benefiting from new	Limited access to markets and high transportation	e.g. 250km road improved, , 1000ha	Km of functional access	

<p>and rehabilitated productive and supportive infrastructure</p>	<p>costs due to lack of access roads or their poor conditions</p> <p>Lack of organizational and institutional capacity to rehabilitate and maintain productive infrastructure</p> <p>Some baseline data exists</p> <p>Most of the irrigation infrastructure along the Shebelle and Juba rivers are in dilapidated conditions</p>	<p>reforested, 30 nursery schemes implemented through community contracting</p> <p>At least 20 major micro-infrastructure/assets rehabilitated or built by target communities</p> <p>No. ha of additional land under cultivation as a result of projects supported</p> <p>Four functional regional agricultural associations and 40 community management committees managing and maintaining community-based productive infrastructure</p> <p>20 Irrigation infrastructure along the Shebelle and Juba river rehabilitated by the respective communities and local administrations</p> <p>1000 km of primary and secondary irrigation canals desalted and rehabilitated</p> <p>5000 units low cost housing constructed to facilitate the return of IDPs to their communities of origin and to take advantage of the emerging economic opportunities</p>	<p>roads</p> <p>Productive infrastructure/assets rehabilitated or built by target communities</p> <p>No. ha of additional land under cultivation as a result of projects supported</p> <p>% of communities reporting improved land management and supporting infrastructure</p> <p>% of communities reporting improved post-harvest storage facilities and access to markets</p> <p>Functional irrigation infrastructure</p> <p>Actual quality assets and infrastructure created through labour-intensive works</p> <p>5000 housing units occupied by returning IDPs and other vulnerable households.</p>
<p>5.2.1. Communities and entrepreneurs capacitated by minimum policy, standards, regulations and institutions for enterprise growth</p>	<p>Business critical laws are either outdated or not in place nor encourage SME growth</p> <p>Weak capacity at judiciary level on private sector issues</p> <p>Approx. \$79million of livestock exports</p> <p>Approx. \$0.9-1.0billion of remittances annually</p>	<p>3-4 business critical laws enhanced/ introduced</p> <p>Capacity of 50 judges, parliamentarians, law review committees and legal practitioners enhanced</p> <p>10% increase in volume of remittances</p> <p>7 fully compliant Somali remittance companies</p>	<p>% increase in trade/exports in livestock, fishing and agriculture</p> <p>Food safety and quality standards for livestock and livestock products applied by public and private institutions</p> <p>No. of business critical laws enhanced/ introduced</p>

	<p>Both remittance flows and livestock exports face high risk of interruptions due to lack of quality assurance or certification systems</p> <p>Weak institutional and human capacity in dealing with international standards and external markets</p>	<p>20% increase in trade/exports in livestock, fishing and agriculture</p> <p>10 training programs delivered in respect of quality standards for both public and private institutions</p>	<p>Capacity of no. of judges, parliamentarians, law review committees and legal practitioners built</p> <p>Increased flow of remittances</p> <p>No. of persons trained in quality standards</p>
<p>5.2.2. Micro, Small and Medium enterprises (MSME) have greater access to quality business services and skills development</p>	<p>Some baseline information exists for urban areas</p> <p>Poor business environment</p> <p>Limited access to markets and information</p> <p>Limited local business service providers to support SMEs</p>	<p>10,000 households report improved livelihood opportunities through SME development and BDS interventions</p> <p>10 local business service providers</p> <p>200 SMEs utilized services of local service providers</p> <p>10% increase in number of MSMEs</p> <p>20% of MSMEs report growth in business</p>	<p>Number of households reporting improved livelihoods through SME development and BDS interventions</p> <p>No. of local business service providers developed</p> <p>No. of SMEs utilized services of local service providers</p> <p>% increase in number of MSMEs</p> <p>% of MSMEs report growth in business</p> <p>Number BDS products/services developed & on offer from BDS providers</p> <p>Number of transactions completed by BDS providers</p> <p>BDS/SME standards, guidelines & policies developed/ published</p>
<p>5.2.3. Entrepreneurs, in particular women, poor households and MSMEs, have access to microfinance and other financial services</p>	<p>Lack of access to credit and financial services</p> <p>Virtually no financial services providers offering savings and credit products</p> <p>No financial service products tailored to Somali market and needs</p>	<p>At least 3 financial service providers received grants and technical assistance for increased delivery of microfinance</p> <p>Development of 50 community level financial service associations facilitated</p>	<p>Volume of credit disbursed under micro-finance</p> <p>No. of functional financial service providers who received grants and technical assistance for increased delivery of microfinance</p>

		40% of investment in labour cash wages injected into communities	Number of new/improved products & services developed
5.2.4. Entrepreneurs, in particular women and poor households are adding value to selected primary products	Very little value-added production	No. of sub-sector value chains developed Livelihoods diversification opportunities assessed and no. of strategies implemented for most promising opportunities	No. of sub-sector value chains developed Livelihoods diversification opportunities assessed and no. of strategies implemented for most promising opportunities
5.3.1. Communities and targeted families have improved capacity in processing, preparation and storage of food	Documented current poor practices in processing preparation and storage of food at household level due to limited resources and lack of training. Research into basic principles of food storage and preservation using locally availed products has been conducted with the outcome of 3 trainings on basic improved practices (one per region) conducted in 2006. Storage of food at household level is monitored routinely through nutrition assessments.	No. of trainings of women groups on food processing, preservation and storage conducted Improved storage practices of food at HH level of HH preservation.	Training Reports Nutrition Assessment Reports
5.3.2. Communities and targeted families have improved awareness of nutritional values of locally available/introduced food	Lack of knowledge and poor practices on appropriate foods for infant and young child feeding well documented in Somalia. Baseline studies indicate poor dietary diversity, or consumption of <4 food groups per day at household level throughout Somalia,.	Improved infant and young child feeding practices at household level. Increased dietary diversity (>4 food groups) at household level using locally available foods	Nutrition Assessment Reports Dietary Diversity Assessment Report
5.3.3. Vulnerable groups, including people living with or affected by HIV/AIDS have improved nutritional status	% of underweight children <5yrs ranging from a mean of 16% in Somaliland, 22% in Puntland and 36% in South Central for 2004-2006 High prevalence of PLWHA below minimum level of dietary energy consumption	Prevalence of underweight children <5yrs reduced (MDG1) Reduced prevalence of PLWHA below minimum level of dietary energy consumption	Nutrition Assessment Reports Nutrition Update Bulletins

<p>5.4.1. Communities better prepared for disasters and managing resources through local Federal/Somaliland/Puntland information and early-warning systems</p>	<p>Current national level early warning system managed by FSAU with involvement of the local administration during seasonal assessments where appropriate.</p>	<p>No. of stakeholders participating in rapid food security and nutrition assessments</p> <p>No. of stakeholders participating in seasonal assessments</p> <p>Production and dissemination of preliminary key findings of seasonal assessments in a timely manner</p> <p>Production and dissemination of post seasonal analysis reports in a timely manner</p> <p>70% of implementing agencies responding to emergencies utilize early warning information to design fund and undertake interventions</p> <p>Evidence of local authorities drawing upon early warning data for emergency contingency planning in each of the 18 regions</p>	<p>Seasonal Assessment Reports</p> <p>Food Security and Nutrition Briefs</p> <p>Project Documents</p> <p>Contingency Planning Documents</p>
<p>5.4.2. Communities capacitated by basic legal framework on environment and natural resources management</p>	<p>Water policy framework established in Somaliland and being developed in Puntland; no sanitation policies in place</p>	<p>Basic natural resource management policies adopted and implementation initiated in Somaliland and Puntland, and drafted in south-central</p>	<p>Existence of policy documents and evidence of implementation</p> <p>% of population aware of policy (surveys)</p>
<p>5.4.3. Communities using improved water, soil and forestry management for reduced vulnerability and increased resilience to disaster</p>	<p>Lack of institutional systems and procedures to address integrated water and land management and land governance issues</p> <p>Large-scale deforestation due to charcoal production for domestic consumption and export</p> <p>Unsustainable exploitation of coastal marine resources</p>	<p>(rapid survey required)</p> <p>300 community contracts implemented (for employment intensive works or other activities)</p> <p>Ban on charcoal export enforced</p> <p>10% decrease in production of charcoal</p> <p>30% of population aware of policy</p>	<p>Number of community contracts implemented (for employment intensive works or other activities)</p> <p>\$ value of projects managed by community based organizations supported in target areas</p>

			% decrease in production of charcoal
5.4.4. Communities and individuals more aware of and utilising broader range of energy options	<p>Proliferation of energy inefficient appliances</p> <p>Renewable energy sources untapped</p>	<p>10% of households/ establishments using energy-efficient sources and appliances</p> <p>25 pilot projects in renewable energy implemented</p> <p>Major community forestry interventions for sustainable charcoal and fuel/oil (Jatropha) implemented</p>	<p>% of households/ establishments using energy-efficient sources and appliances</p> <p>No. of pilot projects in renewable energy implemented</p> <p>Project reports on community pilot initiatives</p>

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