Contents

Introduction

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This document is the UN Somali Assistance Strategy (UNSAS). Combined, its vision, Outcomes and Sub-Outcomes set the framework for the work of UN agencies, funds and programmes from 2011 to 2015. The UNSAS is based on the national Reconstruction and Development Programme (RDP) as well as a context analysis. The Strategy is the foundation for UN planning for 2011-2015.

One premise of the UNSAS is the need for a longer-term commitment to Somalia[1]. In the nearly twenty years of conflict insufficient attention has been given to its underlying causes. The pressure for quick dividends, combined with reluctance by donors to fund multiyear programmes, has led to an excessive focus on the short term, rather than creating a foundation for peace and security through the strengthening of social service delivery and improved livelihoods. The UNSAS gives more space to the longer term needs and aspirations of the Somali people[2] which should result in progress towards peace and development. For the UNSAS to succeed, it requires donors and partners to share a longer term commitment to Somalia, and to learn from previous successes and mistakes, irrespective of the enormous challenges over the coming five year period.

The UNSAS is designed to be flexible in the face of volatile political and security conditions and focuses on the development goals of the Somali people and their governments. It has been designed to remain valid whether the conflict intensifies and spreads or diminishes and gives way to increased peace and security. However, if the political legitimacy of the authorities or the process is challenged over the next five years, some of the Sub-Outcomes will change.

The UN recognizes the chronic need for humanitarian assistance and will seek to provide support that saves lives and helps people, while communities and authorities become more self-sufficient. Each year, the Consolidated Appeal Process (CAP) for Somalia will define the humanitarian assistance and emergency livelihood support required according to shared inter-agency needs assessments.

The UN has consulted with the authorities and with non-state actors during the development of this UN-owned strategy and is ready to adapt the UNSAS if national priorities change. The mid-term review of the UNSAS will be conducted when the RDP finishes at the end of 2012. The UNSAS will also be revisited at the end of the term of the current Transitional Federal Government in August 2011. By setting out the goals of all the UN's work in this document the UN aims to have an accessible framework to help the various entities throughout Somalia, local and international NGOs and community-based partners, and the donor community to engage with the UN.

2

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[1] The ninth Principle for Good International Engagement in Fragile States and Situations says, "Act fast … but stay engaged long enough to give success a chance.: Assistance to fragile states must be flexible enough to take advantage of windows of opportunity and respond to changing conditions on the ground. At the same time, given low capacity and the extent of the challenges facing fragile states, international engagement may need to be of longer-duration than in other low-income countries. Capacity development in core institutions will normally require an engagement of at least ten years. Since volatility of engagement (not only aid volumes, but also diplomatic engagement and field presence) is potentially destabilising for fragile states, international actors must improve aid predictability in these countries, and ensure mutual consultation and co-ordination prior to any significant changes to aid programming.

[2] 'Somali people' refers to everyone residing in south central Somalia, the Puntland State of Somalia, and Somaliland.

Background

The UN decided on a 2015 time horizon for the UNSAS because many of the drivers of conflict and the factors that inhibit development cannot be addressed in a shorter timeframe. This also allows the UN to help Somalia work towards the internationally accepted development targets including the 2015 Millennium Development Goals (MDGs). Some UN Somalia agencies, funds and programs, including UNICEF, UNDP, FAO and UNFPA have aligned their planning cycles to the five-year 2011 – 2015 timeframe.

The main national timeframes derive from political mandates - most notably the expiration of the current Transitional Federal Government's mandate in August 2011. The nationally owned 2008-2012 Reconstruction and Development Programme (RDP) forms the basis of the UNSAS structure: the three pillars of the RDP relate to the UNSAS three outcomes. The RDP was developed following a highly consultative Joint Needs Assessment, conducted in 2005-2006 and sets out the needs in south central Somalia, Puntland and Somaliland. The RDP was also the basis for the UN's Transition Plan (2008-2010) as well as the World Bank's Interim Strategy Note and for the EU and Norway's Joint Strategic Paper. Concern about the level of support from government officials to the RDP has been partly addressed by a 2009-2010 RDP update carried out in consultation with non-state actors and government authorities. It is expected that subsequent national plans that build on the RDP will relate to the 2015 MDGs. The Ministries of Planning with technical support from the UN have started work on MDG progress reports and needs assessments. The UNSAS is consistent with the MDGs.

Alongside the UNSAS, the UN Political Office for Somalia (UNPOS) continues to support the political process centred on the Transitional Federal Government (TFG). The United Nations Support Office to AMISOM (UNSOA) is mandated by the UN Security Council to support the African Union Mission. Through the UNSAS, the UN agencies, funds and programmes will contribute to broader UN objectives to consolidate peace in Somalia. The UN's approach to peace consolidation will be articulated in an Integrated Strategic Framework (ISF) which will be prepared in 2011.

The UNSAS provides a multi-year framework for the UN's humanitarian, transitional, recovery and development work. The UNSAS reaffirms the humanitarian principles of humanity, neutrality, impartiality and independence that guide the delivery of humanitarian assistance. At the same time the five-year UNSAS shows how UN humanitarian agencies will contribute to the longer-term objectives of the UNSAS but does not prescribe the exact humanitarian response. The annual Consolidated Appeal Process and the Common Humanitarian Action Plan will continue to define the details of the response. In complement to the humanitarian response, the UNSAS provides a basis for transitional, recovery and development programmes.

Mapping of Existing Strategies for Somalia 2009-2015

	2009	2010	2011	2012	2013	2014	2015
	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4
UN Strategy			Detail		UN Assistance Strategy		
TFG	TFG mandate - till August 2011						
PLD		Priorities	Planned Puntland 5 Year Strategy				
SLD	Somaliland RDP (5 Year Plan)						
RDP	Update RDP						
EU + NORWAY	Joint Strategic Paper (aligned to the RDP)						
WB		World Bank Interim Strategy Note					
UN	UNTP - Till end of 2010						
UN	CAP 2009	CAP 2010	CAP 2011	CAP 2012	CAP 2013	CAP 2014	CAP 2015
MDG	Millenium Development Goals - till end of 2015 with September 2010 review point						

Context

This section provides a brief summary of the situation in Somalia. It outlines the key issues and analysis used to guide UN programming over the next five years, which is further elaborated in the Context Analysis Annex. In summary, the needs are immense – both in developmental and humanitarian terms – and the available resources limited. The UN's ability to provide assistance to populations in need is limited and access for UN agencies and national and international NGOS in south central Somalia is challenging. The reach of government, including a semblance of the rule of law[3], and the existence of a private sector is largely limited to urban areas within south central Somalia, Puntland and Somaliland.

Politically the situation is complex. Efforts to balance clan politics with party politics have met with varying degrees of success. It is unlikely that elections in

south central Somalia will be held before the end of the transition period in August 2011 which makes for an uncertain future. In south central Somalia and Puntland the turnover of government ministers has been high and has affected the UN's ability to build relationships with the respective administrations and to implement plans. The levels of capacity and accountability in these two administrations are low. In Somaliland, the successful presidential elections in June 2010 were followed by a peaceful transition of power. Somaliland continues to show a degree of stability and maturity in the way that it is developing and managing its own political processes.

The conflict has affected the lives of millions of people, causing widespread displacement, physical and emotional injuries as well as loss of life. Today's Somali children have never experienced a year of peace. Conflict has disrupted all areas of life,

from delivery of education and health services to international trade and media freedom. The vested interests in perpetuating the conflict, and the many business leaders that profit as a result of the war economy, are significant and resilient. Although a driver of the conflict, the private sector can also contribute to pro-poor economic development.

The GDP per capita in 2007 was estimated at under $300 per annum and incomes are distributed very unequally. The Somali population is very young: although accurate disaggregated data is not available[4], nearly half of the population is under 15 years of age and 73 percent is under 30.The lack of opportunities to earn a decent living means that young men and boys are easily attracted by offers of payment from radical anti-government groups such as al-Shabaab. Although women are thought to manage 70-80 percent of petty trade and local markets, the socio-cultural perceptions and status of women prohibits their involvement in decision making and limits their control over resources.

> " Conflict combined with weak governance has undermined stability and development in Somalia. Despite this there has been considerable economic growth within Somalia. "

The government's ability to provide services to the population is extremely limited. The private sector and civil society mainly provide services including education and health. Poor people – especially the displaced and female headed households – cannot access these expensive, yet basic services. Somalia has some of the worst humanitarian indicators in the world with one in five children dying before their fifth birthday.

Conflict combined with weak governance has undermined stability and development in Somalia. Despite this there has been considerable economic growth within Somalia with areas of local political stability, such as in Somaliland. Regardless of this wide array of challenges, the UN has demonstrated significant achievements. This strategy is based on the belief that the UN can contribute to the spread of stability through provision of appropriate assistance tailored to local and national needs.

5

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[3] The term "the rule of law" is used to mean independent, efficient, and accessible judicial and legal systems, including the provision of civilian police services closely linked to communities and particularly responsive to marginalized groups, and differentiated treatment for women and children.

[4] The UN defines young people as persons between the ages of 10 and 24; this includes adolescents as defined as people between 10 and 19 years of age and youth as defined as people between 15 and 24 years of age. Fifteen years of age is the minimum age a person can be employed in non-hazardous work as defined by ILO's Minimum Age Convention no. 138. Children are people under the age of 18 as defined in the UN Convention of the Rights of the Child, which the Somali Government has signed but has yet to ratify. Adults are defined as people over the age of 18.

2010-2015 Assistance Strategy

The UNSAS sets out the humanitarian, recovery and development objectives of the UN and it shows the areas where the UN can contribute to national priorities. Based on the principles of the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action as well as lessons learned from the United Nations Transition Plan, the UN agrees that a coherent UN approach will be most effective in delivering specific and relevant assistance. The UNSAS seeks to optimise coordination, information sharing and joint planning of projects and programmes of UN agencies. The UN aims to contribute to people's needs and development priorities in a sustainable manner.

The vision was chosen to help the UN work together as One UN and brings together the work of all UN entities. The vision for 2015 is that Somali people make progress towards peace and the Millennium Development Goals through equitable economic development and are supported to achieve their human rights by inclusive, accountable and self sufficient government.

The three Outcomes of the UNSAS were chosen because they reflect the national priorities articulated in the RDP. Each UNSAS Outcome has a humanitarian sub-outcome designed to ensure that humanitarian assistance complements recovery and development objectives to the maximum extent possible. The three UNSAS Outcomes also have strong links to the Millennium Development Goals and mirror the RDP pillars: 1) Social Services; 2) Poverty Reduction and Livelihoods and 3) Good Governance and Human Security.

1. Social Services: Somali people have equitable access to basic services because:

1.1 Vulnerable people in crisis, with a special emphasis on women and children, receive humanitarian assistance.

1.2 The government, with the participation of civil society and external support, creates an enabling environment to provide affordable, good quality, equitable basic services.

1.3 Local authorities have the capacity to operationalize local development plans and ensure the provision of services following the principles of accountability, non-discrimination and participation.

2. Poverty reduction and livelihoods: Somali people benefit from poverty reduction through improved livelihoods, decent work, equitable and sustainable economic development because:

2.1 The production and productivity of key economic sectors is sustainably increased including through public and private partnerships.

2.2 Livelihoods assets of people in Humanitarian Emergency and Acute Food and Livelihoods Crisis are protected and restored according to the specific needs of different groups, including women and youth.

2.3 An economic system that is Somali owned[5] and enables broad based[6] and equitable[7] growth is developed.

2.4 Access and utilization of natural resources is sustainably managed.

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[5] The term 'country owned' is intended to convey the need for "ownership" in line with the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action, which has "Ownership and Accountability" as its core principles. It is also consistent with the Principles for Good International Engagement in Fragile States & Situations, which indicate that context should be taken as a starting point and the blue print approaches should be avoided.

[6] "In many countries, rising incomes, while reducing overall poverty, have been associated with rising disparities. These disparities if left unchecked can threaten the fragile political consensus for economic reforms or even political stability... The solution lies in the continuation of pro-growth economic strategies- but with a much sharper focus on ensuring that the economic opportunities created by the growth, are available to all- particularly the poor- and to the maximum extent possible" (Asian Development Bank- Operationalizing Inclusive Growth, 2007:13-14).

3. Good governance and human security[8] : Somali people live in a stable environment where the rule of law is respected and rights based development for everyone is pursued because:

3.1 Somali people are fairly and inclusively represented in elected and appointed government positions, and are able to hold their government accountable.

3.2 All branches of government at all levels fulfil their mandate, with an emphasis on strengthening the participation of women, youth and minorities.

3.3 Women and men, girls and boys have equitable access to fair and functioning justice systems and local governance that address their specific needs in line with international human rights principles and standards.

3.4 Security is improved and the protection environment strengthened for all Somalis.

The UNSAS is based on an assessment of what the UN can and should do in Somalia according to the UN's strengths and weaknesses. The UN contribution is small in comparison to the overall needs. This strategy focuses on the areas where the UN can help improve the lives of Somali people and contribute to the achievement of Somali objectives. Because of the absence of international players that might elsewhere offer similar support, the UN recognizes that it may be called on to respond to extensive needs simply because others are unable or unwilling to provide assistance. In such cases, the UN's capacity and expertise may follow on from a political or moral demand to assist, and progress may be slower than desired.

UN agencies, funds and programmes will work with partners, including civil society, local authorities and government counterparts, to achieve these Outcomes

> " The vision for 2015 is that Somali people make progress towards peace and the Millennium Development Goals through equitable economic development and are supported to achieve their human rights by inclusive, accountable and self sufficient government. "

and Sub-Outcomes. The involvement of each agency and joint programme will be determined at the Outcome level. Agencies are expected to live up to the principles adopted in section on Implementation Principles below and follow agreements on linkages between the CAP and the UNSAS. The UNSAS does not give details on programmes or projects – these are available in agency specific programme documents. The UN will report annually on progress made towards the achievement of the UNSAS. Reporting will be through a combination of agency-specific reports on programmes and projects and through consolidated reporting on the UNSAS indicators. These reports will be presented to donors, NGOs, Somali counterparts, and government partners on an annual basis. The mid-term review at the end of 2012 will evaluate achievements against Outcome indicators; review how coordination has improved agencies' planning and implementing activities; and recommend how to improve the UNSAS for the remaining years.

The ability to achieve the Outcomes specified within the UNSAS will be influenced by external factors, including the conflict, the security environment and the role of the governments. The UN has assessed such risks that have the potential to impair the achievement of these outcomes and will make a continuous and concerted effort to mitigate them.

[7] "Equitable is primarily about the distribution of the fruits of the growth and economic well-being between lower and upper income groups. Growth is equitable when it is labour absorbing and accompanied by policies and programmes that mitigate inequalities and facilitate income and employment generation for the poor, particularly women and other traditionally excluded groups" (ADB's Poverty reduction strategy 1999,6).

[8] Human security focuses on ensuring security for the individual, including threats to social, economic, political, food, health, environmental, community and personal safety.

A diagrammatic representation of the UNSAS: Vision, Outcomes, and Sub-Outcomes

2015 Vision: Somali people make progress towards peace and the Millennium Development Goals through equitable economic development and are supported to achieve their rights by inclusive and accountable, self sufficient government.

Social Service: Somali people have equitable access to basic services because:

- Vulnerable people in crisis, with special emphasis on women and children, receive humanitarian assistance.
- The government, with the participation of civil society and external support, creates an enabling environment to provide affordable, good quality, equitalbe basic services.
- Local authorities have the capacity to operationalize local development plans and ensure the provision of service following the principles of accountability, non-discrimation and participation.

Poverty reduction and livelihoods: Somali people benefit from poverty reduction through improved livelihoods, decent work, equitable and sustainable economic development because:

- The production and productivity of key economic sectors is sustainably increased including through public and private sectors.
- Livelihoods assets - of people in Humanitarian Emergency and Acute Food an Livelihood Crisis are protected and restored according to the specific needs of different groups, including women and youth.
- An economic system that is Somali based and equitable growth is developed.
- Access and utilization of natural resources is sustainable managed.

Good governance and human security: Somali people live in a stable environment where rule of law is respected and rights based development for everyone is pursued because:

- Somali people are fairly and inclusively represented in elected and appointed government positions, and are able to hold their government accountable.
- All branches of government at all levels fulfil their mandate, with an emphasis on strengthening the participation of women, youth and minorities.
- Women and men, girls and boys have equitable access to fair and functioning justice systems and local government that address their specific needs in line with international human rights principles and standards.
- Security is improved and the protection environment strengthened for all somalis.

Implementation Principles and Plans

Towards UN Coherence: Through the UNSAS, the UN will move towards a more coherent approach to its programming on Somalia. The UN will seek to establish Joint Programmes to increase the efficiency of operations, funding, and partnerships. Over the five year timeframe of the UNSAS, the UN will develop joint programming in partnership with governments and donors. The UN agencies, funds and programmes will work with each other and partners – civil society, including local and international NGOs, local authorities, government counterparts – to achieve the UNSAS Outcomes and Sub-Outcomes. The involvement of each agency and each joint programme is documented in sections 6, 7, and 8. Agencies are expected to live up to the principles adopted herein.

Peace building: The UNSAS vision includes that the Somali people make progress towards peace and the MDGs. Full realisation of this vision will entail a combination of political, military and developmental successes. While the political and military dimensions are outside the scope of the UNSAS, they will be approached through the UN's planned Integrated Strategic Framework (ISF). In line with the General Assembly Resolution 62/608 the UNSAS recognises "that development, peace and security and human rights are interlinked and mutually reinforcing, and reaffirming that development is a central goal in itself". As such, the combination of programming under the three Outcomes of the UNSAS aims to contribute both to peace building and to the realisation of Somali-appropriate MDGs.

Conflict sensitive programming: UN programmes will be designed to take account of their potential impact on the local conflict dynamics. Where necessary the UN will seek support to conduct local conflict analyses in advance of preparing new programmes. It will be critical to clearly define the role and relationship of authorities, the private sector, the UN and the Somali people as the UN will have the most impact where there is a shared understanding of the role of different stakeholders[9]. A tailored list of questions will be developed for use by the Outcome Leads and the Task Force when reviewing programmes for consistency with the UNSAS. Programmes will also be designed to take account of the likely insecurity and unpredictability. Insecurity is, and is anticipated to remain, the limiting factor for interventions in parts of Somalia. Negotiations with relevant stakeholders will be organized to increase access to all areas of Somalia.

Focus on young people: Young Somali people between 10-24 years of age (comprising both adolescents, ages 10-19, and youth, ages 15-24) make up a large proportion of the population. This group is essential to peace building, yet they are also highly vulnerable to conflict, including through recruitment into armed groups. The future of young people in Somalia is dependent on the realisation of all three UNSAS Outcomes: access to affordable social services such as education; livelihood opportunities and improved protection and governance. UN programming will consider the heterogeneous needs of young people. Over the five year timeframe of the UNSAS, the UN will increasingly collect age-disaggregated data.

Gender mainstreaming and women's empowerment: The UN will advocate for a gender balanced and inclusive approach during implementation of activities. One example of such an approach will be the collection and utilization of sex and age disaggregated data to enhance gender mainstreaming efforts and to identify and address the different needs of women, men, boys and girls in Somalia. The UN will support the role of women in the Somali peace processes, and their decision-making and engagement in all three Outcomes in line with UN wide commitments such as United Nations Security Council Resolutions 1325, 1880 and 1888.

9

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[9] Please refer to the UNSAS Terms of Reference Annex

Human Rights-Based Approach: Somali people suffer from a lack of fundamental human rights – including the right to life. To improve the situation, the UNSAS will pursue a Human Rights-Based Approach with a focus on non-discrimination, participation and empowerment. The UN will encourage Somali authorities to prioritise human rights and to increase the role of Somali people in decisions about their own future. Human rights sensitive planning and implementation will help ensure that UN assistance, recovery and development activities equitably reach the Somali population, do not result in harm or further exclusion, and contribute to progress towards peace and development for all Somalis.

Common systems: Somali-owned decisions are an essential component of the UNSAS. To ensure Somali people are supported and positioned to determine their own future, the UN will promote the development of common systems and approaches across south central Somalia, Puntland and Somaliland. Compatible systems will provide Somalis with flexibility irrespective of the outcome of future political processes.

Support to national authorities: The implementation of the UNSAS will be undertaken jointly with national partners and the UN's engagement will be designed to support national planning timelines. The long term objectives will only be met if adequate effort is put into developing the capacity of people, organisations and society. The UN will seek to increase government and national authorities' ownership over the processes. Capacity development is a theme that runs throughout the UNSAS and during implementation, the UN commits to implement its capacity development policy.

Donor partnerships: The UNSAS has not been costed. Past experience of costing programmes in Somalia has been unrealistic and has created expectations that cannot be delivered against. The UN aims to work with donors to develop a forward plan of what the funding streams for programming in Somalia will look like over the coming five years. The priority for this exercise will be in the areas where joint programming and joint programmes are possible.

National implementation: The UN's practice of implementing programmes in partnership with communities, local authorities, and international and local NGOs will continue for the foreseeable future. Distance management therefore remains a part of both the implementation and security risk mitigation strategies for Somalia. However, this strategy of partnership would be limited by the available capacity of partners to implement in the most difficult areas, and therefore, relocation of activities toward safer locations could occur when needed.

Commitment towards joint Monitoring and Evaluation: The UN recognises the importance of strong monitoring and a focus on results for accountability and management purposes. The UN will continue to undertake both direct monitoring and will use partners and contractors to increase mutual accountability and enhance the accuracy of monitoring in hard to access environments. Equally, the UN commits to undertake frequent evaluations of progress and to publish annual reports.

> " Through the UNSAS, the UN will move towards a more coherent approach to its programming on Somalia. "

Risk Management: The UN is committed to implementing a collective Enterprise Risk Management (ERM) system across the UN system. This will build internal capacity in risk management, facilitate better decision making and also support the principle of 'do no harm'. In particular the establishment of the ERM will support the commitment towards joint M&E in relation to partners and contractors.

The Terms of Reference for the UNSAS Board; UNSAS Task Force; Lead Agencies; Outcome Leads and Outcome Focal Points is available in the TOR Annex. The UN communications strategy – currently under development – will also be annexed to the UNSAS.

Man working at the Rehabilitation
of Earth Dams project, 08/13/09

Narrative for Social Services Outcome

Outcome One: Somali people have equitable access to basic services.

Sub-Outcomes

1.1 Vulnerable people in crisis, with a special emphasis on women and children, receive humanitarian assistance

This sub-outcome is relevant when and wherever humanitarian needs exist. Due to the acute and protracted humanitarian crisis in Somalia, which is characterized by displacement, extreme poverty, and recurrent natural disasters, the UN will need to provide humanitarian assistance in Somalia, particularly south central Somali, for the foreseeable future. The Inter-Agency Standing Committee (IASC) for Somalia relies on the vulnerability analysis provided by the FAO Food Security and Nutrition Analysis Unit (FSNAU) to assess the degree of humanitarian needs and to prioritize resources to ensure that they are used for the benefit of the most vulnerable people. The UN estimates that 27 percent of the Somali population, about two million people in total, require humanitarian assistance.

The UN and its partners will continue to support the government authorities, especially in Somaliland and Puntland, to better prepare for natural and man-made disasters and to lead the coordination of the response. To the extent possible, similar capacity development efforts will be made with the authorities in south central Somalia. Support for community-led disaster preparedness and response that strengthens Somali resilience and coping mechanisms will continue to be emphasized. Due to the ongoing conflict in Mogadishu and other parts of south central Somalia, the bulk of the humanitarian response in this region will continue to be led by Somali NGOs and other locally based partners. The UN will better coordinate its efforts with the Diaspora and the business community so that available technical and financial resources are maximized.

1.2 The government, with the participation of civil society and external support, creates an enabling environment to provide affordable, good quality, equitable basic services.

> " Due to the acute and protracted humanitarian crisis in Somalia, which is characterized by displacement, extreme poverty, and recurrent natural disasters, the UN will need to provide humanitarian assistance in Somalia, particularly for the foreseeable future. "

This Sub-Outcome is based on the assumption that the governments will not become the main providers of social services, but will instead be responsible for maintaining a regulatory, normative and facilitation role that creates an enabling environment where social services are delivered equitably. The provision of basic services will be delivered in partnership with other actors, including civil society, NGOs and UN agencies. The Somali people should be in a position to hold the central and local governments accountable for developing systems appropriate for the efficient delivery of assistance and basic services. This will include the development of capacity and resource systems as well as financial structures. The entities that provide or ensure the provisions of social services will range from external aid agencies to local authorities, and the local private sector. This Sub-Outcome requires that the UN's governance and poverty reduction programmes support the development of a regulatory framework.

1.3 Local authorities have the capacity to operationalize local development plans and ensure the provision of services following the principles of

accountability, non-discrimination and participation.

This Sub-Outcome will contribute to a more decentralized system of government that can more effectively and efficiently deliver services to Somalis that are tailored to local needs. This will include pastoralists who comprise up to 60 percent of the population. Local authorities with greater capacity and resources and which follow governance principles of accountability, transparency and participation will be able to more effectively consolidate local development within their communities. Somali people will then have greater access to a range of basic services.

Because of the focus on strengthening accountable, transparent governance that is capable of delivering basic services, this Sub-Outcome is related to Outcome 3 on Good Governance and Human Security.

Prioritization Rationale

The UN has decided to prioritise the delivery of social services in the UNSAS because of the extreme needs in Somalia and because this Outcome has significant potential to save and improve the lives of the Somali people. Somalia is one of the three poorest countries in the world: extreme poverty and drought prevails throughout most parts of the country. There are limited social services available and grave health, nutrition and protection conditions are experienced by the most vulnerable – especially women and youth.

In addition, marginalized populations, especially those in urban centres with transient population, are particularly vulnerable to HIV/AIDS. The UN will work towards strengthening the response in this area. This has been aggravated by continual forced movements due to conflict in parts of Somalia.

This Outcome is a priority because the UN believes it will have a greater impact on the lives of Somalis if the UN works coherently together to ensure that social services are delivered. The UN believes that increasing women's access to social services will not only benefit them personally and their families, but will also have a wider impact on society.

Links to national/international priorities and strategies

This Outcome is linked to RDP Pillar II "Investing in People through Improved Social Services" and to the five Sub-Pillars of Pillar II. It is also consistent with a human rights-based programming framework as the provision of many social services contributes to the fulfilment of human rights. Additionally, the UN, under CEDAW and UN Security Council Resolution 1325, is committed to furthering women's equality in decision-making and participation as well as to mainstreaming gender throughout its work. Furthermore, working towards this outcome will enable the UN to assist the Somali government to work towards achieving a number of MDG targets, specifically:

At the Stabilization Centre in Bossaso Hospital for the treatment of severely malnourished children with medical complications

- Halve the proportion of people who suffer from hunger
- Girls and boys complete primary schooling
- Eliminate gender disparity in primary and secondary

13

education
- Reduce the under-five mortality rate
- Reduce the maternal mortality rate
- Universal access to reproductive healthcare
- Reverse the spread of HIV/ AIDS
- Universal access to HIV/ AIDS treatment
- Reverse the incidence of malaria and other relevant diseases
- Halve the proportion of people without access to safe drinking water and basic sanitation

> " Somalia is one of the three poorest countries in the world: extreme poverty and drought prevails throughout most parts of the country. "

UN Response

The UN will address the need for improved delivery of social services with a two-track approach ("upstream" in policy and programme dialogue and technical advice and "downstream" in programming). On the one hand, the UN will develop the capacity of public institutions to manage, regulate, and assist in the provision of good quality social services in partnership with existing providers (civil society and private sector). On the other hand, the UN will focus on meeting immediate and humanitarian needs. Through this approach, the UN aims to improve access to, and quality of, basic social services for all Somalis and especially for women, youth, children, IDPs, minorities and other vulnerable groups such as people living with HIV/AIDS. The UN recognizes the importance of social factors in determining access to basic services. The UN will engage women and young people as decision makers as well as recipients of services. This is in line with the UN's commitments to equality and participation under CEDAW and UNSCR 1325. The UN aims to improve protection (e.g. from gender based violence or from the threat of recruitment by militia) through its work on social services and in any direct delivery of services.

In working toward the achievement of this outcome, the UN will support policy reform and participatory and accountable implementation mechanisms. To ensure that services are delivered in an equitable manner, the UN will advocate for the formulation of social policies and budgets that are carefully

tailored to the particular needs of vulnerable groups, women and young people. Such policies and budgets should incorporate and seek to uphold international standards. The UN will also provide technical support for developing the capacity of service providers to deliver essential services, particularly health, education, water and sanitation, shelter, protection and food and nutrition security. Special focus will be placed on the provision of basic essential services where they are currently absent, thereby promoting the integration of IDPs and returnees. Equal attention will also be placed on the provision of enhanced basic services, especially in areas of south central Somalia affected by population movement and conflict.

Despite the fact that Somalia is struggling to make progress towards the 2015 MDGs, the overarching guidance for the UN's interventions in support of Outcome 1 will remain six of the eight MDGs, specifically:

- Goal 1: Eradicate extreme poverty and hunger
- Goal 2: Achieve universal primary education
- Goal 3: Promote gender equality and empower women
- Goal 4: Reduce child mortality
- Goal 5: Improve maternal health
- Goal 6: Combat HIV/AIDS, malaria and other diseases

In support of education, the UN will support governments to increase access to and the completion of quality education for all children and youth, with a special emphasis on girls and female youth. Capacity development of education authorities and teachers at central, regional and district levels will further strengthen the provision of quality basic, higher, vocational and non-formal education. As necessary, initiatives will be undertaken to develop improved and relevant curricula, which a) supports a learning environment that is child and youth friendly, b) promotes health and hygiene practices for improved

quality of life, c) encourages youth social development and involvement, and d) leads to an enhanced sense of citizenship and belonging among young people. Improving the quality of education will have a direct impact on reducing student drop-out rates and enhancing completion rates for boys and girls. Improved vocational and non-formal education will act as a deterrent to joining armed groups and can also provide alternatives to fighting. Gender and age-sensitive approaches will be promoted consistent with Education for All goals, the MDGs and the Convention on the Rights of the Child (CRC).

Risks and Mitigation Measures

The UN's strategy on social services depends on the government remaining committed to creating the space for others to operate. One potentially complicating issue would be if the government decides to take on the direct provision of social services itself, without the necessary financial and technical resources, or the ability to work constructively with those organizations and private enterprises that are currently engaged in social service delivery. A strong communications strategy that allows the government to demonstrate how they are facilitating the provision of basic social services, combined with some form of budget support for recurrent salaries, e.g. for teachers or health care workers, could help mitigate this.

Cross Cutting Themes

Conflict sensitivity: The UN will consider the likely impact of social services programmes in the peace and conflict environment. More particularly, the programme design should consider: the relationships between the main target / beneficiary groups and other stakeholders; the impact of traditional power structures and the choice of contractors.

Human rights: The UN will use a rights-based approach to providing basic social services, and will consider access and quality to be complementary rather than trade-offs. The UN will encourage Somali public authorities to adopt a similar approach. The UN will support measures to increase access to education for women and youth, to improve education on human

Food distribution at Bosasso migration camp for IDPs and refugees, 08/08/09

15

Out-patient therapeutic centre, 08/16/09

rights, gender and HIV/AIDS, and to increase the participation of women in the education and health systems, among others. The UN will also aim to work more closely with its Somali partners and to increase private sector involvement in delivering services to poor people.

Responsibilities

UNICEF is the Lead Agency for this Outcome and is responsible for the coordination of activities that will contribute to the fulfilment of this outcome. UNICEF will work with national partners and UN entities to develop milestones for 2011 in Somaliland, Puntland and south central Somalia. A number of other agencies, funds and programmes contribute directly to the achievement of the Outcome and Sub-Outcomes.

Partnership

The UN will engage and work in close collaboration with authorities in south central Somalia, Somaliland and Puntland, civil society organizations, national and international NGOS, and bilateral and multilateral donors. The UN agencies will play a quality and technical assurance role in all the social sectors; provide direct support to NGOs, which are the primary implementation arm in Somalia – particularly in south central Somalia. Key donors will include the European Union, Sweden, Norway, Finland, The Global Fund, US, UK, Japan, GAVI, CERF amongst others.

The New Market in Garowe, 08/11/09

Narrative for Poverty Reduction and Livelihoods Outcome

Outcome Two: Somali people benefit from poverty reduction through improved livelihoods, decent work, equitable and sustainable economic development.

Sub-Outcomes

2.1 The production and productivity of key economic sectors is sustainably increased, including through public and private sector partnerships.

The protracted emergency, characterized by recurrent conflict and instability as well as intermittent droughts and floods, has disrupted livelihoods. Somali people have found it increasingly hard to access and use productive resources and services. Pastoral livestock and crop production have historically dominated the Somali economy and both remain important for subsistence and cash income. The production and productivity of both livestock and crops would be increased if supported by a light, efficient, transparent and stable legal and regulatory framework. Such a framework would contribute to the emergence of an enabling environment for investment, business development and economic growth. This would allow the private sector to contribute more fully to the expansion of productive capacity in key sectors.

2.2 Livelihoods assets of people in Humanitarian Emergency and Acute Food and Livelihoods Crisis are protected and restored according to the specific needs of different groups, including women and youth.

In Somalia livelihoods have been severely disrupted. The provision, protection and promotion of livelihoods will guide UN interventions. The UN aims to adopt a more holistic approach that addresses the causes of vulnerability to food insecurity as well as mitigates the consequences. Interventions will seek to protect and support people's assets and improve livelihood strategies as soon as the emergency has been contained. A gender perspective will also be incorporated into the response as careful targeting of assistance can help avert malnutrition and lead to a quick and more extensive recovery in food production and other aspects of livelihoods. Because of the prolonged conflict many young people have not been involved in decision making: there is a need to incorporate the perspective of young people into the UN's work and to positively engage them in productive activities.

2.3 An economic system that is Somali owned and enables broad based and equitable growth is developed.

Broad based growth that generates employment and increases incomes is central to the effective consolidation of peace and reduction of poverty. The UN will support the development of effective core public sector institutions and advocate for adequate and timely development finance, as both are necessary for sustainable growth, employment generation and poverty reduction. The UN will reinforce work related rights through employer and employee organisations and support authorities to promulgate and defend work related rights. The UN will support minority and disenfranchised groups as well as reinforce the principle of equity of opportunity.

2.4 Access and utilization of natural resources is sustainably managed.

Somali traditional economic activities are heavily dependent on natural resources. The UN will support the development and utilization of effective and sustainable systems of natural resource management. There is a need for additional support in this area as the environment has not been adequately prioritised. Given its critical importance to the survival and well being of the people and to the broader economy, it is essential to develop an environmental policy; adopt appropriate regulations; establish a management capacity to protect the environment; and promote sustainable exploitation of Somali natural resources.

Prioritization Rationale

Somalia is one of the poorest countries in the world, and is well below the regional average on most social and economic indicators. The UN prioritized poverty reduction and livelihoods protection because this will help put the country on a path to recovery and future stability and because the UN has a clear comparative advantage and there are clear opportunities to deliver real results and reverse the self-perpetuating cycle of the crisis. Successful protection and promotion of livelihoods assets will also contribute to increased and broader stabilization in Somalia.

Links to national/international priorities and strategies

The second UNSAS Outcome, "Somali people benefit from poverty reduction through improved livelihoods, decent work, equitable and sustainable economic development" reflects one of the priority needs highlighted by the Joint Need Assessment: "rebuild infrastructure, together with other actions, to sustainably expand economic opportunities, employment and incomes." This Outcome is also in line with the third pillar of the RDP: "creating an enabling environment for private sector-led growth to expand employment and reduce poverty." As outlined in the RDP, this objective will be met through rebuilding infrastructure, expanding financial services, rebuilding key productive sectors, developing other productive sectors, ensuring environmental sustainability and improving sustainability and food security[10]. The UN does not have a strong comparative advantage in the area of large infrastructure projects so will limit itself to a supportive role in this area. Youth development and empowerment to participate in this process is crucial.

Though it has an impact on the achievement of all

the MDG targets, this Outcome is specifically linked to three of the Millennium Development Goals:
- Goal 1: Eradicate extreme poverty and hunger
- Goal 3: Promote gender equality and empower women (through MDG target 3.2: share of women in wage employment in the non-agricultural sector)
- Goal 7: Ensure environmental sustainability

The UNSAS is consistent with the "UN Policy on Our Approach to Livelihoods in Somalia" which promotes and prioritizes approaches that address both the short and long term dimensions of the crisis, simultaneously working on immediate and underlying causes and structural deficiencies [11]. In addition it considers the third objective of World Bank Group Interim Strategy for Somalia: "Generating economic opportunities by improving enabling business environment and investment climate" and Pillar 3 "Poverty reduction and the consolidation of peace through sustainable and equitable economic growth" of the EC, Member States and Norway - Somalia Joint Strategy Paper for the period 2008 -2013.

UN Response

The UN has decided to prioritize poverty reduction by stimulating increasing levels of production of economic sectors and supporting broad based economic development [12]. These objectives are

> "Somalia is in the process of collectively deciding how power should be organized and exercised to manage political and economic relations."

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[10] Somali Reconstruction and Development Programme – Deepening Peace and Reducing Poverty – Vol I – March 2008.
[11] The UN Policy on Our Approach to Livelihoods in Somalia
[12] Recent studies on economic development widely recognize that the total amount of growth cannot be usefully examined in isolation from the way in which such growth is distributed across different sectors of the population. If the social implications of economic growth are of interest, the usual macro-level aggregates (e.g., GNP growth) must consider changes in both distributional and labour market variables (e.g., poverty, inequality, social mobility, economic well-being, unemployment, employment composition, real earnings levels). It is also important to consider the distribution of noneconomic aspects of well-being, including health access and Outcomes, internet access, and lifestyles and consumption practices.

central to consolidating peace and reducing poverty in Somalia. The most vulnerable groups of the population will benefit most if the UN protects and increases livelihood assets in a manner that addresses short and long-term dimensions of the crises. The gender and age dimension of economic development will require specific attention and investment in order to ensure that both women and youth benefit. Successful expansion of productive capacities of the agriculture, livestock and fishery sectors will depend on the involvement of empowered youth. It will also require sufficient investment in infrastructure; the establishment of regulatory frameworks; the availability of productive inputs; access to markets and investment in human resources. Given the heavy dependence of traditional economic activities on the environment, the UN will support the development and utilization of effective and sustainable systems of natural resource management with the involvement of youth and women.

The nature of the complex and protracted emergency in Somalia means that interventions should address both the short and long term dimensions of the crises while also addressing immediate and underlying causes and structural deficiencies. The UNSAS emphasizes that support to livelihoods and livelihood assets in response to populations in Humanitarian Emergency (HE) and Acute Food and Livelihoods Crisis (AFLC) should be complemented by broad based economic growth to underpin the medium and long term development agenda. Helping people to protect their livelihood and livelihood assets will strengthen households' resilience to shocks, and reduce risks of repeated and deepening cycles of crises.

The UN will prioritise activities that contribute to broad based growth, including: support to the vibrant Somali private sector to access productive assets and markets; improvements in productive infrastructure and; improvements in technical knowledge, enterprise and business skills including among youth. The UN will support state and non-state institutions to design legal and regulatory frameworks that promote equal access to resources.

The UN will pay particular attention to the development of capacity to generate decent employment and incomes. By contributing to the reduction in conflict through offering alternatives to fighting for illegal armed groups, such initiatives are central to sustaining equitable economic growth and for effective poverty reduction.

State and civil society are making efforts to address poverty and some already recognize the need to reduce gaps between youth, men and women's access to productive resources. The UN will focus on supporting initiatives aimed at reducing the gap of females and males living below the poverty line ($1 per day). The UN will also support responses that seek to ensure that the median level of Global Acute Malnutrition for boys and girls does not deteriorate beyond critical levels. Recognizing that reducing inequalities in the economic sector requires investing in women's and youth's economic empowerment, the UN will support initiatives that increase access to productive resources by both women and youth. UN agencies, funds and programmes working on the Poverty Reduction and Livelihoods Outcome will collaborate with agencies working on the Livelihoods Cluster so as to increase coherence, synergies, effectiveness and impact. A logical framework that sets out the results, indicators, sources of verification, risks, assumptions and mitigation measures (see Annex 2) will guide the implementation strategy. The indicators at the results level will be measured against independent and objective sources of information such as FSNAU reports and UNDP statistics. In order to verify the impact of the UNSAS against the RDP objectives, the indicators for the Poverty Reduction and Livelihoods Outcome are in line with the RDP indicators. Sub-Outcome indicators will use data specific to agency interventions according to the internal M&E systems of partner agencies.

Risks and Mitigation Measures

The Poverty Reduction and Livelihoods Outcome will utilize a long-term approach. To date, the cycle of natural and human made crises has meant aid communities have focused on the recurrent cycle of emergencies rather than the development of local resilience. Shocks in Somalia such as abnormal

rainfall, displacement of population and epidemic outbreaks for humans and livestock will occur. Their intensity, frequency and timing will have an impact on the achievement of the UNSAS results. The UN will employ targeted initiatives when such risks are identified in order to restore the ability of the most affected people to respond to these shocks. Emergency preparedness will also be prioritized to reduce the impact of these shocks.

Cross Cutting Themes

Conflict sensitivity: Efforts to support livelihoods will consider the importance of providing young men and boys with ways of making a living other than joining illegal armed groups. Interventions under this outcome will be guided by a conflict mitigation perspective. Livelihood programming will pay attention to conflict and power dynamics on the ground, in particular to the interactions among different livelihood groups. Sufficient flexibility will be retained in the UN engagement to adjust to changing realities in Somalia.

Human Rights: The UN will adopt a human rights based approach to reducing poverty and promoting economic growth in Somalia. Such an approach is essential for accelerating efforts towards achieving the MDGs 1, 3 and 7.

Equity: In the pursuit of equitable economic development, the UN will seek to better understand and address the impact of perceived and real inequities in the conflict in Somalia. The UN will promote economic equity and ensure that the UNSAS responds to the needs of different geographical regions as well as women, youth and vulnerable groups, including people living with HIV/AIDS.

Gender and Age Equality: Inequalities across Somalia limits the access of women and youth to resources and income. Successful poverty reduction and equitable economic growth hinges on the reduction of existing inequalities and the distribution of assets in a way that empowers the victims of the crisis in Somalia. The UN will adopt gender and age sensitive approaches that are mostly likely to avert extensive

malnutrition and lead to more widespread recovery in livelihoods.

Environment: Somalia's environment is badly damaged and the sector has been neglected. As a large number of Somalis depend on the environment for their livelihoods, (e.g. agriculturalists, pastoralists) this Outcome promotes programmes and projects that contribute to the adoption of more sustainable management systems of natural resources.

Responsibilities

FAO is the Lead Agency for this Outcome and is responsible for coordination. FAO will work with national partners and UN entities to develop specific milestones for 2011 in Somaliland, Puntland and south central Somalia. A number of other agencies, funds and programmes contribute directly to the achievement of the Outcome and Sub-Outcomes.

Partnerships

The UN will engage and work in close collaboration with communities, private sector, functioning local authorities and institutions from south central Somalia, Puntland and Somaliland, civil society organizations, national and international NGOs, and bilateral and multilateral donors. The UN agencies will play a quality assurance role in all poverty reduction and livelihoods interventions and provide direct support to communities, institutions and NGOs that are the primary implementing partners in south central Somalia. Key donors will include the EU, UK, Sweden, Denmark, Italy, the US and Norway amongst others.

Soil conservation activities, 08/13/09

21

Narrative for Good Governance and Human Security

Inhabitants of a settlement programme, 08/07/09.

Outcome Three: Somali people live in a stable environment where the rule of law is respected and rights based development for everyone is pursued because:

Sub-Outcomes

3.1 Somali people are fairly and inclusively represented in elected and appointed government positions, and are able to hold their government accountable.

Somalia is in the process of collectively deciding how power should be organized and exercised to manage political and economic relations. This includes formal agreements such as the Constitution, essential laws and regulations, as well as institutions such as parliament, electoral processes and market regulations. This provides an entry-point to extend political and economic opportunity to traditionally marginalized groups, including women and youth and promote state authorities and leadership that governs in the interest of the people as a whole.

It is therefore essential that government institutions be inclusive and fairly represent the full spectrum of Somali society. National and sub-national electoral system frameworks must ensure that elections result in fair and inclusive and rights-based representation in parliaments, and that other directly elected officials compete in a fair manner that ensures equal and free participation of citizens, particularly the most vulnerable, and other marginalized groups. Achieving this desired end-state will require development or strengthening of independent, sustainable, credible and legitimate electoral commissions at the national and sub-national level to ensure that direct election or interim, indirect selection processes are, at a minimum, substantially free and fair. Similarly, appointed government positions, in the civil service, security sector, and including political appointments, must be fairly distributed and reflective of the full Somali social spectrum.

Ensuring that government is inclusive and representative of all of Somali society including minorities, and IDPs is only one prong of this sub-outcome. The other, equally critical prong is that the same citizens who directly elect or on an interim basis indirectly select government officials are empowered and capacitated to claim their

rights and to hold government accountable as duty bearers. Holding government accountable will require that government institutions behave in an open, transparent manner, and ensure citizen participation in critical decision making processes such as policy reforms, constitutional development and key legislation. Emergence of a culture of anti-corruption, and an end to government impunity for wrong doing is an essential companion effort in this regard. Equally essential is emergence of a strong justice system and a security sector capable of addressing Somalia's pressing problems of piracy, insurgency, prison conditions, correctional reforms and so on.

The UN and its partners will support the government authorities to strengthen and establish democratic electoral systems that encourage the development of political parties and ensure free, credible and fair electoral processes. Additionally the UN will deepen its work with appointed officials, particularly the civil service and security sector, to ensure reforms lead toward greater inclusivity, merit based and fair selection processes. A particular focus, over and above general inclusivity, will be to support equal opportunity for and greater inclusion of women, minorities, IDPs and other vulnerable groups to ensure their voices are both heard by and within government.

3.2 All branches of government at all levels fulfil their mandate, with an emphasis on strengthening the participation of women, youth and minorities.

The mandate of government institutions must be set forth in a constitutional instrument or other organic law, particularly at the macro level of the three branches of government – the legislative, executive and judicial. This constitutional or legal instrument must also establish the type of system of government within which these institutions will carry out their powers and duties, whether it is a parliamentary, presidential or hybrid system of government. Typically constitutions and organic laws set out the powers and duties of organs of the state. Somalia is, as stated above, in the midst of sub-national and national constitution-making and reform as it

attempts to craft an inclusive and durable political settlement. Constitutions developed during conflict generally serve many functions: to consolidate long-term stability, institutionalize political accommodation and arrangements and outline a framework for peace building and a process of reconciliation. The national Constitution, sub-national Constitutions and legal frameworks provide a vision of the future state of Somalia and the basis for managing future social differences through electoral, legislative and judicial processes. The UN and partners will support the further design and development of the constitutional,

> "At the local level, the UN will build capacity and work with government to provide equitable services as a public right, based on consultative decision-making processes that identify community needs and priorities and deliver these through a transparent and accountable process."

policy, and law making processes that determine and set forth these institutional and systemic mandates. The UN will also assist in the strengthening and development of government institutions' ability to fulfil their constitutional, legal and ethical mandates to represent and serve the people of Somalia well.

In this regard, the UN and its partners will build the capacity of state authorities to perform critical law-making functions through technical assistance on legal research and drafting, to develop and implement the constitutional and legal reform frameworks. Particular attention will be focused on respect for the principle of legal pluralism and protection of human rights. To ensure that these constitutional and legal reform efforts have broad public support, the UN and its partners will support the active participation of citizens, civil society, IDPs, traditional and religious leaders in consultative decision-making processes.

23

The more consultative government is, the higher the likelihood that government will be able to play an effective role in reconciliation, peace-building and the restoration of social cohesion. This will require civic education so that people understand their roles, responsibilities and rights and can mobilize for public action. Again, the UN will provide focused support to strengthening the participation of women, youth, IDPs and minorities in public life.

This effort will include: developing the capacity of Parliament to play its representative, legislative and oversight roles effectively; strengthening political parties to ensure peaceful political debate and contestation, enacting federal laws to establish an electoral legal system and strengthening electoral frameworks and administrations that are already in place. To ensure elections contribute to an inclusive political system and to promote accountability and transparency, the UN will strengthen the monitoring and advocacy capacity of civil society and the development of a free and independent media that is a strong and independent public voice.

3.3 Women and men, girls and boys have equitable access to fair and functioning justice systems and local governance that address their specific needs in line with international human rights principles and standards.

To ensure access to justice is provided to the most vulnerable, including those living in areas with no functioning state institutions, the UN will strengthen the functional capacities of the judiciary system, develop the legal profession, raise the awareness of citizens of their rights and provide access to legal assistance. Due to the conflict hampering development of the justice system, a range of non-state customary and religious mechanisms are in place to deliver judicial and legal services. The UN will support efforts to put in place mechanisms to ensure legal pluralism and harmonization of different legal systems and processes. The UN will also empower those seeking justice to demand responsive formal, traditional and religious institutions and justice processes and ensure they are increasingly consistent with international human rights standards. This will

include the establishment of national human rights institutions to enhance the rule of law by focusing attention on a vital aspect of justice, the behavior of government officials that infringe on human rights. The Somali state should be seen to meet public expectations to secure and maintain legitimacy and stability. This outcome will support national, sub-national and local government to resolve disputes peacefully and broker consensus and ensure communities have access to basic justice and social services as a public, human right. At the national level, the UN will support existing government structures and public institutions to function more effectively and deliver more services within a rights based framework, especially to the poor and women. This will require developing human resources, building the capacity of institutions to create and implement policies and laws establishing a rights based system of service delivery, and improving public financial management. To ensure the public sector is transparent and accountable, the UN will support the development of public integrity and anti-corruption institutions and promote government outreach to rural and urban areas so that citizens can actively participate in policy development decision-making and implementation.

At the local level, the UN will build capacity and work with government to provide equitable services as a public right, based on consultative decision-making processes that identify community needs and priorities and deliver these through a transparent and accountable process. However, given the capacity and weak outreach of the state in Somalia, the UN will also support local government to be able to organize and regulate the activities of the private sector and civil society who are delivering public services. The role of local authorities in service provision as outlined in UNSAS Outcome 1 is related to the UN's support for policy coherence across the various levels and branches of government.

3.4 Security is improved and the protection environment strengthened for all Somalis.

There are core functions the state must be able to perform to govern its territory and gain legitimacy.

> "A human security approach will reduce the levels of crime, armed violence and conflict that exist in large parts of Somalia today."

At the Stabilization Centre for the treatment of severely malnourished children with medical complications

Security remains fragile across Somalia. Human security and safety is needed to ensure an enabling environment for development to take place. The focus on this outcome is on providing community security, safety, the response to the problem of land mines, and access to justice within the framework of the rule of law addressing simultaneously the institutional and community aspects. To ensure security and justice institutions respond to public needs, the UN will support the establishment of appropriate accountability mechanisms from the start.

The police play a vital role in ensuring the rule of law is upheld, protecting personal security and property. The UN will support the building an efficient, effective and professional civilian national and sub-national police services that meets the requirements for community policing and the needs and expectations of all Somalis. At the same time, the UN will support the establishment of internal and external security sector accountability and oversight mechanisms. This will help ensure police discipline, secure public trust and improve police respect for human rights. This will include working with police authorities and advisory committees, parliament and civil society. Communities play a vital role in ensuring their wellbeing and reducing violence at the local and national level. The UN will actively work with communities and local authorities to establish local safety committees with representatives from youth, women, elders and the police and to develop and implement community safety plans. The aim is to build social cohesion and resolve disputes peacefully. In areas where there is armed conflict, the UN will work with all parties to the conflict to improve the treatment and well-being of civilians, especially women and children. Recognizing that the responsibility to protect the civilian population rests with the TFG, the UN will seek to enhance compliance with applicable international law, for example, through capacity building, awareness-raising and advocacy, and providing support to establishing suitable mechanisms to address impunity for past and ongoing abuses. The UN will seek to ensure that parties to the conflict take all feasible precautions to spare civilians from the effects of the hostilities, and to ameliorate the consequences of forced displacement.

The UN aims to reduce the prevalence of sexual violence and child recruitment. To mitigate the effect of the conflict on civilians, the UN will engage with parties to the conflict to underscore the importance of compliance with applicable international law.

Prioritization Rationale

The Good Governance and Human Security Outcome is designed to address the specific development needs as described in Pillar One of the RDP: "Deepening Peace, Improving Security, and Establishing Good Governance" where the UN has a comparative advantage in providing effective assistance. This Outcome will target thematic areas such as:

• Constitutional and legal framework development;

> " The UN will support Somalia's judicial reform by pursuing a human rights based harmonization of modern and traditional governance and security practices, including an enduring federal constitution, statutory law, Shariah, traditional law ('Xeer') and civil law "

• Reconciliation;
• Strengthening of the political process and democratization;
• Armed violence and crime prevention;
• Gender based violence;
• Decentralization of services;
• Parliamentary strengthening;
• The rule of law and security sector oversight;
• Community security;
• Public financial management;
• Macroeconomic stability;
• Protection of vulnerable groups, including minorities and mobile populations;
• Gender equality and empowerment of women;
• Young people's empowerment and children's rights.

To facilitate the achievement of this Outcome, the UN will support good governance within the context of a fragile state, weak central, regional, and local institutions, and a resilient and vibrant private sector. The UN will target approaches that strengthen and improve the legitimacy of Somali institutions. The UN will prioritize good governance and related capacity and institution building, using participatory approaches which ensure inclusivity and engagement with civil society and the private sector at the local and central levels. The UN will promote international and regional instruments and standards related to good governance, with specific emphasis to the principles enshrined in the 2003 United Nations Convention Against Corruption (UNCAC), the 2003 African Union Convention on Preventing and Combating Corruption, the 'Five Principles of Good Governance' set out in Governance and Sustainable Human Development, UNDP, 1997. In addition, the UN will apply the principles of responsiveness, inclusivity and resilience when addressing governance and development in a fragile state.

The UN will ensure risk management processes and methodologies are employed to support Chapter III of the UNCAC relating to criminalization and law enforcement. This particularly relates to transparency and accountability of public and private partnerships and mitigating the risk of diversion, misappropriation, theft and corruption.

Human security means protecting individuals' and communities' vital freedoms such as freedom from want, freedom from fear, and freedom to take action on one's own behalf. Strategies to address human security can be broken down into protection and empowerment. Providing physical and legal protection requires a concerted effort to develop norms, processes and institutions that systematically address insecurities, particularly in the context of violent conflict. Empowerment enables people to develop their potential and become full participants in decision- making.

A well-conceived and appropriately focused and implemented human security approach will reduce the levels of crime, armed violence and conflict that exist in large parts of Somalia today. The UN's work towards good governance contributes to greater human security as it supports participatory, transparent, accountable, and efficient legislative, economic, political and administrative decision-making processes and structures. The UN's work on the framing an enduring social compact including through the constitutional development process will promote reconciliation and peace-building as essential elements of human security. The UN will also promote the rule of law and equal access to justice by supporting the provision of justice and public protection, addressing human rights violations, and nurturing reconciliation. The UNSAS recognises the critical role of civil society in promoting sustainable human development and in tackling the root causes of crime and violence in Somalia. The UN will help government and civil society groups to work together for Somalia to meet their stated obligations that are reflected in international human and socio-cultural rights instruments and UN Security Council Resolutions on gender equality and women's rights[13], children and armed conflict[14], protection of civilians in armed conflict[15], and threats to international peace and security caused by acts of terrorism[16].

Links to national/international priorities and strategies

This Outcome is very closely linked to Pillar I of the RDP "Deepening peace, improving security and establishing good governance" as it recognizes the

27

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[13] UNSCR 1325 (Women and peace and security), 1820 (Women and peace and security), and 1889 (Women and peace and security).

[14] UNSCR 1612 (Children and armed conflict) and 1882 (Children and armed conflict).

[15] UNSCR 1674 (Protection of civilians in armed conflict), 1738 (Protection of civilians in armed conflict) and 1894 (Protection of civilians in armed conflict).

[16] UNSCR 1373 (Threats to international peace and security caused by terrorist acts), 1566 (Threats to international peace and security caused by terrorist acts), 1617 (Threats to international peace and security caused by terrorist acts), and 1624 (Threats to international peace and security (Security Council Summit 2005))

central responsibility of government and authorities in the pursuit and maintenance of peace and democratic governance. As such, it is a strongly aligned to Outcomes 1 and 3 of the UNTP "Key federal, Somaliland and Puntland institutions administer and manage core government functions more effectively" and "Improved security and protection under the law for all".

This Outcome will also contribute to the achievement of all MDGs with direct support to MDG 3 – Promote Gender Equality and Empower Women.

Because of its focus on strengthening accountable, transparent governance that is capable of delivering basic services, the above Sub-Outcome is also related to Sub-Outcome 1.3: Local authorities have the capacity to operationalise local development plans and ensure the provision of services following the principles of accountability, transparency and participation.

UN Response

Under the Good Governance and Human Security Outcome the UN will focus its support in the following five inter-linked areas:

Governance

The functional links between all of Somalia, the civil society organizations, and local and central authorities will be enhanced in order to strengthen their ability to increase the government's legitimacy, sustainability, accountability and effectiveness. Support to a non-discriminatory, impartial and accessible justice system that works in partnership with a representative government will contribute to the rule of law. This will in turn encourage increased democratization of the government at all levels and improve the government's performance of its respective functions. One example of how the UN will work to achieve this is through the development and implementation of appropriate policies, laws and

Baby Boy in Somalia

management systems and by providing support to related authorities and institutions as they work to achieve good governance.

Constitution

The UN will support the development of a new constitutional framework that is inclusive and representative and reflects the aspirations of the Somali people, while promoting ongoing outreach and reconciliation. The proposed constitution offers the option for developing a balanced horizontal and vertical power sharing arrangement at the federal and regional levels.

Civilian Policing

Improving civilian policing is a necessary part of improving the rule of law and strengthening the civil and criminal justice system. The development of a professional, accountable and effective civilian police service in Somalia will focus on the provision of protection and service, under the law, for all Somalis, without discrimination, and based on international standards and best practices. The support provided to civilian policing will be predicated on the elaboration of principles and conditions against which the police will be measured and held accountable. The development of civilian policing will be accompanied by support to the judicial authorities in order to improve access to justice and humane correctional services, including prison services. The rule of law will be strengthened by ensuring police are properly trained, equipped, compensated, and are accountable to the public.

Judicial Reform and Access to Justice

The UN will support Somalia's judicial reform by pursuing a human rights-based harmonization of modern and traditional governance and security practices, including an enduring federal constitution, statutory law, Shariah, traditional law ('Xeer') and civil law. The UN will support the reform, rationalization and development of formal laws and policies (that may be based on the different sources of law) which are consistent with international human rights principles and standards, and support gender equality and non-discrimination of vulnerable groups.

Judicial reform should lead to the establishment of a strong and independent judiciary, a professional and effective prosecutor and legal aid service. Achieving this depends on the realization of the following five objectives:

- A transparent and merit-based appointment process;
- An increase in the efficiency and effectiveness of the administration of justice,
- Strengthened accountability and integrity of members of the justice sector,
- Increased respect for and adherence of basic human rights and international standards and principles, and;
- Improved access to the justice system.

Increasing the ability of the Somali people to access the justice system is of paramount importance. The UN will support the establishment of mechanisms for holding people accountable who are responsible for violations of international human rights and humanitarian law. The UN will work to improve the ability of vulnerable groups such as women, youth, minorities, and people living with HIV/AIDS to access the justice system.

Increasing Somali Participation

The UN aims to increase the Somali people's ability to determine their own eventual political structure and settlement. This goal will be promoted by supporting a common approach to decentralization and local governance. The participation and representation of women, youth, and minorities in peace-building and at all levels of decision-making in public life will be supported and encouraged. This will be achieved by promoting partnerships between central and local governments, communities, civil society, and the private sector. In turn these partnerships will increase Somalis' capacity for service delivery and will provide people with the opportunity to participate in their own service delivery, thereby expanding confidence in government structures.

Through civic education, especially of young people and women, formalized community security will create an understanding and expectation of good governance and increase the ability of civil society to

29

monitor their government and respond to protection violations. Youth are simultaneously the victims and perpetrators of violence and conflict, and therefore, the potential to harness the capacity of the youth to strengthen peace rests in the ability to transform the vectors of war into the vectors of peace. Communities will be enabled to participate in and inform decisions related to their own security and safety through strengthening the capacity of duty-bearers to monitor, report and respond to protection violations.

Risks and Mitigation Measures

See Annex 4: Identified Risks and Mitigation Measures.

Cross Cutting Themes

Cross cutting themes have been incorporated and reflected in the design of the Outcome. Each Sub-Outcome has been attributed with a gender rating that indicates its contribution towards gender equality and women's empowerment. With regards to Human Rights, the Outcome has clear language in its indicators and targets that contribute to the achievement of international human rights principles and standards. In addition, the Outcome reflects the principles of ethics and integrity to promote transparency and accountability in the areas of public administration, financial management, the justice sector, and the flow of aid money. This is also supported in the language of the M&E framework that has baselines and indicators that measure progress against cross cutting issues.

Responsibilities

UNDP is the Lead Agency for this Outcome and is responsible for coordination. UNDP will work with national partners and UN entities to develop milestones for 2011 in Somaliland, Puntland and south central Somalia. A number of other agencies, funds and programmes contribute directly to the achievement of the Outcome and Sub-Outcomes.

Partnerships

Partnerships to support the Good Governance and Human Security Outcome balance working with state authorities and the interface where civil society holds government accountable. Partnerships with state authorities will include central, regional and local government district council support. The UN will balance its support to the three branches of government with particular emphasis on legislative and judicial reform. The UN will strengthen the support to parliaments, and the various state and independent bodies. Commissions that comprise the justice sector chain specific to the regions will be prioritized. The UN will build upon and partner with international and local NGOs who have established presence and capacity to promote good governance participation for the Somali people to build their capacity and the institutional frameworks and opportunities for voice as rights holders. The UN recognizes the importance of the international donor community as a key partner in efforts to promote a balanced approach to state building, nation building and good governance that promote public participation and accountability.

Monitoring and Evaluation

This section sets out the agreed approach to Monitoring and Evaluation (M&E) in the UNSAS. Pertinent recommendations from the final evaluation of the UN Transition Plan will be incorporated into the UNSAS M&E framework at a later date. The matrices below are as complete as possible, but will be updated based on information gathered from the final evaluation of the UNTP during one of the designated review points.

The M&E for the UNSAS is designed as a light high-level supplement to the RDP indicators and to agency and joint programme M&E. The monitoring, evaluation and reporting of the UNSAS forms only a small part of an assumed international commitment to provide greater transparency and accountability to the Somali people. The UN will aim to reduce the disparity between the detailed humanitarian reporting and the incomplete reports on development assistance. In addition to reporting on the UN strategy, international reports on aid effectiveness should continue and efforts to monitor the quality of international assistance should be stepped up. The Aid Information Management System (AIMS) will complement the more focused UNSAS monitoring and reporting. The UN will continue to support government partners to prepare harmonized reports and analyses of aid effectiveness.

The UN agencies, funds and programmes will continue their M&E work which includes detailed measurement of the impact of programmes as well as innovative approaches such as triangulated source monitoring to ensure aid distributions reach their intended beneficiaries in areas that are hard to access. As part of its dedication to transparency, the UN commits to make programme documents available where possible. The different levels of reports – programme, agency, CAP, UNSAS, and AIMS – will need to be read together to build a full picture of activities. This will allow Somali civil society, governments and the international community to monitor progress and cost effectiveness.

The UN commits to a joint M&E framework that clearly measures progress during the implementation of the UNSAS. This is set out in the Outcome Annexes. It also supports the independent evaluation of programme and project delivery. Additional efforts are needed to improve the cost-effectiveness and quality of M&E in hard to access environments. The UN M&E framework will be linked to the CISS ExCom M&E working group who will be invited to undertake peer reviews.

The UN will jointly report on progress towards the UNSAS Sub-Outcomes, Outcomes and Vision. The Sub-Outcomes of the UNSAS have been linked to the RDP results and where possible, the UNSAS indicators were selected from the indicators in the RDP Results Based Matrices and linked to MDG indicators. The UN will work towards disaggregating these indicators by gender and age. When the successor to the RDP is developed the UN will aim to align itself with the emerging indicators.

Each agency, fund and programme will clearly identify which UNSAS Sub-Outcome (and RDP Pillar) their programmes and projects contribute to and will report against all relevant Sub-Outcomes. The UN will ensure that adequate information is collected at the level of Sub-Outcome. The UN will review the achievement of at least one Sub-Outcome each month. Indicators, baselines, and targets for monitoring progress are provided for each Sub-Outcome.

As a supplement to the agency-based monitoring and the monitoring of agreed UNSAS indicators, the UN intends to establish a Real Time Evaluation system. This will focus on evaluating joint programming and will work within the constraints of insecurity in Somalia to provide feedback on the work of the UN.

A draft Matrix of Responsibilities for M&E is outlined in the table below. The terms of reference for the UNSAS state that progress towards the Outcomes and Sub-Outcomes is monitored at the regional and

31

national level. Progress against joint initiatives will be monitored by the Local Outcome Focal Points in order to promote coordination and enhance effectiveness.

The UN will determine the necessary actions to ensure that the UN impact is maximized. The UN will respond to minor M&E conclusions by revising activities within existing planned programmes. Where achievement of one Outcome or Sub-Outcome is seriously at risk, new or revised programming will be considered.

The UN will publish annual progress reviews measuring achievements against the indicators. The UN will review the whole UNSAS at the end of the term of the Transitional Federal Government in August 2011 and change it as required. After two years of UNSAS implementation, which coincides with the end of the RDP, a 'mid-term' evaluation will be undertaken to review the data from the monitoring, look at implementation experiences, partners' experiences and good practices with a view to understanding the bottlenecks and successes. In 2015, an external evaluation of the UNSAS will be conducted.

Food distribution at Bosasso migration camp for IDPs and refugees, 08/08/09.

	What	Who	When
Preparation	*Map Programmes to Sub-Outcomes and design local priority 'Milestones' with government.*	RCO to coordinate with agencies, funds and programmes (AFP) and governments	January 15, 2011
	Agreement on Real Time Evaluation consultancy	UNSAS Task Force	January 15, 2011
	Evaluate Gaps – either in indicator or in contributions to the UNSAS	UNSAS Task Force	January 15, 2011
Monitoring	*Gather* indicator information for each program with government	AFP Program Managers with government in accordance with regular practises	AFP schedule
	Triangulated Source Monitoring (i.e. correct delivery of aid distribution)	AFP Program Managers in accordance with regular practises	AFP schedule
	Collate indicator information on agreed indicators	UNSAS Local Outcome Focal Points	Quarterly
	Analyze indicator information for all three regions	UNSAS Local Outcome Focal Points	Quarterly
Internal Progress Review	*Confirm Programs' Link to Sub-Outcomes* – determine the programs' achievement in fulfilling the Sub-Outcome	UNSAS Local Outcome Focal Points & UNSAS National Outcome Leads	Rolling Quarterly Review
	Confirm Sub-Outcomes' Link to Outcomes – review overall progress toward the Outcomes based on (i) regional level, and (ii) national level	UNSAS National Outcome Leads and governments	Every 6 months
	Check Progress towards Related Planning Documents: RDP, CAP (i.e. how much of the RDP is the UNSAS achieving?)	RCO	Annually
	Share Information with others (e.g. AIMS to facilitate external evaluation)	RCO	Continuous
External Evaluation	*Real-Time Evaluation* – assess whether the UN is performing the way it said it would, determine areas for improvement, identify areas for commencement of or termination of a program.	External reviewer (need to identify person & funding)	Continuous
	Mid-Term Review – assess the UN's performance under the UNSAS when the RDP finishes at the end of 2012.	External reviewer (need to identify person & funding)	End 2012 / Early 2013
	Final Evaluation of UNSAS – assess the performance of the UNSAS at the end of the process.	External reviewer (need to identify person & funding)	December 2015

Annex 1: Indicators for the Social Services Outcome

OUTCOME 1: Somali people have equitable access to basic services.

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 1.1: Vulnerable people in crisis, with a special emphasis on women and children, receive humanitarian assistance. (GM2)[17]	1.1.1 Percentage of people in need receiving humanitarian assistance	Baseline: 56% (1.8m of 3.2m people in need receive assistance in April 2010)	70%		OCHA to provide statistics on assistance to UNICEF	Access will remain limited due to insecurity and work will be primarily through partners.	Build greater accountability of partners. Improve third party monitoring
Sub-Outcome 1.1: Vulnerable people in crisis, with a special emphasis on women and children, receive humanitarian assistance.	1.1.2 Nutrition: % acutely malnourished children and pregnant and lactating caseload have access to and use a quality nutrition services programme delivering a minimum nutrition package.	2010 BASELINE: 58%	5 YEAR TARGET: >60%	UNICEF (addressing child malnutrition), WFP (addressing child malnutrition and food security), WHO (policy)	FSNAU to provide data to UNICEF on estimated caseload. WFP and UNICEF to aggregate data on admissions in feeding centres and feedback to UNICEF.		
Sub-Outcome 1.1: Vulnerable people in crisis, with a special emphasis on women and children, receive humanitarian assistance.	1.1.3 Food: % of emergency-affected people in need of food aid in accessible areas assisted with general food distribution (disaggregated by sex)	2010 BASELINE: Average of 1.8 million people (56% of target) received food as part of GFD	5 YEAR TARGET: 70%	WFP	WFP to collect the data and feedback to UNICEF		

[17] The GM rating is a Gender Marker. The score (between 0-3) shows the average given by the UN's Gender Theme Group (GTG) to each Sub-Outcome. One is the lowest marker while three is the highest. In some areas the detailed activities within the Sub-Outcome merited a (1) score even though the Sub-Outcome was weak on gender. Where the Sub-Outcome maintained a gender blind language and the activities were not known the Sub-Outcome was awarded a (0) score.

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 1.1: Vulnerable people in crisis, with a special emphasis on women and children, receive humanitarian assistance.	1.1.4 Health: % of U5 children & women of childbearing age provided with a life saving, high impact health services (immunization, Vit A, de-worming, ORS, TT, ANC services).	2010 BASELINE: 84% children, 55% women of childbearing age	5 YEAR TARGET:	> 90% children, >75% women	WHO (policy; health systems strengthening; surveillance; communicable diseases); UNICEF (policy, primary health care; immunization); UNFPA (reproductive and maternal health)	UNICEF will report on the figures obtained from the national Child Health Days coverage, outreach reporting and routine immunization data. UNICEF will report on the data obtained through the HMIS system.	
Sub-Outcome 1.1: Vulnerable people in crisis, with a special emphasis on women and children, receive humanitarian assistance.	1.1.5 WASH: % of people accessing safe and sufficient water Number of people with access to appropriate sanitation facilities and hygiene education	2010 BASELINE: 31% (2008 FSNAU) 2010 BASELINE: 39% (2008 FSNAU)	5 YEAR TARGET: 50% 50%	UNICEF + National partners (provider of services for rural and urban settings, including IDPs and other vulnerable groups) UNICEF + National partners (provider of services for rural and urban settings, including IDPs and other vulnerable groups)	UNICEF through data from its own reports and MICS + analysis of FSNAU survey data UNICEF through data from its own reports and MICS + analysis of FSNAU survey data	Risk: Security situation delays or prevents movement of supplies & personnel to enable delivery of humanitarian aid	Continue strategy of reliance on national rather than international partners

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 1.1: Vulnerable people in crisis, with a special emphasis on women and children, receive humanitarian assistance.	1.1.6 Education: Gross Enrolment Ratio in Primary Education (sex disaggregated)	2010 BASELINE: 30.7% GER for Primary Schools as of the 2006 – 2007 school year.	5 YEAR TARGET: 65% GER 1mil children of whom 45% of all enrolment is girls	UNICEF (policy systems strengthening; quality of education; provider of supplies) UNESCO : supporting Basic Education for all (EFA), content, textbooks, teachers training , Ministry of Education (MOE) Capacity building	UNICEF through data obtained from MICS and future Primary Education Surveys. UNESCO: Education Ratios related to: EFA goals, 2015	Limited yearly progress due to a weak support from donors and insecurity context despite that Education is the 5th pillar of humanitarian aid and high priority to peace building and sustainable development.	
Sub-Outcome 1.1: Vulnerable people in crisis, with a special emphasis on women and children, receive humanitarian assistance.	1.1.7 Education: Gross Enrolment Ratio in Secondary Education, and Technical and Vocational Education (sex disaggregated)	2010 Somalia GER Secondary Education estimated at 8% (6 for Girls and 10 boys)	TARGET: 25% including TVET (20% girls and 30% boys)	UNESCO (policy; curriculum reform, Teachers training, vocational training for social insertion	UNESCO to provide data to UNICEF (UNESCO and AET should have 2010 baseline data, at least for Somaliland and possibly Puntland) National and regional Ratios: Numbers of Second. Schools, TVET Centers, students Enrolments,	Limited priority given to the Secondary Education and social insertion through TVET despite that is an unavoidable necessity to Post-conflict reconstruction Process (qualified manpower).	

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 1.1: Vulnerable people in crisis, with a special emphasis on women and children, receive humanitarian assistance.	1.1.8 Shelter: % of target beneficiaries assisted with NFIs and temporary/ transitional/ permanent shelter (sex disaggregated)	2010 BASELINE: 22% of the newly displaced received harmonised NFI kits

21.3% of the displaced received temporary/ transitional shelter | 5 YEAR TARGET: 50% of the newly displaced and all returnees received harmonised NFI kits (45% men/55% women)

50% of displaced and returnees received temporary/ transitional shelter (45% men/55% women) | UN Habitat; UNHCR (NFIs) | - UNHCR Post Distribution Monitoring (PDM) - Protection Cluster Population Movement Tracking (PMT) | Unpredictable nature of access and fluid population movement, coupled with urbanisation

Risk of diversion and exploitative practice of "gate-keepers"

Lack of clarity on land tenureship/ ownership

Property dispute in case of returns | Targeted distribution in accessible areas with strong community participation Improved monitoring Capacity-building of partners and authorities Strict adherence to the "Do No Harm" principle |

Sub-Outcome 1.1: Vulnerable people in crisis, with a special emphasis on women and children, receive humanitarian assistance.
2011 MILESTONE for South central Somalia: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners
2011 MILESTONE for Somaliland: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners
2011 MILESTONE for Puntland: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 1.2: The government, with the participation of civil society and external support, creates an enabling environment to provide affordable, good quality, equitable basic services. (GM 1)	1.2.1 Existence of a regulatory framework that facilitates policy execution, programme implementation and monitoring	2010 BASELINE: set in PL and SL	Regulatory framework that facilitates policy execution, programme implementation and monitoring in place in Puntland and Somaliland	All agencies	UNDP to provide details to verify	Government in CSZ lacks control over territory and therefore influence to create an enabling environment. Lack of oversight over partners who may not be accountable In the absence	
Sub-Outcome 1.2: The government, with the participation of civil society and external support, creates an enabling environment to provide affordable, good quality, equitable basic services.	1.2.2 Number of key ministries that have strategic plans and are being implemented – as evidenced through budget execution. 2010	2010 BASELINE: set in PL and SL	Ministries of Education, Health and Water in Puntland and Somaliland have strategic plans in place and are being implemented	UNICEF	UNDP to provide details to verify	of regulation or a social safety net, the poorest people might not have access to services which have to be paid for Quality of services might vary	

Sub-Outcome 1.2: The government, with the participation of civil society and external support, creates an enabling environment to provide affordable, good quality, equitable basic services.

2011 MILESTONE for South central Somalia: Milestone for this Sub-Outcome to be inserted following following UN Outcome consultations with national partners

2011 MILESTONE for Somaliland: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners

2011 MILESTONE for Puntland: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 1.3: Local authorities have the capacity to operationalize local development plans and ensure the provision of services following the principles of accountability, non-discrimination and participation. (GM 1)	1.3.1 Number of district councillors and council staff trained in planning, budgeting, procurement and implementation disaggregated by region (Somaliland, Puntland and South central Somalia) and gender	SL: 500 PL: 400 SC: 0	Districts have built capacity to carry out planning, budgeting, procurement and implementation of activities and projects	UN Joint Programme on Local Governance PCU RDP Indicator	JPLG Quarterly Reports	Local Government Staff might seek employment in the private sector, abroad or with the UN/NGO's thus draining district capacity	There will be a need to train new government staff
Sub-Outcome 1.3: Local authorities have the capacity to operationalize local development plans and ensure the provision of services following the principles of accountability, non-discrimination and participation.	1.3.2 Number of projects implemented by district councils against targets (service delivery targets) and implementation disaggregated by region (Somaliland, Puntland and south central Somalia) and sector	SL: 9 PL: 11 SC:6	Districts have the ability to implement service delivery projects within different sectors such as education, health, roads and water/sanitation	UN Joint Programme on Local Governance PCU RDP Indicator	JPLG Management Information System: www.jplg.org (see under contracts)	Districts might not be able to expand their revenue base and self-finance new service delivery projects	Assist districts in identifying new sources of revenue

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 1.3: Local authorities have the capacity to operationalize local development plans and ensure the provision of services following the principles of accountability, non-discrimination and participation.	1.3.3. Number of sector ministries decentralising service delivery obligations and resources to local governments.	SL: 0 PL: 0 SC: 0	Tasks and responsibilities for services delivery are distributed between central and local governments. (Agreement on assignment of functions) SLD: 0 to 2 PLD: 0 to 3 SC: 0	UN Joint Programme on Local Governance	Study reports on allocation of sector functions between central and local governments. Line ministries work and strategic plans	Ministries might not involve districts sufficiently in decentralizing service delivery. Ministries may assign functions to districts and not staff and budgets	Need to work with sectors to assist in decentralization of service delivery obligations

Sub-Outcome 1.3: Local authorities have the capacity to operationalize local development plans and ensure the provision of services following the principles of accountability, non-discrimination and participation.
2011 MILESTONE for South central Somalia: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners
2011 MILESTONE for Somaliland: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners
2011 MILESTONE for Puntland: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners

Annex 2: Indicators for the Poverty Reduction and Livelihoods Outcome

OUTCOME 2: Somali people benefit from poverty reduction through improved livelihoods, decent work, equitable and sustainable economic development.

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
OUTCOME 2: Somali people benefit from poverty reduction through improved livelihoods, decent work, equitable and sustainable economic development.	2: Proportion of people below the poverty line (MDG and RDP indicator)	43.2 % of the population - source UNDP	TBD	This will include, but is not limited to: FAO (lead agency), WFP, UNDP, ILO, UNHCR, IOM, UN-HABITAT, UNAIDS (cross-cutting HIV/AIDS), UNFPA (cross-cutting gender)	UNDP technical reports and surveys The survey for the HDR will provide estimates on people living below the poverty line	Assumption: Security situation in Somalia allow free and unfettered access to targeted population and infrastructures Risk: Inadequate donors support	Relocation of some activities MOSS, MORSS, MICSS; Develop and implement RCO risk policy; Dialogue engagement; Remote sensing; Sub-contract for implementation Third party M&E
Sub-Outcome 2.1: Key economic sectors increase sustainable production and productivity in partnership with public and private sector. (GM 0)	2.1.1 % increase in cereal production against PWA (RDP indicator)	256,000 Mt (annual average 95-2009)	40% increment		FSNAU data and analyses	1.1 Normal rainfall is expected 1.2 Major population displacement do not take place 1.3 No major outbreaks of livestock diseases and crop pest infestation 1.4 No livestock export ban 1.5 CPI (Consumer Price Index) increase from the previous year is no more than 25% for SoSh areas and no	Accept the risks (1.4) Mitigate the risk: • Assess and strengthen capacities (operational, managerial and technical) of local partners • Financial resources availed and contingency plans implemented If any of 1.1,
	2.1.2 %increase in livestock export (Berbera/ Bossaso / Kismayo/ Garissa)		15% increment in terms of trade		FSNAU data and analyses		
	2.1.3 % increase in price at ports and markets of live animals				FAO reports		
	2.1.4 N. of animals vaccinated on national basis	5% animals vaccinated	25% animals vaccinated				

41

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
	2.1.4 income from fish sales and consumption of coastal population (disaggregated by sex) (RDP indicator)	Not available yet	% increase in income (disaggregated by sex) of coastal population TBD		FSNAU data and analyses	more than 10% for SISh areas. 1.6 No human epidemic take place 1.7 Lack of implementation capacities 1.8 Protection of productive infrastructures is sustained 1.9 Human rights of all Somalis – especially women – to engage in productive activities are respected	1.2, 1.3, 1.5, 1.6 do not hold true then priority should be given to Sub-Outcome 2.2 ● Dialogue engagement and implementation of alternative livelihood interventions Transfer the risks ● Sub contracting for implementation ● Third party M&E Non acceptance of the risks ● suspension operation by time, location and sector
Sub-Outcome 2.1: The production and productivity of key economic sectors is sustainably increased, including through public and private partnership 2011 MILESTONE for South Central Somalia: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners 2011 MILESTONE for Somaliland: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners 2011 MILESTONE for Puntland: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners							
Sub-Outcome 2.2: Livelihoods assets of people in Humanitarian Emergency, Acute Food and Livelihoods Crisis are protected and restored according to the specific needs of different groups, including women and youth. (GM 1)	2.2.1 % reduction of women and men in crisis (HE and AFLC)		30% Reduction of women and men in crisis (disaggregated by sex) of coastal population TBD		FSNAU data and analyses		
Sub-Outcome 2.2: Livelihoods assets of people in Humanitarian Emergency and Acute Food and Livelihoods Crisis are protected and restored according to the specific needs of different groups, including women and youth 2010 MILESTONE for South Central Somalia: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners 2010 MILESTONE for Somaliland: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners 2010 MILESTONE for Puntland: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners							

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 2.3: An economic system that is Somali owned and enables broad based and equitable growth is developed (GM 0)	2.3.1 Average labour availability amongst men and women (average number of days worked by a household per month) RDP indicator		(to be determined) number of days worked by men and women per month		2.3.1 FSNAU data		
	2.3.2 To be discussed with WB				WB data		
Sub-Outcome 2.3: An economic system that is Somali owned and enables broad based and equitable growth is developed 2011 MILESTONE for South Central Somalia: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners 2011 MILESTONE for Somaliland: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners 2011 MILESTONE for Puntland: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners							
Sub-Outcome 2.4: Access and utilization of natural resources is sustainably managed. (GM 0)	2.4.1. N. Trainings of different administrations and local authorities on best practices for natural resource management 2.4.2 N. Plan of actions identified and hotspots in the plans of actions	Basic trainings to Somaliland and Puntland key ministries	Monitoring system on land and water in place and functional Plan of actions on Biodiversity Plan of actions on climate change		SWALIM data UNEP, FAO, UNDP data		

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 2.4: Access and utilization of natural resources is sustainably managed. 2011 MILESTONE for South Central Somalia: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners 2011 MILESTONE for Somaliland: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners 2011 MILESTONE for Puntland: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners							

Annex 3: Indicators for the Human Security and Good Governance Outcome

OUTCOME 3: Somali people live in a stable environment where the rule of law is respected and rights based development for everyone is pursued. Agencies involved will include, but are not limited to UNDP (lead agency), IOM, UNPOS, UNHABITAT, UNHCR, UNODC, UNICEF, UNAIDS (cross-cutting HIV/AIDS), UNFPA (cross-cutting gender)

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 3.1: Somali people are fairly and inclusively represented in elected and appointed government positions, and are able to hold their government accountable. (GM 1)	3.1.1 Constitution in place and implemented in line with human rights standards and principles. And includes provisions on enactment of political party laws, state boundaries, census and electoral management	Federal Constitution not in place; Puntland and Somaliland Constitutions exist but are not fully implemented; Political party laws, state boundary legislation, census and electoral management not in place.	1) Inclusive Federal Constitution in place and implemented in line with international human rights standards and principles; 2) Political party laws in place and implemented; 3) State boundary legislation in place and implemented; 4) Census undertaken; 5) electoral framework designed and implemented.	To be updated: This will change as the Agencies, Funds and Programmes change.	• review of the provisions of the Constitution against human rights standards and principles; • drafting and enactment of legislation on political parties, state boundaries, census and electoral management; • implementation of legislation on political parties, state boundaries, census and electoral management; • CSO monitoring; records of public participation and discussions on the Constitution		

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 3.1: Somali people are fairly and inclusively represented in elected and appointed government positions, and are able to hold their government accountable.	3.1.2 Free, fair and credible elections designed and conducted at the national, regional and local levels.	Nationwide elections in 1969; Presidential election in 2010 in SLD and local elections due. Puntland elections in 2009; local elections – clan based, staggered and consultative basis;	1) free, fair and credible elections held for TFG successor government; 2) free, fair and credible elections held in Somaliland; 3) free, fair and credible elections held in Puntland; 4) free, fair and credible local elections held	To be updated	• international and national observers during the elections and its preparation phase; • review of electoral frameworks; review of the work of the Election Commissions; • review of civic education processes and CSO monitoring; • Youth participation in elections. • Independent election monitoring reports. • Proportion of women elected in national and local elections.		

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 3.1: Somali people are fairly and inclusively represented in elected and appointed government positions, and are able to hold their government accountable.	3.1.3 Key policy reforms are enacted with robust public participation and implemented with government being held accountable through effective judicial, legislative and CSO oversight of the executive	All Somali public institutions incl. local governments face significant difficulties incl. inadequate administrative infrastructure, systems and coherent policies, absence of a functioning civil service (UNTP page 24) and effective government oversight	1) Improvements in the performance, transparency, accountability of public institutions, including security sector institutions; 2) Improvement in the effectiveness of oversight and integrity mechanisms	To be updated	• number of key policy reforms that have been enacted; • number of key policy reforms that have been implemented; • number of regulations and guidelines developed; • JPLG baseline – and follow up - public perception survey on the level of public participation and accountability; • assessment against international indexes; • assessment against international standards; • JPLG baseline – and follow up - periodic public surveys and focus groups.		

Sub-Outcome 3.1: Somali people are fairly and inclusively represented in elected and appointed government positions, and are able to hold their government accountable.
2011 MILESTONE for South Central Somalia: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners
2011 MILESTONE for Somaliland: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners
2011 MILESTONE for Puntland: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 3.2: All branches of government at all levels fulfil their mandate, with an emphasis on strengthening the participation of women, youth and minorities. (GM 2)	3.2.1 Increased provision of basic public services by central and local governments accessed particularly by vulnerable and marginal groups, women and youth. (RDP A3)	[There are no current baselines on the access of vulnerable groups to basic public services]	1) Expansion of the equitable delivery of public services through an increase in national and local revenues and proportion of budgets to public services; 2) Strengthened legislative and regulatory framework, with increasing ability to measure the impact of services disaggregated by marginalised and vulnerable groups, women and youth. 3) Local governments providing services and operating in an accountable, transparent and participatory manner.	To be updated: UNICEF and MOPIC – MICS JPLG and MOI – service delivery project data, training data. JPLG and MOI for district own source revenues	• MICS data 2006 and 2010; revenue reports from central and local governments; • national and local government budgets; • Survey and focus groups on the quality and distribution of public services and review of the level of training of public servants (tracer studies). • JPLG MIS – number of service delivery projects disaggregated by community validated priority in district development plan, by sector, by region and by population. • Number of district councillors and staff trained in planning, budgeting, procurement and implementation disaggregated by region and gender. • Staff establishments developed and adhered to for local governments.		

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 3.2: All branches of government at all levels fulfil their mandate, with an emphasis on strengthening the participation of women, youth and minorities.	% increase in women's representation and participation in high-level peace, reconstruction and development processes. (RDP A.1.3 and MDG 3 indicator)	Insert % for 2010 representation of women in high-level peace, reconstruction, development processes and public institutions	1) 30% women's representation and participation in high-level peace, reconstruction and development processes; 2) 30% representation on local government councils and committees.		• review number of women that attend and participate in relevant events, meetings, conferences and other relevant events and meetings; • number of women in appointed and elected positions in central and local governments; • Perception surveys and focus groups on the representation and participation of women in high-level peace, reconstruction and development processes, including representation on local government councils and committees; gender audit processes.		

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 3.2: All branches of government at all levels fulfil their mandate, with an emphasis on strengthening the participation of women, youth and minorities..	Degree to which justice systems and institutional practices conform to international human rights standards and principles	Weak justice systems	1) Increased degree of harmonisation of various sources of jurisprudence and legal practice (Xheer, Shariah, customary law); 2) legal recourse mechanisms in place and increasingly effective; 3) Increased number of case and complaints involving women, children and marginalised groups satisfactorily addressed by the national authorities; 4) Evidence of improved decision-making by judges in line with the applicable laws		• review of policies, mechanisms and frameworks and their compatibility with international human rights standards and principles; • judicial staffing and training records and examination results		

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 3.2: All branches of government at all levels fulfil their mandate, with an emphasis on strengthening the participation of women, youth and minorities.	Evidence of transparent and participatory procedures and mechanisms in central and local government	No effective government mechanisms, systems or capacities for recourse for malfeasance existing and unethical behaviour; no civil society monitoring of watchdog organisations; scant evidence of public participation such as participatory budgeting, public meetings or gazetteer of laws and by-laws;	1) Integrity institution in place and functional; 2) CSOs exercise watchdog/oversight functions including over budgets and the security sector; 3) participatory budgeting at central and local levels	• Perception survey on the quality and access to recourse mechanisms • corruption perception survey • CSO oversight • records of public consultations in validation and decision-making processes • records of malfeasance reports and complaints			

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 3.2: All branches of government at all levels fulfil their mandate, with an emphasis on strengthening the participation of women, youth and minorities.							
2011 MILESTONE for South Central Somalia: Milestone for this Sub-Outcome to be inserted following UN Outcome consultations with national partners							
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Sub-Outcome 3.3: Women and men, girls and boys have access to fair and functioning justice systems and local governance that address their specific needs in line with international human rights principles and standards. (GM 3)	3.3.1 Number of cases adjudicated in court and upheld by authorities in a timely manner and in line with international standards	# of cases in 2010 2010 case load data available in Feb 2011. Somaliland 2009 – 7681 cases: 3771 civil, 3910 criminal	1) Increased number of cases adjudicated in courts 2) Court record mechanisms strengthened and digitised in Somaliland, and court orders enforced by the authorities; 3) Court records established and functioning in Puntland and established in South Central, and court orders enforced by the authorities;		• court records; • monitoring by CSOs and legal aid providers; • recording of cases decided by Elders verified by CSO partners		

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 3.3: Women and men, girls and boys have equitable and differentiated access to fair and functioning justice systems and local governance that address their specific needs in line with international human rights principles and standards.	3.3.2 Number of minors in adult prisons and number of minors in juvenile detention centres	# of minors in 2010 Insert data from UNODC Juvenile Justice Law enacted, but not yet applied. Judicial cycle staff (judges, prosecutors, judicial police and correctional staff) not equipped to respond to the differentiated needs of minors in 2010.	1) systems in place to process juveniles in a differentiated and correctional manner; 2) Juvenile legislation in place; 3) justice, prosecutors, police and correctional staff increasingly able to respond to the differentiated needs of minors		• prison registers, • monitoring by CSO partners;		
Sub-Outcome 3.3: Women and men, girls and boys have equitable and differentiated access to fair and functioning justice systems and local governance that address their specific needs in line with international human rights principles and standards.	3.3.3 Average length of adult imprisonment	Insert Average for 2010 Insert data from UNODC	1) Legal assistance available to all prisoners where legal aid organisations are present; 2) expeditious and a fair handling of all cases; 3) number of arbitrary detentions and abuses of authority decreased 4) Oversight systems embedded in law and implemented	• prison registers; • court records; • police records; • prosecutors records; • CSO monitoring; • human rights monitoring; • international human rights reports			

Sub-Outcome 3.3: Women and men, girls and boys have equitable and differentiated access to fair and functioning justice systems and local governance that address their specific needs in line with international human rights principles and standards.

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Sub-Outcome 3.4: Security is improved and the protection environment strengthened for all Somalis. (GM 1)	3.4.1. Number of alleged human rights abuses acted on by Military Courts and Office of Attorney General.	Human Rights Commissions established. No functioning Public defender's office.	1) independent oversight and accountability mechanisms in place; 2) records of human rights abuses are kept; 3) systematic system of monitoring by CSOs is in place; 4) judicial and legislative oversight of security sector institutions in place; 5) Perpetrators of human rights abuses are subjected to disciplinary action including criminal prosecution where appropriate by the authorities.		• police records; • prosecutors records; • monitoring by CSO partners; • degree of legal aid assistance provision; • reports by international human rights organization; • judicial records; • Outcome of military court cases		

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
Sub-Outcome 3.4: Security is improved and the protection environment strengthened for all Somalis.	3.4.2 Number of laws implemented and policies and mechanisms in place that are in line with international human rights standards and principles	Puntland and Somaliland in 2010 has 18 current laws addressing elements of human rights. www.somalilandlaw.com	1) Key pieces of domestic legislation are in line with international standards; 2) policies associated with legislative implementation are drafted and publicly available		• review of laws by technical experts; • publication of laws in the official Gazette; • Court rulings that demonstrate implementation of international standards/ number of policy pronouncements that incorporate international standards.		
Sub-Outcome 3.4: Security is improved and the protection environment strengthened for all Somalis.	3.4.3 Number of IDPs provided with a durable solution by the authorities, and number of refugees who voluntarily return to their place of origin	Insert data from UNHCR for 2010	Significant decrease in the number of Somali refugees residing in camps in the region, and only a marginal number of conflicts based IDPs remain.		• Number of Somali refugees in the Horn of Africa (and globally) is statistically available from UNHCR. • IDP movements and reason for flight are tracked by UNHCR Somalia on a weekly and monthly basis. • "Acceptance" by authorities can be measured by the number of official statements supporting IDP presence.		

Annex 3

56

Outcome	Indicator	2010 Baseline	2015 Target	Agencies involved and how	Means of Verification	Risks and Assumptions	Mitigation measures
	3.4.4 Number of Victims of Violence, disaggregated by age and gender	• 10-14 yrs: 3.5% (m), 2% (f) • 15-19 yrs: 12.5% (m), 5% (f) • 20-24 yrs: 10% (m), 7.5% (f) • 25-29 yrs: 13% (m), 8% (f) • 30-34 yrs: 7% (m), 3% (f) • 35-39 yrs: 3% (f), 1% (f)		UNDP	UNDP Rule of Law and Security Programme		

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List of Abbreviations

ADR	Alternative Dispute Resolution
AFP	Agencies, Funds, and Programmes
AFLC	Acute Food and Livelihoods Crisis
AIDS	Acquired Immunodeficiency Syndrome
AIMS	Aid Information Management Systems
AMISOM	African Union Mission in Somalia
ARS	Alliance for the Re-liberation of Somalia
ART	Anti-retroviral Therapy
AWD	Acute Water Diarrhoea
BCPR	Bureau for Crisis Prevention and Recovery
CAP	Consolidated Appeals Fund
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CSO	Civil Society Organization
CSZ	South central Somalia
DDR	Disarmament, Demobilization and Reintegration
DG	Director General
EC	European Commission
EmOC	Emergency Obstetric Care
EPHS	Essential Package of Health Services
EU	European Union
FAO	Food and Agricultural Organization
FGM	Female Genital Mutilation
FSNAU	Food Security and Nutrition Analysis Unit
GAM	Global Acute Malnutrition
GBV	Gender Based Violence
GDP	Gross Domestic Product
GM	Gender Marker
GTG	UN Gender Theme Group
HE	Humanitarian Emergency
HIV	Human Immunodeficiency Virus
IDPs	Internally Displaced Persons
IFAD	International Fund for Agriculture Development
IFCC	Independent Federal Constitution Committee
ILO	International Labour Organization
IMR	Infant Mortality Rate
INGO	International Non-Governmental Organizations
INTOSAI	International Organization of Supreme Audit Institutions
IOM	International Organization for Migration
JPLG	Joint Program Local Governance
LDF	Local Development Fund
LLINS	Long Lasting Insecticide Treated Mosquito Nets
M&E	Monitoring and Evaluations
MCH	Mother and Child Health
MDG	Millennium Development Goals
MICS	Multiple Indicator Cluster Survey
MMR	Maternal Mortality Rate
MoFASD	Ministry of Family Affairs and Social Development

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EPHS	Essential Package of Health Services
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FAO	Food and Agricultural Organization
FGM	Female Genital Mutilation
FSNAU	Food Security and Nutrition Analysis Unit
GAM	Global Acute Malnutrition
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MMR	Maternal Mortality Rate
MoFASD	Ministry of Family Affairs and Social Development

MoJ	Ministry of Justice
MoI	Ministry of Interior
MOPIC	Ministry of Planning and International Cooperation
MORSS	Minimum Operating Residential Security Standards
MOSS	Minimum Operating Security Standards
MoWDAFA	Ministry of Women Development and Family Affairs
NFI	Non-Food Item
NDVI	Normalization Difference Vegetation Index
NGO	Non-Governmental Organizations
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the High Commissioner for Human Rights
PAC	Police Advisory Committee
PLD	Puntland
RC/HC	Resident Coordinator/Humanitarian Coordinator
RCO	Resident Coordinator's office
RDP	Reconstruction and Development Programme
SGBV	Sexual and Gender Based Violence
SLD	Somaliland
SMG	Somalia Monitoring Group
SPF	Somali Police Force
TFG	Transitional Federal Government
TFI	Transitional Federal Institutions
U5MR	Under Five (years of age) Mortality Rate
UN	United Nations
UNAIDS	The Joint United Nations Programme on HIV and AIDS
UN	United Nations Country Team for Somalia
UNDP	United Nations Development Program
UNDSS	United Nations Department of Safety and Security
UNESCO	United Nations Educational, Scientific, and Cultural Organization
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Human Settlement Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNMAS	United Nations Mine Action Service
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNPOS	United Nations Political Office for Somalia
UNSAS	United Nations Somali Assistance Strategy
UNSCR	United Nations Security Council Resolution
UNSOA	United Nations Support Office for AMISOM
UNTP	United Nations Transition Plan
UNV	United Nations Volunteers
VCT	Voluntary Counselling and Testing
WB	World Bank
WFP	World Food Program
WHO	World Health Organization

59